

THE CITY OF UNIVERSITY HEIGHTS, OHIO
AMENDED CITY COUNCIL MEETING AGENDA via ZOOM

7:00PM

MONDAY, FEBRUARY 1, 2021

Join Zoom Meeting

<https://us02web.zoom.us/j/89883900776?pwd=WFpISHZNa3ZjYWZSNmJmUjBWNuFIQT09>

Meeting ID: 898 8390 0776

Passcode: 731459

One tap mobile

+13126266799,,89883900776#,,,,*731459# US (Chicago)
+19292056099,,89883900776#,,,,*731459# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)
+1 929 205 6099 US (New York)
+1 301 715 8592 US (Washington DC)
+1 346 248 7799 US (Houston)
+1 669 900 6833 US (San Jose)
+1 253 215 8782 US (Tacoma)

Meeting ID: 898 8390 0776

Passcode: 731459

NOTE: Executive Session may follow meeting to discuss legal, personnel and real estate matters.
(Motion Required)

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Approval of Minutes
5. Comments from the Audience (Speakers are limited to 5 minutes, total time allowed 15 min. per meeting, unless otherwise permitted by Council Ord. No. 91-25)
6. Reports and Communications from the Mayor and the taking of action
7. Agenda Items:
 - A) Presentation by Mr. Ted Troxell and the City's Technology Advisory Commission regarding the Needs Analysis and Development of an IT Strategic Plan for the City
 - B) Ordinance 2021-01 Authorizing the Mayor to Enter into a Letter Agreement with Rea & Associates for the Performance of an Information Technology Needs Assessment and Strategic Plan and Declaring an Emergency (on emergency)
 - C) Ordinance 2021-03 Creating a Facility Capital Improvement Fund (on second reading)
 - D) Ordinance 2021-05 Authorizing the Transfer of Funds from the BCI Fees Fund (214) to the General Fund (100) in the Amount of \$2,000 and Declaring an Emergency (on emergency)
 - E) Ordinance 2021-06 Amending Ordinance 2020-63 Authorizing Temporary Appropriations for Current and Other Expenditures of The City of University Heights, Ohio for the Period Commencing January 1, 2021 and Ending March 31, 2021 and Declaring an Emergency (on emergency)
 - F) Resolution 2021-07 Celebrating Black History Month 2021
 - G) Motion Authorizing 2021 Subscription Payments to Lexipol LLC, for Fire Department \$8,414.00 and Police Department \$14,615.20. For a total payment amount not to exceed \$23,029.20
 - H) ~~Motion to Enter a contract with GT Environmental, Inc. to survey University Heights residents regarding potential changes in City solid waste and recycling collection methods~~
 - I) Motion to Hold an Executive Session immediately following this Regular Meeting for the Purpose of Discussing Personnel, Legal and/or Real Estate Matters

Directors Reports:

- a) Finance
- b) Law
- c) Public Safety (Police/Fire)
- d) Service
- e) Building/Housing/Development
- f) City Engineer
- g) Communications / Civic Engagement
- h) Economic Development

8. Adjournment

AGENDA

**MONDAY, FEBRUARY 1, 2021
REPORTS FROM STANDING COMMITTEES**

BUILDING/HOUSING

Chairman

Barbara Blankfeld

COMMUNITY OUTREACH

Chairman

Susan Pardee

ECONOMIC DEVELOPMENT

Chairman

John Rach

FINANCE

Chairman

Michele Weiss

RECREATION

Chairman

Phillip Ertel

SAFETY

Chairman

Saundra Berry

SERVICE AND UTILITIES

Chairman

Justin Gould

COMMITTEE OF THE WHOLE

Vice Mayor Michele Weiss



Tech Advisory Committee
January 12, 2021

Agenda

- 2020 - One last time
- Main Goals For RFQ
- Present/Discuss Bidders
- Questions and Discussion



University Heights IT Needs

Secure IT
Infrastructure

Reliable and
Qualified IT Support



Tech Committee

Recommend general policies relating to the operation and uses of technological tools and services with a view toward maximizing the diversity of services to users.

Monitor and review state-of-the-art and related information, policies and regulations for information utilization by the City.



University Heights IT Overview

- Architecture originally established by PC Alternative
- Issues regarding qualifications
- Migrated to Concord
 - Lacks Proficiency
 - Poor Communication
 - Difficulty working with other vendors
 - Issues with email
- Currently using Starfish



NEEDS ASSESSMENT & AUDIT



Scope of Assessment

1. Establish needs and goals for the City's information technology and business systems
2. Evaluate alternative approaches for meeting established needs and goals
3. Assess feasibility of alternative approaches
4. Develop improvement recommendations and system requirements for meeting established needs and goals
5. Formulate maintenance, operation and security procedures for City's information technology systems, software and infrastructure
6. Prioritize the improvement recommendations and system requirements
7. Provide cost estimate for each recommended improvement recommendation and system requirement; costs shall include initial implementation and ongoing support
8. Establish an implementation schedule
9. Define the implementation process for each improvement recommendation and system requirement

Scope of Assessment

- Windows domain
- Network Architecture
 - Network Topology
 - network Access Controls
 - Host Access Controls
 - Current Key Design Assumptions
 - Logical Network Design
- Information Security
 - Risk and Vulnerability Assessments
- Custom Databases
- Hosted Software
- Web Applications
- System Security
- Emergency Preparedness
 - Risk Management Recommendations
- System Resiliency
- Operation and Maintenance Procedures.
- Inventory of Current Hardware
- Recommendations

Vendor Qualifications

- A brief description of the firm or business entity, including firm history, number of employees, organization structure, ownership structure and expertise, and resumes for principals or key employees who would perform the Services in this Solicitation;
- A detailed listing and description of experience and other information that demonstrates the Respondent's expertise and capacity to provide the Services specified in this Solicitation,
- Minimum of five (5) letters of recommendation from specific customers who have used services provided by the Respondents in the past 18 months; and if relevant, a list of references from Municipalities to whom the Respondent has provided services similar and comparable to those described in this Solicitation (contact name, telephone, email address, contract term) from whom University Heights may obtain references;
- Any other relevant information that Respondent believes would assist University Heights in evaluating the submittal.

	Starfish	Avero	Rea & Associates	Plante Moran
Information Security	✓	✓	✓	✓
Emergency Preparedness	✓	✓	✓	✓
System Security	✓	✓	✓	✓
Inventory Documentation	✓	✓	✓	✓
W/ & W/O Police Dept.	✓			
Operation & Procedures		✓	✓	✓
Network Design	✓		✓	✓
Future Risk Assessment	✓	✓	✓	✓
Letters of Recommendation	5	5 (?)	5	9 (?)
Duration	12 hours	48 days	71 hours	85 days
Cost	\$1,860	\$48,830	\$18,500	\$39,950

Strength

- Broken down into multiple phases
- Worked with Law Enforcement
- Diverse experience

Weakness

- Two month lead time
- High cost
- Very broad language, lacks specificity



Opportunity

- Likely very knowledgeable
- Able to leverage knowledge for other opportunities

Threats

- Resources may not be available
- May not address scope of project

Avero

Total Cost: \$48,830

Strength

- Explicitly noted Police Department
- Already familiar with the city; IT infrastructure
- Least expensive

Weakness

- Least amount of detail

Starfish

Total Cost: \$1,860



Opportunity

- Likely very knowledgeable
- Leverage existing knowledge at cheaper cost
- Potentially faster time to completion

Threats

- Resources may not be available
- Not much detail to RFP, scope may not be accomplished
- Potential additional services required if scope isn't met

Rea & Associates

Total Cost: 18,500

Strength

- Many stages provide high transparency
- Outlined planned for future trends and need assessments
- Strong security backgrounds

Weakness

- Accounting firm may not be as strong in IT
- High level breakdowns



Opportunity

- Likely very knowledgeable
- High levels of security experience may be leveraged for stronger security

Threats

- Resources may not be available
- Gaps in IT strength may harm quality of deliverables

Strength

- Established concise deliverables
- High level of experience

Weakness

- High cost
- Does not include future needs assessment/trends
- Accounting firm may not be as strong in IT



Opportunity

- Likely very knowledgeable
- Long project time will provide detailed analysis

Threats

- Resources may not be available
- Possibly exceeds scope
- Expected to last 85 days

Plante Moran

Total Cost: \$39,950

The background features several light blue, wavy, brushstroke-like lines that curve across the frame, creating a soft, abstract pattern. The lines vary in thickness and opacity, giving a sense of movement and depth.

THANK YOU

Image Attribution

All image use has been granted by Freepik.com and the City of University Heights.



Tuesday, December 8, 2020

Kelly Thomas
Clerk of Council City of University Heights
2300 Warrensville Center Road
University Heights, OH 44118

Dear Kelly:

Thank you for again considering us for providing services to University Heights. The following pages will introduce the Rea Team, our Firm, and our plan for addressing your needs.

Thanks again for this opportunity,

Conner Mundy

Conner Mundy

Qualification Statements

WHAT DO WE DO?

We are cyber security and information risk executives. Our mission is to assist organizations like yours with the business critical effort of understanding and managing information security risks. Many of our clients are recognizing the benefits or efficiencies of a standardized cybersecurity framework (approach), lack access to this particular expertise internally, or simply do not have budget to bring resources onboard as employees. Our unique hands-on approach to building a successful cybersecurity roadmap will direct aligned with your business organizational objectives. In fact, you may find that our early conversations are far more oriented to how you operate that what technology you use.

Rea Cyber brings together the technical level expertise and complex project oversight skills of proven US Military cybersecurity veterans and the career experience of information executives to provide visibility into client vulnerabilities, management of information governance requirements, and cybersecurity responsibilities. We have sat at your desk, reported to boards, and experienced the audit cycle.

Although we have Cyber in our name, our segment includes a broad array of services to address goals across the entire IT organization, including:

1. Information Officer Duties
2. Information Security officer duties
3. Staffing augmentation
4. Strategic planning and multi-year budgeting
5. Project management
6. Hardware and software acquisition
7. Managed services and governance monitoring
8. IT Steering Committee development and facilitation.
9. RFP preparation
10. Risk Appetite development and incorporation

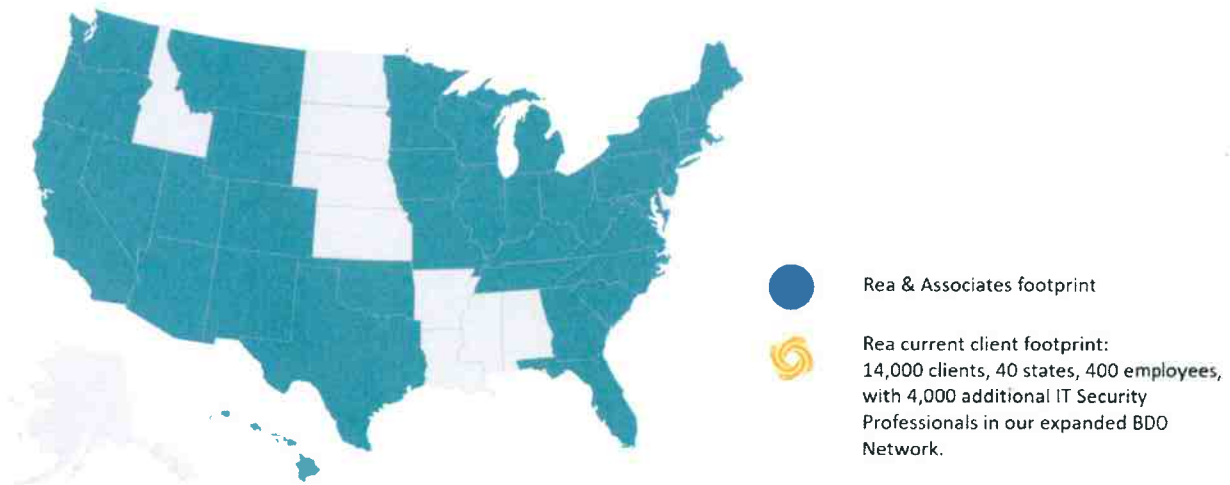
- 11. Regulatory and Internal Compliance goals
- 12. Transparency and Accountability processes to Stakeholders.

WHOM DO WE SERVE?

We are committed to providing you with the right amount of cybersecurity coverage to secure your business providing the peace of mind needed to help you grow your businesses safely.

Rea & Associates is equipped to represent small-to-mid-sized businesses as well as middle-market businesses that operate without a cybersecurity framework, readily available expertise or budget. Our services are ideal for organizations that are looking to address cybersecurity for client requirements, compliance or security concerns.

OUR NATIONAL FOOTPRINT



WHY WORK WITH US?

Rea's information technology and risk management bring extensive experience with the most common regulations, laws and governance frameworks to the table. Consisting of highly regarded professionals known for their technical expertise, high regulatory standards and demonstrated organizational integrity, our team has several licenses & certifications. Rea is registered with the American Institute of CPAs and the Ohio Society of CPAs, and has consistently been ranked in the *Top 100* in size by Accounting Today and INSIDE Public Accounting.

Rea & Associates Government Segment

We have the experience in providing auditing (over 150 annually), accounting and consulting Services for many other governmental entities similar to the City of University Heights, which includes the Cities of Wooster, Rittman, Lima, Amherst, Dover, and Shaker Heights.

MEET THE UNVERISTY HEIGHTS RFP TEAM

The following individual will be assisting in the completions of the action items scoped in the proposal.



**Shawn Richardson, Principal
US Army, Ret.**
Director, Cybersecurity &
Managed IT Services
Dublin/Wooster Office
Office: 234.249.3478
Cell: 614.554.3450
shawn.richardson@reacpa.com



**Brian Garland, Manager
CPA, CISA**
Cybersecurity & Managed IT
Services
Dublin Office
Office: 440.371.3035
Cell: 440.371.3035
brian.garland@reacpa.com



**Paul Hugenberg, III, Principal
CISA, CISSP, CRISC**
Director, Cybersecurity &
Managed IT Services
Independence/Wooster Office
Office: 234.249.3477
Cell: 330.651.7040
paul.hugenberg@reacpa.com



**Ty Whittenburg, Manager
US Army Veteran**
Cybersecurity and Information
Assurance
Dublin Office
Office: 614.889.8725
Cell: 614.467.0762
Ty.whittenburg@reacpa.com



Conner Mundy, Consultant
Cybersecurity & Information
Assurance
Independence Office
Office: 216.573.9085
Cell: 440.897.4077
Conner.Mundy@reacpa.com



Jorn Baxtrom
Cybersecurity and Managed IT
Services
Wooster Office
Office 234-249-3451
Cell 330-464-0382
Jorn.baxtrom@reacpa.com

ADDITIONAL TEAM MEMBERS



Due to the nature of this proposed services, we will also be utilizing our **Chief Information Officer, Darrell Williams**. Darrell is responsible for IT Operations, Cybersecurity, and Resiliency Planning for Rea's 400 employees and 15 locations.

PROPOSED TIMLINE

Objective:

Provide a completed and valid Information Technology Needs Assessment and Strategic plan for University Heights with an estimated delivery Date of 2.26.2021. Our work will include the Information Technology Strategic plan and also the best practices for the Network Upgrades. The following timeline is broken out into a phased approach.

Phase 1-Information Security Assessment:

- Complete an external to internal security risk assessment. This may include a walkthrough of the all buildings. 5 Hours

5 Total Hours

Phase 2-Infrastructure Network Hardware Assessment:

- Complete a review of the existing Hardware and plan as it exists today. 4 Hours
- Identify gaps in current infrastructure against the best practice. 2 Hours
- Conduct network performance Testing 4 Hours

Total 10 Hours

Phase 3-Server Assessment:

- Complete a review of the existing server Hardware as it exists today. 4 Hours
- Review current usage of the servers such as document storage, computer, and memory utilizations. 3 Hours
- Identify gaps in current server infrastructure against the best practice. 1 Hours
- Perform a cost analyzes for on-premise solution vs cloud approach for all server infrastructure 1 Hours

Total 9 Hours

Phase 4-Critical Software Assessment:

- Complete a review of the existing business solution applications. 6 Hours
- Review the infrastructure requirements for business solutions software applications. 1 Hours
- Perform a cost analyze on on-premise vs cloud approach for Business solutions applications. 2 Hours
- Complete a review of the existing email solution 2 Hours
- Provide email Anti-Spam and filtering solutions. 1 Hours
- Perform a cost analyses on on-premise email servers vs cloud approach. 2 Hours

- Provide Email Encryption Solutions 1 Hours

Total 15 Hours

Phase 5-Compliance Assessment:

- Review current regulatory requirements for the City of University Heights 2 Hours
- Identify gaps in current practices against the best regulatory body's standards. 2 Hours
- Review PCI compliance standards vs current practice of University Heights around Point of Sale solutions. 3 Hours
- Review Email Retention requirements for public record information for on premise vs cloud email approach 3 Hours

Total 10 Hours

Phase 6-Future Landscape Assessment:

- Review the current threat landscape for the municipality entities and give insight on future threats and recommendation for the next three year. 8 Hours
- Review current work from home threats and also give insight on future threats. 2 Hours
- Perform an endpoint encryption analysis on the Municipality endpoints. 4 Hours

Total 14 Hours

Phase 7-Final Reports:

- ✦ Provide a compressive future budget for Information technology spending for the next Five years 3 Hours
- ✦ Provide a threat landscape report with current and future threats to municipalities. 1 Hours
- ✦ Provide a compliance report for the current compliance level of the City of University Heights vs. Regulatory Standards 1 Hours
- ✦ A Reporting Day for University Heights for IT officials to discuss the future strategic plan. 3 Hours

Total 8 Hours

Confidentiality and Security Plan for Information Sharing

All documentation and document transfers will be done via Citrix Sharefile. ShareFile is a secure content collaboration, file sharing and sync solution that supports all the document-centric tasks.

Hourly Rates for Service per Position

Note, these rates are shared as requested but our services are a fixed fee.

Position	Hourly Rate
Associate	\$146
Manager	\$225
Senior Manager	\$270
Principal & Partner	\$326

PROPOSED FEE

Line Item	Solution	Price
1	Phase 1-Information Security Assessment:	Included
2	Phase 2-Infrastructure Network Hardware Assessment:	Included
3	Phase 3-Server Assessment:	Included
4	Phase 4-Critical Software Assessment:	Included
5	Phase 5-Compliance Assessment:	Included
6	Phase 6-Future Landscape Assessment:	Included
7	Phase 7-Final Reports:	Included
9	Travel/Meals/Lodging	Included
Total	Information Technology Needs Assessment	\$18,500

Terms and Conditions:

Payment: 50% upon signature. 50% upon completion.

Our preferred method of payment is ACH. Instructions will be shared after acceptance of the proposed services.

Change orders must originate in writing (email is appropriate) to our Rea Engagement Leader for review. Change orders that allow for service hours to be shifted between existing commitments will be handled accordingly without addition cost. Orders requiring addition effort or 3rd Party out of pocket costs will be submitted to the requester for approval prior to proceeding.

ACCEPTED BY CLIENT:

PRINTED NAME:

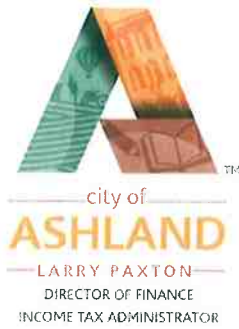
DATE:

Thank you once again for the opportunity. Please reach out with any questions. I look forward to hearing from you soon.

Sincerely,

Conner Mundy

LETTERS OF RECOMMENDATIONS FOLLOW ON THE NEXT PAGE



FINANCE DIVISION
206 CLAREMONT AVE.
ASHLAND, OHIO 44805
PHONE: 419.289.8170
FAX: 419.281.0400

INCOME TAX DIVISION
218 LUTHER STREET
ASHLAND, OHIO 44805
PHONE: 419.289.0386
FAX: 419.289.9225

July 12, 2017

To Whom It May Concern:

It is my pleasure to recommend the services of Rea & Associates, Inc. to you. The City of Ashland contracted with Rea & Associates, Inc. to prepare an indirect cost allocation plan in 2014 for our vehicle maintenance department for inclusion in their grant proposals.

I have been impressed with their staff members' knowledge, patience, and willingness to help with the indirect cost allocation plan and questions. They are considerate, professional, and are able to work around my staff's busy schedules. During this time, the preparation of the plan was concluded in a timely manner. The flow of communication from the beginning to the end of the indirect cost plan's preparation was outstanding.

I would recommend the use of Rea & Associates, Inc. for their preparation of an indirect cost plan service. We look forward to continuing our City's relationship with them. If you have any questions, please do not hesitate to contact me.

Sincerely,

Larry Paxton
Finance Director

Finance Department
CITY OF MIDDLEBURG HEIGHTS

15700 Bagley Road • Middleburg Heights, Ohio 44130-4832
440/234-8989 • Fax 440/234-4934 • E-mail: finance@middleburgheights.com



Matthew Castelli
Mayor

Jason Stewart, CPA
Director of Finance

November 18, 2019

Dear Local Official:

It is my pleasure to recommend the services of Rea & Associates. The City of Middleburg Heights has contracted with Rea & Associates for financial auditing services for nine years. Each time I have been impressed with the quality of associates that have been active on our engagement.

Throughout the years they have maintained consistent audit teams that are knowledgeable, professional and courteous. The staff provide steady updates throughout the audit, avoiding any surprises late in the engagement. They are able to schedule their work appropriately, always being respectful of my staff's schedules. Having qualified supervisors in the field has been a priority of mine, and Rea and Associates delivers every time.

The government audit team has always been able to meet our timeline for an early audit release date. However, they have also been flexible when we have needed to push that timetable back to allow us more time to complete our conversion.

Please consider Rea & Associates when reviewing your options for financial audit services. I highly recommend them and look forward to continuing our City's relationship with them.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Stewart", is written over a faint, larger version of the same signature.

Jason Stewart, CPA
Director of Finance



City of Lima, Ohio

50 Town Square Lima, Ohio 45801-4900
419/228-5462 Fax 419/221-5199 www.cityhall.lima.oh.us

David J. Berger, Mayor

January 17, 2020

To Whom It May Concern,

I would like to take the time to provide a recommendation for Rea and Associates, Inc. Rea and Associates, Inc. conducted the City of Lima's annual financial statement audit from 2001 through 2010 and are currently under contract to perform our annual audits 2017 through 2021. I have personally worked with the audit team on each of these audits and have always been more than satisfied by their professional approach to each of these audits. The knowledge and experience of each member of the Rea and Associates audit team made our annual audits both pleasant and educational at the same time.

In addition to providing audit services the City of Lima has utilized the professional services of Rea and Associates consulting staff as well. From general assistance with the preparation of our CAFR to detailed assistance with the new pension reporting requirements Rea and Associates has proven to be extremely helpful and easy to work with. I would be happy to discuss our experiences with Rea and Associates with you further if you desire. Please feel free to contact me at 419-221-5206.

Sincerely,

Randall S. Bartels
Director of Audit Services
City of Lima





The City of Rittman Offices

30 North Main Street
Rittman, Ohio 44270
330-925-2064
www.rittman.com

Pamela Keener
Finance Director
pkeener@rittman.com

February 16, 2018

To Whom It May Concern,

I would highly recommend Rea & Associates for both audit and GAAP compilation services. The City of Rittman has worked with Rea & Associates in both of these capacities for over ten years. The experienced staff from staff accountant or auditor to principal is invaluable. The staff is extremely easy to work with and always willing to go above and beyond.

In addition to working with Rea & Associates at the City of Rittman, I had the opportunity to work with Rea & Associates as an auditor for the Ohio Auditor of State's Office. Rea & Associates provided GAAP compilation services on many audits engagements I worked on. Rea's GAAP compilations were always completed thoroughly. Their knowledge of the GASB standards is impeccable.

Should you have any questions or require additional information, do not hesitate to contact me.

Thanks,


Pamela Keener



CITY OF UPPER SANDUSKY
MUNICIPAL OFFICES

119 North Seventh Street
Upper Sandusky, Ohio 43351
Telephone 419-294-3862 Fax 419-294-6767
www.uppersanduskyoh.com

March 7, 2018

To Whom It May Concern,

I would like to share that the City of Upper Sandusky has had many positive experiences while working with Rea & Associates. These experiences make it a pleasure to recommend this firm to any entity.

Rea & Associates has performed the bi-annual audit for the City since year ending 2009. Each member of the audit team that our staff has had the opportunity to work with can effectively, efficiently and appropriately communicate what information that is needed to complete the review. Additionally, when unique situations are encountered, the firm has an exceptional amount of internal resources to assist in advising and establishing proper protocols for the future.

Rea & Associates has provided annual GAAP conversion and financial report compilation services for the City since calendar year ending 2012. The ability of Rea & Associates to provide these services as well as remain an independent public accountant (IPA) that provides audit services has proven to be beneficial for the City.

Along with the above-mentioned tasks, the City has utilized Rea & Associates professional services that include cash reconciliation and assistance in drafting a capital asset plan. This plan was tailored to the specific details of our municipality. In addition to being thorough and complete, the capital asset plan remains feasible and functional.

I would propose that Rea & Associates be considered for your auditing and professional services. If there are additional questions about this firms' qualifications, please do not hesitate to contact me at 419-294-3988.

Thank you,

Mark A. Droll
Auditor, City of Upper Sandusky



Request for Proposal

**INFORMATION TECHNOLOGY NEEDS ASSESSMENT AND
STRATEGIC PLAN**

DECEMBER 8, 2020

PROPOSAL SUBMITTED BY:



HEAD OFFICE

*512 West Broadway Avenue
Maryville, TN 37801*

WEST COAST OFFICE

*10396 East Caribbean Lane
Scottsdale, AZ 85255*

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C. Description of Avèro’s Business Continuity Plan	30

Cover Letter

December 8, 2020

Attn: Kelly Thomas, Clerk of Council
City of University Heights
2300 Warrensville Center Road
University Heights, OH 44118

Dear Ms. Thomas,

Avèro, LLC (dba Avèro Advisors or Avèro) is thankful for the opportunity to offer our experience and consulting services for the **Information Technology Needs Assessment and Strategic Plan** project to the City of University Heights (City).

Avèro is an Information Technology (IT) Modernization firm on a mission to enable public and private sector agencies of all sizes to “Rethink IT.” We possess expertise in developing IT Master Plans, IT Strategy Planning, Business Process Analysis & Redesign, Performance Measures & Tracking, Infrastructure Analysis, Enterprise System Consultation, and Project Management for various government & private organizations. Moreover, we maintain excellent relationships with our clientele by being nimble and agile in our approach and having the flexibility to meet their vision and business requirements.

Avèro possesses expertise in providing IT Infrastructure & organizational structure analyses and strategic planning to a diverse selection of organizations across the United States and Canada. **Our team has completed similar scopes of work for various public & private-sector agencies, such as City of Macedonia (OH), City of Cleveland (OH), City of Green (OH), City of Akron (OH), City of Maryville (TN), and Union County (NC).** We position our clients for success by providing strategic advisory services that help build smart organizations, streamline workforce operations, and achieve service excellence.



Based on these qualifications, our team of consultants contributes to the following critical factors necessary for the long-term success of this effort:

- Demonstrated ability to foster long-term, trust-based relationships built upon exceeding Clients' expectations.
- Proven track record and relevant IT subject matter expertise, including IT functional & organizational structure assessments and strategy development.

- Extensive experience working with all aspects of operations (e.g., Administration, Building, Law Services, Special Projects, Senior Services, and Housing and Community Development).
- Demonstrated expertise in end-to-end IT infrastructure modernization, from business process analysis & re-engineering, strategic planning, standard operating procedure, business system consultation, enterprise technology implementation, and project management services.
- **Name a department and we have worked with them!**

Furthermore, **Avèro is a 100% independent, 3rd party consulting firm with no affiliation to software or hardware vendors whatsoever, which ensures that our objective strategic recommendations will be tailored to the City of University Heights' specific needs.** Our firm is also a certified Minority-owned Business Enterprise (MBE) in multiple States, as well as a financially stable and profitable firm that strives to deliver significant value to our clients nationwide. We also certify that all employees and applicants for employment are not discriminated against because of their race, creed, color, sex, or national origin.

Throughout this project, Avèro will make every commitment to provide practical solutions to the City's IT stakeholders and enable the organization to do business more efficiently and serve its City staff more effectively. We will also apply our proven expertise and professional skills to complete projects within this engagement on time and within the allocated budget.

I, Abhijit Verekar ("AV"), will be the primary contact for the negotiations on behalf of Avèro Advisors. Please feel free to contact me via office phone at 865-415-3848 or av@averoadvisors.com with any questions you may have.

Sincerely,



Abhijit "AV" Verekar, President

Avèro Advisors

Home Office: 512 West Broadway Avenue, Maryville, TN 37801

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

Office: 865-415-3848 | Email: av@averoadvisors.com



Company and Staff Information

Company Information

Firm Name:	Avèro, LLC. (dba Avèro Advisors)
Ownership Type:	Limited Liability Company
Owner:	Abhijit Verekar ("AV")
Office Locations:	<p>Headquarters: 512 West Broadway Ave., Maryville TN 37801 8 AM – 5 PM EST</p> <p>West Coast Office: 10396 East Caribbean Ln., Scottsdale, AZ 85255 8 AM – 5 PM MST</p>
Number of Staff:	18 full-time employees
Description of Financial Standing:	Avèro is a financially stable and profitable firm, and Mr. Verekar, Avèro's Owner and Project Executive, confirms that Avèro is willing to provide financial statements upon City's request.

Avèro has extensive experience working with the various departments from across organizations that interface with Information Technology. These collective insights give Avèro a unique perspective on conducting comprehensive operational, organizational, and IT assessments. With a deep understanding of both the cloud era and traditional technology environments, Avèro focuses on building smart organizations, which empower their employees to enrich the lives of those they serve.



Avèro's professional consulting services repertoire include the following offerings:



Avèro identifies solutions to critical problems experienced by all levels of organizations, both in the public and private sectors, without requiring scarce resources. Additionally, our consultants have experience in industry-leading technologies and possess the educational background, work experience, and certifications to deliver the right results on time and within budget.



Avèro is also committed to being at the forefront of thought leadership in our industry and frequently publishes original content for our clients' benefit. Additionally, we produce and distribute a weekly podcast, *ReThink IT*, on our website (podcast.averoadvisors.com) to discuss the general nature of technology and views on its applications for municipalities now and in the future. Our guests include City Managers, Mayors, CIOs, County Administrators, and other municipal executives and leaders.

Additionally, Avèro was recently recognized as 2019's "[Best Small Business](#)" by the Blount County Chamber of Commerce. We are also certified as a "[Great Place To Work®](#)" based on feedback provided by 100% of our employees. Avèro's President also serves on the National Institute of Governmental Purchasing (NIGP) panel for cybersecurity, aiding to build cybersecurity practice documents. The Avèro team has experience providing critical advisory and project management services to the following departments/entities within governmental and private organizations:

- Administration Department
- Law Department
- Building Department
- Economic Development
- Finance Department
- Special Projects Department
- Housing and Community Development
- Police Department
- Fire Department
- Senior Services Office
- Parks and Recreation Department

Avèro's leadership and the project team has experience and expertise in providing **consulting IT services similar to the City's objectives outlined in its RFP** for the following sampling of public sector clients:

IT Strategic Planning Clients

- City of Macedonia, OH
- City of Green, OH
- City of Akron, OH
- City of Medina, OH
- Dayton Housing Authority, OH
- City of Lancaster, CA
- Legal Aid of Nebraska
- City of Maricopa, AZ
- Blount County Circuit Court Clerk, TN
- City of Maryville, TN
- City of Alcoa, TN
- City of Raleigh, NC
- Union County, NC
- Pittsylvania County, VA

Other Government Agency Clients

- City of Cleveland, OH
- Toledo Area Regional Transit Authority, OH
- Greater Dayton Regional Transit Authority, OH
- Major Facility Solutions, OH
- Santa Clara County Housing Authority, CA
- Antelope Valley Transit Authority, CA
- City of Charlottesville, VA
- Montgomery County, MD
- Baltimore County, MD
- Gwinnett County, GA
- Nashville MTA, TN
- City of Seattle, WA
- City of Sunnyvale, CA

- Blount County, TN
- Knoxville's Community Development Corporation, TN
- Town of Paradise Valley, AZ
- City of Wilsonville, OR
- City of Kenmore, WA
- Bremerton Housing Authority, WA
- Memphis Area Transit Authority, TN
- City of Charlotte, NC
- State of Maryland
- State of Oregon
- Tacoma Housing Authority, WA
- Des Moines Area Regional Transit Authority, IA
- Baltimore County, MD

Staff Information

Avèro Advisors has put together a team of qualified professionals possessing an excellent quality of knowledge and demonstrated expertise within the disciplines of information technology strategic planning. The project team will bring relevant experience to this initiative, including IT strategic planning subject matter expertise and a comprehensive, in-house knowledge base of industry best practices.

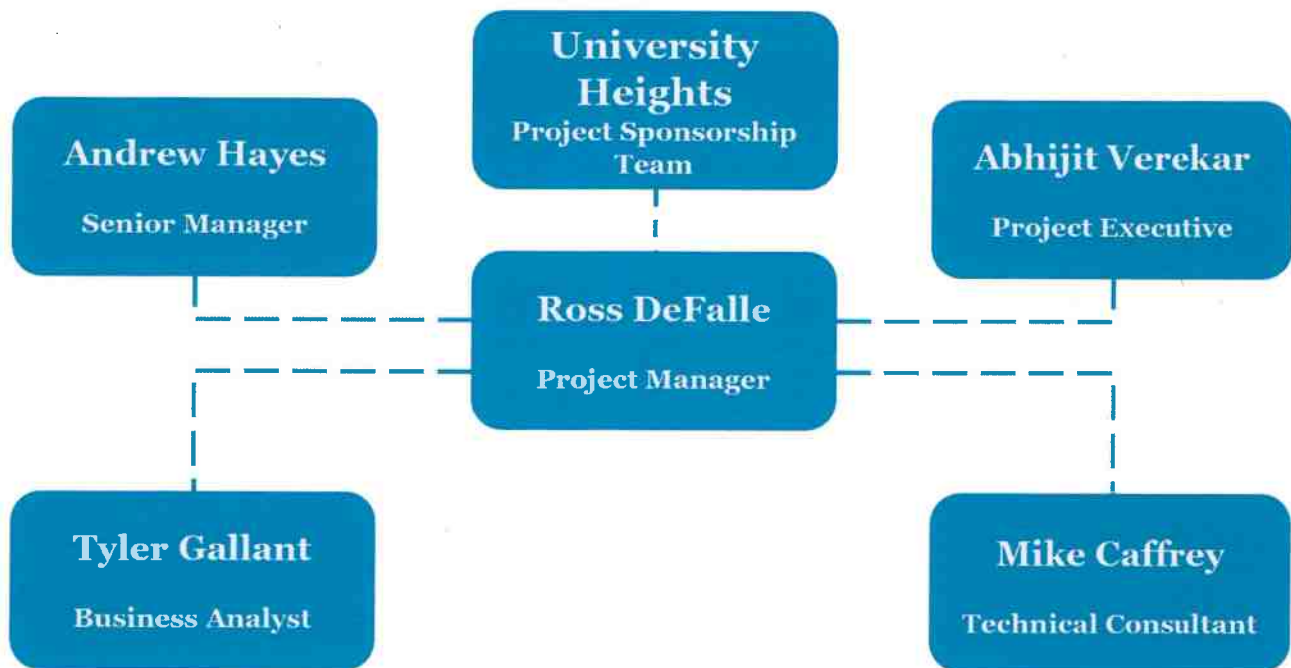
Consultant	Skill Set	Role on this Project
Abhijit Verekar	- Quality Assurance - Strategic Recommendations	Project Executive
Andrew Hayes	- Project Management - Quality Assurance - Strategic Recommendations	Senior Manager
Ross DeFalle	- Data Analysis - Project Management - Strategic Recommendations	Project Manager
Mike Caffrey	- Data Analysis - Strategic Recommendations	Lead Technical Consultant
Tyler Gallant	- Data Gathering - Data Analysis	Business Analyst

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Communication and project accountability will be funneled through the single point of contact, the Project Manager, to execute required services and responsiveness to timelines. This efficient and straightforward reporting hierarchy will also enable the City to communicate directly with the project team through the Project Manager for any as-needed assistance throughout the engagement. Additionally, the Project Executive and Senior Manager will support the proposed team to ensure deliverables are aligned with the City's vision and business needs.

Our consultants contribute to the long-term success of this effort through the following critical factors:

- Experience working with all levels of public, private, and nonprofit agencies across the United States
- Demonstrated expertise in IT & organizational assessment and end-to-end modernization
- Effective project management rooted in industry-recognized techniques from PMP, Agile, Waterfall, and Lean/Six Sigma



Avèro has provided resumes on the next several pages that reflect the education, qualifications, and relevant experience with similar projects of each proposed personnel for this significant initiative.

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PROFILE

IT Advisory Professional with over 15 years' experience building smart organizations that empower their operations and enrich the lives of those they serve. PMP & SME providing practical IT strategic planning, cybersecurity, business process redesign, and general advisory & project management services to more than 35 government and public sector clients across the United States.

EDUCATION

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

KEY SKILLS

- IT & Organizational Strategy
- Business Process Redesign
- Requirements Definition
- Business Systems Selection
- Contract Negotiation
- Project Management

SELECT CLIENTS

- Blount County, TN
- Union County, NC
- Pittsylvania County, VA
- City of Maryville, TN
- City of Charlottesville, VA
- City of Macedonia, OH
- City of Maricopa, AZ
- Santa Clara County Housing Authority, CA
- Reno Housing Authority, NV
- Knoxville's Community Development Corporation, TN
- City of Lethbridge, Canada
- City of Wilsonville, OR
- State of Oregon
- State of Maryland

SELECT EXPERIENCE

Blount County, TN – IT Strategic Plan, Project Management & Support Services

Created and implemented a multi-year IT Modernization Strategic Plan to update the County's IT infrastructure (hardware, software, processes & policies). Collaborated with various vital departments (e.g., IT, HR, Finance) to implement modernized business processes & system solutions to improve overall efficiency and service delivery.

City of Maryville, TN – IT Strategic Plan & Needs Assessment, Business Process Analysis

Performed a thorough assessment of "AS-IS" business processes, services, policies, technologies & skillsets and developed strategies to optimize the City's operations and service delivery. Guided City executives and departmental heads (e.g., HR, Finance, IT, Utilities) in planning and implementing an optimal ERP suite of various integrated solutions (financial, asset, permitting & fleet management) for productivity & services enhancements.

Union County, NC – IT Strategic Plan & Staffing Analysis

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

City of Charlottesville, VA – Business Process Mapping, System Advisory & Support Services

Analyzed "AS-IS" and developed "TO-BE" business process maps for various critical departments (Neighborhood Development Services, Public Works, Park & Recreation) to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for optimal permitting & asset management solutions.

Santa Clara County Housing Authority, CA – IT Project Management Services

Provided IT Project Management services for various concurrent Emphasys Elite-related projects and guided SCCCHA in planning & implementing cost-effective & efficient solutions. Monitored as the primary liaison between SCCCHA & Emphasys software vendor to ensure that all project deliverables align with its vision.

Dept. of Human Resources, State of Maryland – Case Management Software Development

Led a team of software developers, system testers & business analysts to assess the current state of DHR's legacy case management system, CARES. Identified key findings and applied the SDLC approach to develop & implement a custom web-based, front-end UI, xPression, for optimization in HR-related processes & services (e.g., onboarding, benefits administration).



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ANDREW HAYES

Senior Manager

PROFILE

Senior Project Manager with 15 years' experience leading change management and IT modernization projects in the public, private, and nonprofit market sectors. Expertise in establishing collaborative, cross-functional partnerships focused on both organizational strengths and opportunities for continuous improvement, whether *People, Process, and Technology*-driven.

EDUCATION

- **MBA, Business Administration**
Case Western Reserve University
(Cleveland, OH)
- **Master of Organizational Development**
Case Western Reserve University
(Cleveland, OH)
- **Bachelor of Science**
Business Administration
University of Akron (Akron, OH)

KEY SKILLS

- IT & Organizational Strategy
- Business Process Redesign
- Requirements Definition
- Business Systems Selection
- Contract Negotiation
- Project Management

SELECT CLIENTS

- City of Lethbridge, Canada
- Union County, NC
- Pittsylvania County, VA
- Blount County, TN
- City of Maryville, TN
- City of Charlottesville, VA
- City of Macedonia, OH
- City of Maricopa, AZ
- City of Alcoa, TN
- Reno Housing Authority, NV
- City of Cleveland, OH
- City of Green, OH
- City of Medina, OH
- Cascade Water Alliance
- Macon Water Authority
- State of Maryland

SELECT EXPERIENCE

City of Maryville, TN – *IT Strategic Plan & Needs Assessment, Business Process Analysis*

Performed a thorough assessment of "AS-IS" business processes, services, policies, technologies & skillsets and developed strategies to optimize the City's operations and service delivery. Guided City executives and departmental heads (e.g., HR, Finance, IT, Utilities) in planning and implementing an optimal ERP suite of various integrated solutions (financial, asset, permitting & fleet management) for productivity & services enhancements.

Union County, NC – *IT Strategic Plan & Staffing Analysis*

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

City of Charlottesville, VA – *Business Process Mapping, System Advisory & Support Services*

Analyzed "AS-IS" and developed "TO-BE" business process maps for various critical departments (Neighborhood Development Services, Public Works, Park & Recreation) to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for optimal permitting & asset management solutions.

City of Maricopa, AZ – *IT Strategic Plan & Needs Assessment*

Analyzed "AS-IS" IT infrastructure, processes, staffing levels & operations for 8 key City departments (e.g., Administrative Services, Finance, HR, Economic Development). Identified disparities between "AS-IS" & "TO-BE" states, along with opportunities for improvement, and developed an IT Modernization Plan & Roadmap to guide Maricopa's IT investment decisions in the next 5 years.

City of Macedonia, OH – *IT Strategic Plan & Needs Assessment*

Evaluated "AS-IS" efforts (culture, vision & mission) & technology (e.g., infrastructure, systems, resources, staffing, funding, service delivery) for various critical City departments (i.e., Finance, HR, IT, Service). Identified inherent gaps between "AS-IS" & "TO-BE" states, along with opportunities for improvement, and developed an IT Modernization Plan & Roadmap to guide Macedonia's IT investment decisions in the next 5 years.

Dept. of Human Resources, State of Maryland – *Case Management Software Development*

Led a team of software developers, system testers & business analysts to assess the current state of DHR's legacy case management system, CARES. Identified key findings and applied the SDLC approach to develop & implement a custom web-based, front-end UI, xPression, for optimization in HR-related processes & services (e.g., onboarding, benefits administration).



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ROSS DEFALLE
Project Manager

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PROFILE

IT Project Manager with experience in the service industry as well as Business Administration & Marketing research. Expertise in providing practical IT strategic planning, business process redesign, system advisory, and project management/ mentorship services for various public sector organizations.

EDUCATION

- **MBA, Marketing**
Arizona State University
(Tempe, AZ)
- **Bachelor of Arts, Economics**
Lenoir-Rhyne University (Hickory,
NC)

KEY SKILLS

- Strategic Planning
- Business Process Redesign
- Requirements Definition
- RFP Development
- Business Systems Evaluation
- Project Management

SELECT CLIENTS

- Pittsylvania County, VA
- Blount County, TN
- Union County, NC
- Legal Aid of Nebraska
- City of Maryville, TN
- City of Charlottesville, VA
- City of Maricopa, AZ
- City of Alcoa, TN
- Knoxville's Community
Development Corporation, TN
- Santa Clara County Housing
Authority, CA

SELECT EXPERIENCE

Union County, NC – IT Strategic Plan & Needs Assessment

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

City of Maryville, TN – Business Process Analysis, ERP Planning & Support Services

Performed a thorough assessment of "AS-IS" business processes, services, policies, technologies & skillsets and developed strategies to optimize the City's operations and service delivery. Guided City executives and departmental heads (e.g., HR, Finance, IT, Utilities) in planning and implementing an optimal ERP suite of various integrated solutions (financial, asset, permitting & fleet management) for productivity & services enhancements.

City of Charlottesville, VA – Business Process Mapping Services

Analyzed "AS-IS" and developed "TO-BE" business process maps for various functional areas across the Neighborhood Development Services regarding permitting workflows to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for an optimal permitting management solution.

Knoxville's Community Development Corporation (KCDC), TN – IT Strategic Plan

Analyzed the current state of IT programs, processes, systems & staffing through various analyses (e.g., business process analysis, SWOT analysis) to identify deficiencies & threats to KCDC's organizational efficiency. Developed strategic recommendations for improvement and documented a comprehensive IT Strategic Plan guiding KCDC's IT investment decisions over the next 5 years.

City of Alcoa, TN – IT Strategic Plan & Needs Assessment

Evaluated the current state of technology environment (e.g., infrastructure, systems, processes, resources, staffing, funding, service delivery) for multiple crucial City departments (i.e., Financial Services, HR, CIS, Manager's Office). Identified disparities between "AS-IS" & "TO-BE" states and developed a comprehensive IT Strategic Plan to mitigate inherent gaps and guide Alcoa's IT decisions over the next 5 years.

City of Maricopa, AZ – IT Strategic Plan & Needs Assessment

Evaluated "AS-IS" IT infrastructure, processes, staffing levels & operations for 8 key City departments (e.g., Administrative Services, Finance, HR, Economic Development). Identified inherent gaps & opportunities for improvement and developed an IT Modernization Plan & Roadmap to guide Maricopa's IT investment decisions over the next 5 years.



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MIKE CAFFREY

Technical Manager

PROFILE

Senior IT Consultant with over 22 years' experience solving the puzzles of efficient, secure, and cost-friendly modernization for a variety of public and private sector organizations. Recipient of InterCon 2019's "Top 50 Tech Leaders" award for significant contributions in the technology sector.

EDUCATION

- **Executive Master of Business Administration (EMBA)**
University of South Dakota
(Vermillion, SD)
- **Bachelor of Arts, Economics**
California State University
(Northridge, CA)

KEY SKILLS

- Business Process Management
- Business Resiliency
- Government Affairs
- Marketing & Communications
- Staff Development
- Strategic Planning
- Business Systems Evaluation
- Project Management

SELECT CLIENTS

Public Sector:

- Blount County, TN
- Union County, NC
- City of Maricopa, AZ
- City of Alcoa, TN
- Knoxville's Community Development Corporation, TN
- Dekalb County, GA
- California State University System
- American College of Education

Private Sector:

- IBM
- InfoSystems
- Agile Technologies

SELECT EXPERIENCE

City of Macedonia, OH – IT Strategic Plan & Needs Assessment

Evaluated "AS-IS" efforts (culture, vision & mission) & technology (e.g., infrastructure, systems, resources, staffing, funding, service delivery) for various critical City departments (i.e., Finance, HR, IT, Service). Identified inherent gaps between "AS-IS" & "TO-BE" states, along with opportunities for improvement, and developed an IT Modernization Plan & Roadmap to guide Macedonia's IT investment decisions in the next 5 years.

Blount County, TN – IT Strategic Plan, Project Management & Support Services

Created and implemented a multi-year IT Modernization Strategic Plan to update the County's IT infrastructure (hardware, software, processes & policies). Collaborated with various vital departments (e.g., IT, HR, Finance) to implement modernized business processes & system solutions to improve overall efficiency and service delivery.

Union County, NC – IT Strategic Plan & Needs Assessment

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

Knoxville's Community Development Corporation (KCDC), TN – IT Strategic Plan

Analyzed the current state of IT programs, processes, systems & staffing through various analyses (e.g., business process analysis, SWOT analysis) to identify deficiencies & threats to KCDC's organizational efficiency. Developed strategic recommendations for improvement and documented a comprehensive IT Strategic Plan guiding KCDC's IT investment decisions over the next 5 years.

City of Maricopa, AZ – IT Strategic Plan & Needs Assessment

Evaluated "AS-IS" IT infrastructure, processes, staffing levels & operations for 8 key City departments (e.g., Administrative Services, Finance, HR, Economic Development). Identified inherent gaps & opportunities for improvement and developed an IT Modernization Plan & Roadmap to guide Maricopa's IT investment decisions over the next 5 years.

City of Maryville, TN – IT Strategic Plan & Needs Assessment

Evaluated the "AS-IS" IT environment (i.e., hardware, software & systems) and captured Maryville's vision for IT enhancements. Identified discrepancies between "AS-IS" and "TO-BE" states, along with opportunities for improvement, and developed strategic recommendations & roadmap to guide Maryville in utilizing industry best practices moving forward.

TYLER GALLANT
Business Analyst

865.415.3848

TGALLANT@AVEROADVISORS.COM

PROFILE

IT Modernization Business Analyst equipped with proficiency in creating IT Strategic Plans and engaging in Business Process Redesign, along with Enterprise System Evaluation & Implementation, for a variety of public sector organizations.

EDUCATION

- **Bachelor of Business Management** (in progress)
Western Governors School
(Franklin, TN)

KEY SKILLS

- Data Gathering & Analysis
- Business Process Redesign
- Requirements Definition
- RFP Development
- Business Systems Evaluation
- Project Management

SELECT CLIENTS

- City of Lethbridge, Canada
- Union County, NC
- City of Charlottesville, VA
- City of Maricopa, AZ
- City of Macedonia, OH
- Reno Housing Authority, NV
- Knoxville's Community Development Corporation, TN

SELECT EXPERIENCE**City of Lethbridge, Alberta, Canada – Records Management System Needs Assessment**

Conducted interactive sessions with the City's Fire & Emergency Services teams and performed a thorough gap analysis on the existing FDM Records Management software. Identified system needs and developed a comprehensive list of requirements for the future procurement and implementation of a Record Management System.

Union County, NC – IT Strategic Plan & Needs Assessment

Assessed the current state of IT infrastructure & staffing for approximately 24 departments (e.g., Finance, IT, HR, Procurement), including, but not limited to, IT infrastructure analysis (software & hardware), IT staffing review, and SWOT analysis. Identified opportunities for improvement and documented a comprehensive IT Strategic Plan & Roadmap to guide the City's decision-making in the next 5-7 years.

City of Charlottesville, VA – Business Process Mapping, System Advisory & Support Services

Analyzed "AS-IS" and developed "TO-BE" business process maps for various critical departments (Neighborhood Development Services, Public Works, Park & Recreation) to improve efficiency. Assisted the City in requirements definition, RFP development, and system selection & implementation for optimal permitting & asset management solutions.

Knoxville's Community Development Corporation (KCDC), TN – IT Strategic Plan

Analyzed the current state of IT programs, processes, systems & staffing through various analyses (e.g., business process analysis, SWOT analysis) to identify deficiencies & threats to KCDC's organizational efficiency. Developed strategic recommendations for improvement and documented a comprehensive IT Strategic Plan guiding KCDC's IT investment decisions over the next 5 years.

City of Macedonia, OH – IT Strategic Plan & Needs Assessment

Evaluated "AS-IS" efforts (culture, vision & mission) & technology (e.g., infrastructure, systems, resources, staffing, funding, service delivery) for various critical City departments (i.e., Finance, HR, IT, Service). Identified inherent gaps between "AS-IS" & "TO-BE" states, along with opportunities for improvement, and developed an IT Modernization Plan & Roadmap to guide Macedonia's IT investment decisions in the next 5 years.

City of Maricopa, AZ – IT Strategic Plan & Needs Assessment

Evaluated "AS-IS" IT infrastructure, processes, staffing levels & operations for 8 key City departments (e.g., Administrative Services, Finance, HR, Economic Development). Identified inherent gaps & opportunities for improvement and developed an IT Modernization Plan & Roadmap to guide Maricopa's IT investment decisions over the next 5 years.

References

Avèro Advisors has provided the following references for projects completed with scopes related to the City’s RFP requirements. These references specifically showcase Avèro’s experience with IT Strategic Plans and IT Assessments and detail a successful track record of creating as well as implementing IT strategic plans for similar government and private sector clients:



City of Charlottesville, VA

Business Process Mapping & System Selection Services

Contact Person:	Mr. Paul Oberdorfer, Deputy City Manager
Contact Information:	(434) 981-1109 oberdorferp@charlottesville.org
Date of Services:	August 2018 – Ongoing
Project Description:	Avèro serves as the Project Manager to assess the current state of the City's Neighborhood Development Services Department, Public Works Department, and the Parks & Recreation Department. Avèro redesigns future state business process maps for optimization, develops system requirements & RFP, and subsequently assists the City in system evaluation, selection, and implementation phase for desired enterprise solutions (Enterprise Land Management & Enterprise Asset Management).



Union County, NC

IT Infrastructure Evaluation & Staffing Analysis

Contact Person:	Mr. Christopher Liersaph, Document Imaging Manager
Contact Information:	(704) 283-3635 christopher.liersaph@unioncountync.gov
Date of Services:	January 2020 – April 2020
Project Description:	Avèro currently serves as the consultant to assess the current state of IT infrastructure & staffing for approximately 30 departments within Union County, NC. The scope of services includes, but is not limited to, IT infrastructure assessment (software, systems & hardware), IT staffing analysis, SWOT analysis, and development of strategic recommendations. Avèro's team will subsequently identify and document a comprehensive IT Strategic Plan & Roadmap to guide the County's IT staffing and IT infrastructure decision-making through the next 5-7 years.



Blount County, TN IT Modernization Strategy Plan & Support Services

Contact Person:	Ms. Deena Finley, Accounting Manager
Contact Information:	(865) 273-5726 dfinley@blounttn.org
Date of Services:	February 2016 - Ongoing
Project Description:	Avèro Advisors created a multi-year IT Modernization Strategy and Plan (ITMSP) for Blount County Government that is aimed at updating the County's IT infrastructure (hardware, software, processes, and policies). Avèro's team currently serves as the Executive Project Manager to guide the Blount County and its IT Department by implementing the ITMSP. The County has achieved perfect audits throughout its five (5) years of IT modernization efforts.



City of Maryville, TN IT Strategic Plan & Support Services

Contact Person:	Mr. Greg McClain, City Manager
Contact Information:	(865) 273-3401 gmcclain@maryville-tn.gov
Date of Services:	February 2018 - Ongoing
Project Description:	Avèro Advisors created a multi-year IT Strategy Plan (ITSP) to guide the City of Maryville to optimize its IT environment efficiently and cost-effectively. As part of the final deliverable set, Avèro's team provided the City with actionable recommendations on business process and technology improvements for all departments, including Finance, Public Utilities, Public Works, Development Services, Traffic Engineering, and Planning. Avèro currently serves as the Executive Project Manager to manage the implementation of the ITSP for the City of Maryville for multiple projects.



Pittsylvania County, VA IT Strategic Planning Services

Contact Person:	Mr. Nicholas Morris, Project Manager
Contact Information:	(434) 770-0360 Nicholas.Morris@pittgov.org
Date of Services:	August 2020 – October 2020
Project Description:	Avèro Advisors was contracted to provide IT Strategic Planning services in August of 2020, including a comprehensive IT analysis to understand the County's current state of technology. We then created a comprehensive IT Modernization Strategic Plan for the County that serves as a strategic roadmap for modernizing IT and guiding IT investment decisions and efforts over the next three (3) years.

Client Testimonials

Per the request of University Heights, Avèro has included testimonials from previous clients within the last 18 months. Each of the testimonials was developed by our clients to describe their experience working with our firm. We deeply value the relationships we have with our clients and are proud to share their experiences when requested.



“As you know, many companies are technically strong in all things IT, but 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, TN



“While I was Director of Public Service at the City of Green, the Avèro team provided a snapshot of the current environment, as well as sound recommendations for modernization. The City of Green leveraged the IT Strategy document as framework to make business processes intellectually manageable with the need for custom application development. I highly recommend Avèro if your organization is looking to optimize your IT environment, reduce expenses and ramp positive cashflow.”

PAUL OBERDORFER
Deputy City Manager | City of Charlottesville, VA



“Avèro Advisors has brought IT advancements to Blount County Government that were 30 years overdue. This modernization process could have been a lot more painful had it not been for the ability of Avèro to build strong relationships that have endured through the entire process. This has been so important for our employees to embrace these changes and move forward with confidence in implementing multiple upgrades in a short time frame.”

ED MITCHELL
Mayor | Blount County, TN



“Avèro has completed two projects with us and has another one underway. I find they have two critically important attributes that speak well for them: communication skills and technical knowledge. The Avèro team builds trust and relationships with our staff enabling comfortable communication about IT issues. By using ordinary English and humor, the Avèro team can speak to different levels including our “front line” employees, our managers, our IT staff, and our executives because they understand that most people do not speak “IT.” Their technical knowledge is superb and always beneficial to us. Both of these attributes are critical to successful projection completion.”

TERRY MCKEE
IT & Procurement Director
Knoxville’s Community Development Corporation, TN



“Avèro Advisors has been a Godsend for us here in Blount County as far as our technology, bringing us up and getting us to the next century. We’re prepared now to move and be able to do a lot of things. You all have been a tremendous asset for me to be able to lean on. I have to say this, if there’s anybody out there reading if you all need help in your counties, Avèro Advisors are family. They’re not another business trying to make a buck. They care about the people that need help and they want to be there. I mean that from the bottom of my heart.”

TOM HATCHER
Clerk of Court
Blount County Circuit Court Clerk, TN

Proposed Fees

Avèro Advisors developed the Proposed Fees for the City’s **Information Technology Needs Assessment and Strategic Plan** project using the following Hourly Rate Scale, as shown below:

Project Team Role	Hourly Rate
Project Executive / Quality Assurance	\$250
Senior Manager	\$200
Project Manager	\$180
Business Analyst	\$160
Technical Consultant	\$140

Based on information in the RFP solicitation, assumptions made using publicly available information, and our expertise providing both comprehensive IT Assessments and IT Strategic Planning services, Avèro has developed the following pricing structure with an estimated total cost of **\$48,830** to be billed on a time and materials basis.

<u>City of University Heights</u>		Senior Manager	Project Manager	Business Analyst	Technical Consultant	
	Hourly Rate	200	180	150	140	
	Total Hours	26	108	156	24	
		Hours	Hours	Hours	Hours	
Phase I - DISCOVERY		10	52	76	12	\$24,440
Project Organization & Kick-Off		2	8	4	0	\$2,440
Review Existing Documentation		0	4	8	4	\$2,480
Conduct Current-State Discovery Sessions		4	24	40	4	\$11,680
Conduct Future-State Visioning Sessions		4	16	24	4	\$7,840
Phase II - ANALYSES		4	16	24	4	\$7,840
Conduct Gap Analysis		4	16	24	4	\$7,840
Phase III - STRATEGY		12	40	56	8	\$19,120
Develop IT Modernization Strategies		4	16	24	4	\$7,840
Develop IT Strategic Roadmap		4	8	16	4	\$5,200
Develop Final IT Strategic Plan Report		4	16	16	0	\$6,080
					Total Fees	\$51,400
					New Discount Client (5%)	(\$2,570)
					TOTAL PROJECT COST	\$ 48,830

Assumptions:

- Estimated Project Cost of **\$48,830** is a Fixed Firm Price.
- Actual Project Hours will be billed on a Time and Material basis.
- Project Invoices will be submitted on a monthly basis.

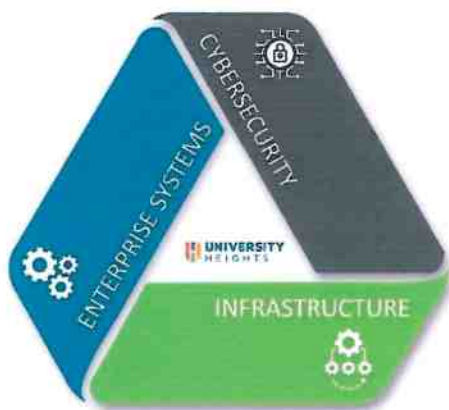
Any tasks performed or anticipated outside the scope of this engagement will be billed separately at the individual rates listed in the Hourly-Rate Schedule, upon prior written approval from the City's executive sponsorship team and Avèro Advisors. We remain flexible in our approach and welcome any feedback for modifications that the City may deem necessary.

Project Understanding

The importance of IT Strategy and Cybersecurity cannot be over-stated in 2020. Multiple times this year alone, we have seen the havoc a cyber-attack ensues on government offices around the world. This is why Avèro has made it our mission to help local government organizations build strong IT infrastructure backbones in order to defend themselves from attacks to continue providing their critical services to their citizens. Today, we do not have the option to be non-resilient and surely in the future this will be even more of a necessity. At Avèro, we work with our clients to ensure their infrastructure is resilient through providing them with robust infrastructure replacement programs, disaster recovery and data loss prevention strategies, and effective asset management direction. Upon completion of the Information Technology Needs Assessment and Strategic Plan, the City of University Heights will have a clear understanding of its vulnerabilities, and a clear actionable plan to improve upon and maintain its infrastructure.

Avèro understands that the City of University Heights is seeking proposals from qualified consultants for the development of an Information Technology (IT) Strategic Plan. We know that the main objective is to develop and articulate a vision for the effective use of technology to support and advance the City’s department’s operational needs. We understand that University Heights’ IT infrastructure is managed by an outside vendor and currently has a Technology Advisory Commission, established several years ago. The result of this critical project will be a comprehensive IT Strategic Plan that will serve as a roadmap for addressing the short and long-term needs of the City, with actionable recommendations for how the City can move forward on meeting its identified needs. We also understand the importance of retaining the Police Department’s segmentation from the rest of University Heights’ Departments. We have worked with Police Departments all across the country, our firm’s Founder being a Public Safety subject matter expert.

The frequently used phrase, “the future is now” is even more applicable today for technology. Government agencies are acting on increasing demands and modernizing their operations at a rapid pace. University Heights is poised to latch on to modernization opportunities that not only improve internal operations but revolutionize how City services are delivered to its citizens.



For any long term technology strategy to be sustainable and successful, it is important that its foundations are laid on the following pillars:

- **Cybersecurity** – are we resilient to cyber threats, are our employees educated and form the first line of defense, and can we recover from a cyber event quickly?
- **Infrastructure** – is our infrastructure modern, stable and scalable?
- **Enterprise Systems** – do we have the right set of enterprise software tools to empower our employees to deliver services in the most efficient manner?

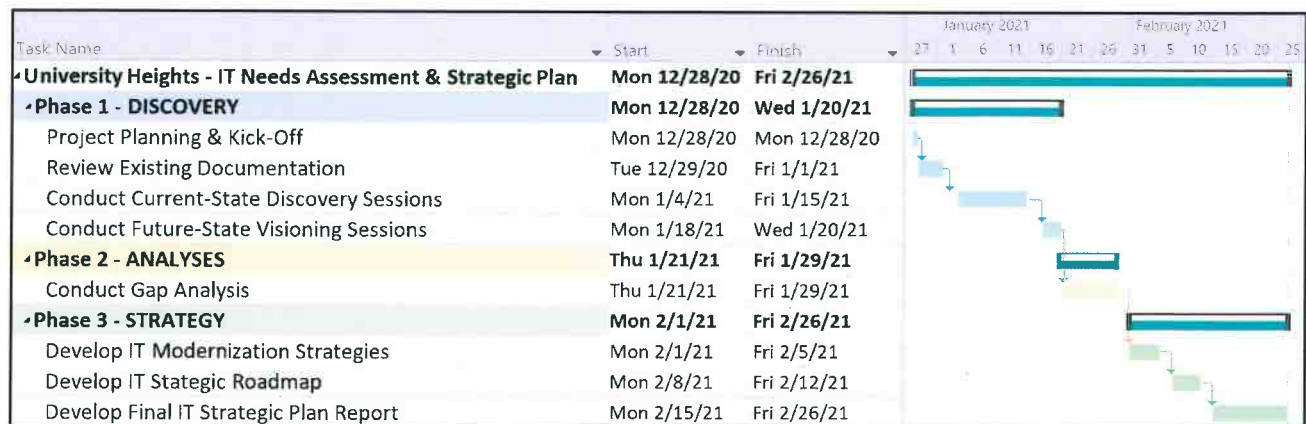
Avèro has produced IT Strategic Plans for cities all over the Country that are choosing to use our recommendations to guide their IT decision-making for years to come. Our unparalleled dedication to our clients is one of the many attributes of our firm that sets Avèro apart from others, and “what you see is what you get.” Our President and Founder, Abhijit Verekar, not only manages the work completed by his team of consultants, but he also remains active in projects throughout their duration as part of the core project team. Mr. Verekar will be involved in group visioning sessions, quality assurance on all scheduled deliverables, and all significant presentations alike.

We understand the City has had negative experiences with various IT service providers in the past and now seeks a knowledgeable, accountable, and dedicated firm to provide a comprehensive IT assessment. Our dedication, level of effort, and transparency have proven to be among our many advantages in previous engagements. We possess a firm understanding of what the City desires, and we are confident we are the right firm for the City of University Heights.

Proposed Project Schedule

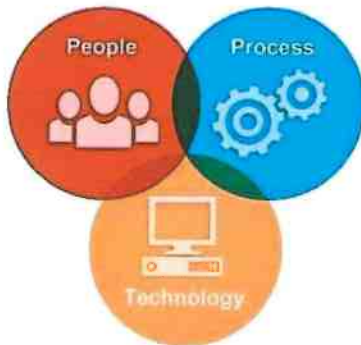
Based upon our IT Strategic planning services experience with other projects similar in size and scope with the City of University Heights, Avèro Advisors estimates a project timeline of approximately **2 (two) months from notice to proceed**. Avèro also understands the proposed schedule and level of effort may change based on the City’s availability and further discussions with the project sponsor. Avèro will work with the City to accommodate any suggestions related to modifying the project work plan.

Avèro Advisors is committed to meeting all deadlines set in collaboration with the City and completing all objective deliverables of this initiative within the contract's final validated timeline. We remain flexible in our approach and welcome any City feedback on this version of the project schedule.



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Project Methodology



As part of this engagement, Avèro will utilize a three-dimensional approach, namely **People, Process, and Technology (PPT)**, to develop a high-level understanding of the current state of IT function and organization structure within the City of University Heights. This approach will enable the Project Team to identify how personnel performs different tasks using available technology platforms, understand how current processes inform decisions, and how existing technology & resources support business activities, enabling the City's operational efficiency and effectiveness. Avèro's PPT approach encompasses the following key areas:

People	Process	Technology
<ul style="list-style-type: none"> ▪ Organizational Structure ▪ Staffing and Competencies ▪ Leadership ▪ Communication ▪ Sourcing 	<ul style="list-style-type: none"> ▪ Governance ▪ Enterprise Architecture ▪ Business Process Analysis ▪ Strategy and Management ▪ Program/ Project Management 	<ul style="list-style-type: none"> ▪ Infrastructure ▪ Applications ▪ Network and Security ▪ Disaster Recovery ▪ Data and Information

Through this approach, the key findings gathered will allow Avèro to identify methods of improving the City's IT functions' overall operations with the efficient allocation of available resources and the potential investment of efficient technologies. Avèro will review and evaluate the City's existing IT environment, including but not limited to IT visions, missions, and strategies, IT infrastructure, application portfolio, business systems, policies and procedures, processes, organizational structure, and outsourcing relationships.

Avèro understands that the City demands a comprehensive roadmap (IT Strategic Plan) illustrating processes, milestones, and deliverables to guide the City in decision-making over the next 3 to 5 years. The 5-year IT Strategic Plan will also include order of magnitude cost estimates associated with proposed work and resource procurement. We will finalize the project by presenting our findings to City leadership for the IT Strategic Plan's approval, including methodologies utilized in the development of its contents.

To best address the City's objectives for this engagement, Avèro proposes the following methodology to address the stated scope of work outlined in the RFP. We welcome feedback from the City to ensure compliance with the requirements and business needs of the project. Avèro remains flexible and committed to providing practical solutions that align with the City's business goals in a timely and cost-effective manner.

PHASE 1 – DISCOVERY

1. *Project Planning & Kick-Off*

Avèro Advisors will facilitate a kick-off planning meeting with the City’s project sponsors to assimilate the project goals and formalize expectations. During the meeting, we will:

- Introduce our project team and identify the roles of each consultant on this engagement
- Present a detailed Methodology, including project tasks, goals, timeframes, deliverables & milestones
- Answer any questions and incorporate feedback from the attending City staff members
- Develop a list of interview participants and determine the desired collaboration between stakeholders
- Identify the project sponsorship team, who will be responsible for reviewing, validating, and approving project deliverables
- Finalize the work plan and project schedule with feedback and approval of the City

Deliverable (D1): Finalized Project Work Plan

2. *Review Existing Documentation*

Before conducting fact-finding sessions with City staff, Avèro will review any existing documentation on the City’s IT infrastructure, functions, policies, procedures, enterprise software systems, and other available essential data to document the current-state environment. This activity will enable Avèro to be more efficient, become more knowledgeable of the City’s existing IT platform, and make the best use of the City personnel’s time by defining an inventory of IT systems, networks, servers, and other essential equipment necessary to IT Operations in advance for subsequent analyses. Moreover, Avèro will benefit from reviewing existing documentation related to the following items:

- | | |
|------------------------|--|
| ▪ Network Architecture | ▪ System Security |
| ▪ Information Security | ▪ Emergency Preparedness |
| ▪ Custom Databases | ▪ System Resiliency |
| ▪ Hosted Software | ▪ Operation and Maintenance Procedures |

3. *Conduct Current-State Discovery Sessions*

Avèro Advisors will conduct Current-State Discovery Sessions to understand the City’s current IT environment fully. Data gathering activities will include Discovery Sessions, held in both individual and group settings, whether in-person or virtual, with the City’s IT stakeholders. Avèro will gather critical stakeholder feedback on the City’s daily IT functions, including support from external IT resources, challenges faced, current acknowledged threats or vulnerabilities related to technology, and any improvements they believe would enhance their productivity through the modernization of IT operations.

Each session will last approximately one (1) to two (2) hours. These interviews will provide our team with essential information to evaluate the City’s many functions and organizational structure needs related

to IT. This will be a building block towards identifying improvements, efficiencies, optimized processes, refined IT organizational structure, and streamlined operations in the future state.

4. Conduct Future-State Visioning Sessions

Avèro believes that a critical facet of developing an effective IT Strategic Plan is the identification and documentation of the executive vision. During this activity, Avèro's project leadership will meet with the City's IT stakeholders and project sponsors, including the Technology Advisory Commission and the Mayor, to discuss their visions for internal efficiencies driven by technology and enhanced service delivery to citizens within the City. Our project team will use current trends to evaluate their potential impact on the City's existing infrastructure. During these sessions, Avèro will apply knowledge of industry best practices and our in-house knowledge base to guide the discussion towards identifying and documenting a high-level vision that will form the basis of the City's approach with IT going forward.

PHASE 2 – ANALYSES

5. Conduct Gap Analysis

Avèro will conduct an overall Gap Analysis between the current and future states of the City's IT environment, including hardware, network infrastructure, and support. Avèro will focus on identifying gaps within IT-related workflow processes, funding and resource allocation, competencies, security, staffing levels & skillsets, maintenance, and support services. This Gap Analysis will provide the City with a list of critical deficiencies and allow Avèro to identify potential solutions to help the City mitigate the gaps and achieve its ideal future IT environment. Avèro will then conduct a Needs Assessment of the current state of the City's IT functions, including infrastructure, enterprise software systems, applications, business processes, and services based on key findings from discovery sessions and our institutional knowledge of best practices. Based on our assessment, we will evaluate alternative approaches and the feasibility of those approaches to meet the City's needs and goals

Deliverable (D2): Gap Analysis

PHASE 3 – STRATEGY

6. Develop IT Modernization Strategies

In this phase of the project, Avèro Advisors will develop IT Modernization Strategies based upon industry best practices, which strategically resolve the gaps identified during Phase 2 (Analyses). We will prioritize the recommendations for improvements and system requirements to meet the needs and goals of the City. We will also develop recommendations related to Security procedures for the City's IT systems, software, and infrastructure. Avèro will conduct an interactive review session with the City's project team to finalize the proposed strategies' prioritization based on the City's business needs and goals. We will provide a detailed definition and outline of the cost estimates for each recommendation, including the implementation and ongoing support. During this session, Avèro will also work with the City's project sponsors and other critical staff to rank the strategies based upon the anticipated degree of impact, associated cost, and implementation timeline. The recommendations will be prioritized in the following categories:



Avèro will ensure that the proposed IT Modernization Strategies are *Specific, Measurable, Actionable, Realistic, and Timely (SMART)*. Our goal is to provide University Heights with a structured plan and allow for ease and clarity of implementation. Each proposed strategy will be discussed and validated by the City’s project sponsorship team and other key staff to ensure strategic and cultural alignment.

7. Develop IT Strategic Roadmap

Our project team will provide a segmented roadmap pertaining to the City’s requirements during this development stage. Once IT stakeholders have confirmed the prioritized strategies, Avèro will move forward with the finalization of the IT Modernization Strategies, including developing the Technology Roadmap of prioritized IT strategies in the form of a Gantt chart, a sample of which is shown below.

The following is a high-level outline of the IT Modernization Program Avèro developed for the Legal Aid of Nebraska shown in the figure below.

Sample IT Modernization Program

Legal Aid - ITC - Expanding Access Strategic Roadmap		2020		2021				2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Immediate (1 – 12 months)																					
1	Procurement of Necessary TeleWorking Equipment																				
2	Develop IT Collective Impact Initiatives or Partnerships with other Non-Profit Legal Services Organizations																				
3	Optimize Client Intake Procedures																				
4	Hire an Internal IT Project Manager																				
5	Develop Standard Operating Procedures for Key Technologies																				
6	Conduct End User Training for Key Technologies																				
7	Standardize Virtual Meeting/Tele-Law Solution																				
8	Organize & Optimize Microsoft Teams																				
9	Implement E-Signature/E-Notary Solution																				
10	Complete Asset Mapping Project (Phase 1 - Initial 7)																				
11	Procure & Implement Client Relationship Management Solution																				
12	Develop/Enhance Digital Self-Registration/Significant/Seal to Court																				
13	Engage the Supreme Court Member to Commission Increase Consistency and Use of Virtual Technologies																				
14	Develop Partnerships with Existing Agencies to Leverage Assets																				
Short-Term (1 – 2 years)																					
15	Conduct Further Asset Mapping Activities (Beyond Phase 1)																				
16	Replace Analogous Project Phone System																				
17	Prepare for the replacement of PIKA Case Management System																				
18	Procure & Implement Electronic Document Management Solution																				
19	Optimize LAN Website																				
Long-term (2 – 5 years)																					
20	Replace PIKA Case Management System																				
21	Install LAN Workstations at Court, Government, & Community Partner Locations																				

8. *Develop Final IT Strategic Plan*

Avèro Advisors will develop the Final IT Strategic Plan Report which will encompass all of the findings gathered during the assessment, including an executive summary, and the strategies developed during the previous tasks. Avèro will incorporate any feedback provided by the City's project sponsorship team and will establish an Implementation Schedule for each validated IT strategy, along with the estimated level of effort and skillsets required. This plan will function as the cornerstone of the City's efforts to improve the balance between demand for new technology and available IT resources, including structure, staffing, capital, and operating funds, as well as addressing questions of governance, security, leveraging cloud technologies, cyber-security, business continuity planning, and service offerings.

Avèro's team will conduct a review session with the City staff to validate the proposed IT Strategic Plan before formally submitting it to the City's project sponsorship team for approval. We will incorporate feedback and modify the plan, as the City's project sponsorship team members deem necessary, before documenting and presenting the City's project sponsorship team's finalized plan.

Deliverable (D3): Final IT Strategic Plan Report

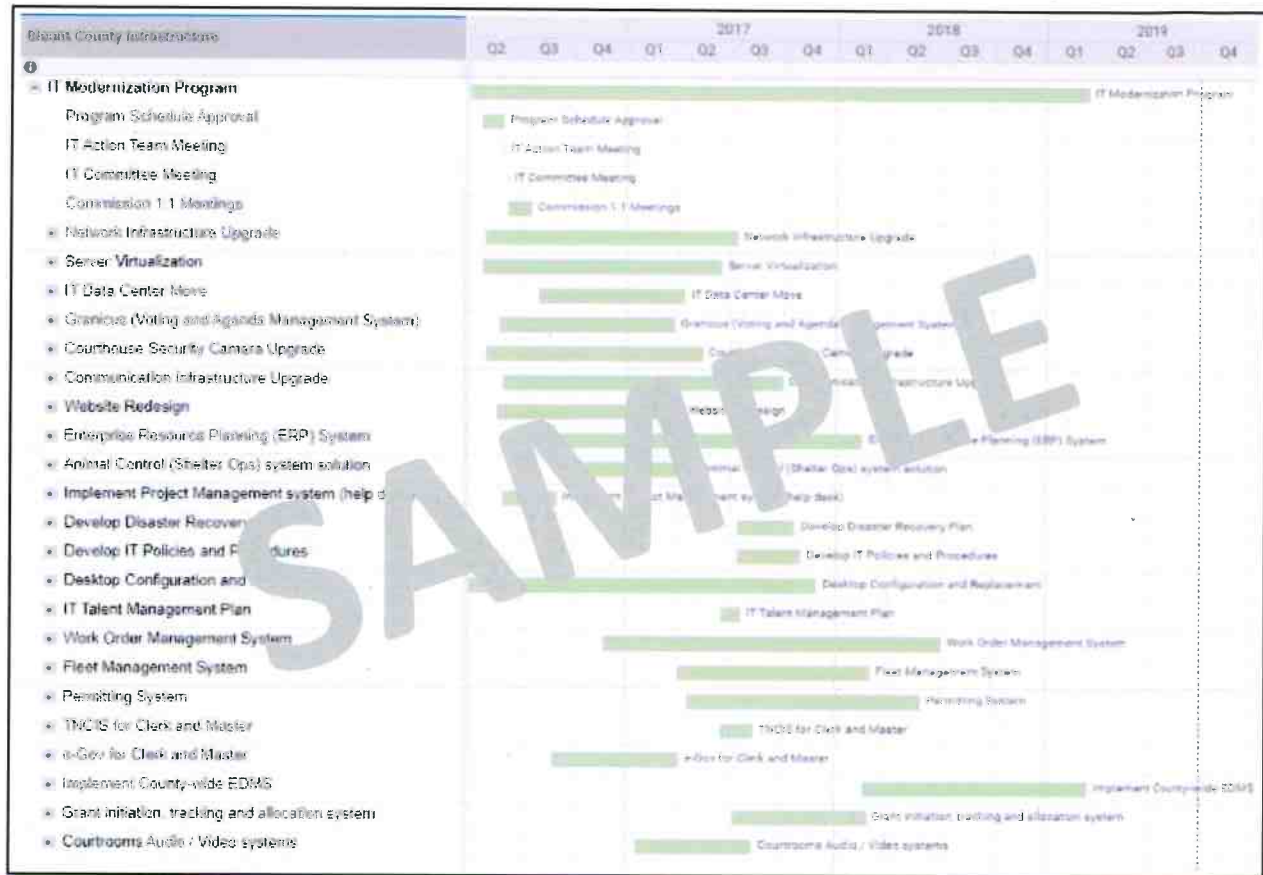
Sample IT Strategic Plans



Since 2016, Avèro Advisors has assisted Blount County (County) in assessing and modernizing its IT Infrastructure and enterprise technology by developing a multi-year IT Modernization Strategic Plan (ITMSP). Avèro conducted a thorough analysis of the County's current state ("As-Is") environment and its user community's needs. Through this approach, Avèro developed redesigned business processes and established best practices concerning, but not limited to, records management, payables, receivables, budgeting, and information technology services. The redesigned procedures and best practices were implemented to mitigate gaps between current state operations and the future state ("To-Be") efficient processes for all departments throughout the County. Avèro Advisors currently serves as the project management team for the implementation of the County's ITMSP.

Below is a sample *IT Strategic Plan* designed by Avèro Advisors on behalf of Blount County, TN, to plan the future timeline of IT improvements from early 2016 until today:

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Below are some of the strategies that Avèro aided Blount County in implementing over the last three (3) years:

Financial Management Information System (FMIS) – The achievement of AS400 Managed Services ensures that the current system remains operational and secure and supports the County to accomplish the successful implementation of modern FMIS, known as Tyler Munis, in February 2019. The performance of this industry-leading, cloud-based software system helps County staff generate information faster and more economically with available features such as the PO Change Orders process and provides real-time information and automated reporting to enhance data transparency and integrity. Furthermore, the County employees are well furnished with software support through various training sessions and up-to-date FAQ forums before, during, and after Go-Live implementation phases empowering knowledge and quality of productivity for better services.

Enterprise Asset Management (EAM) – Avèro’s team currently helps the County manage the implementation of an optimal EAM & Work Order solution, Tyler EAM, for its Highway Department. Project activities include current-state discovery and documentation for all departments, business process mapping, assignment & administration of workflows and permissions. The implementation of the Highway Department’s Tyler EAM solution is slated for completion in April 2020, ahead of schedule.

AS400 Managed Services – Blount County managed its financial (and other) processes using a home-grown COBOL based application built on an IBM AS400 server purchased over 30 years ago. This

application is further custom programmed on a platform that has been out of support since 2008, with zero documentation and very few explanatory comments within the code itself. Moreover, the operating system on the AS400 server was not patched or upgraded for almost nine (9) years, leaving the system and the data extremely vulnerable to hacks and other forms of breaches. Additionally, IT staff had received no formal training on the AS400 system. To protect and secure from data loss through hardware/software failure or security breaches, the County successfully outsourced the system and support (AS400 Managed Services) to a remote facility managed by an expert third party in June 2017.

Fiber Network Planning & Strategy – Avèro’s infrastructure team has upgraded the fiber optic cable and wireless infrastructure for County-wide locations. The County is now on a 10g fiber network that connects the main Courthouse to other County locations. 100,000 feet of CAT 6 cable was installed, standardizing this across the Courthouse. Additionally, all network equipment has been standardized on the Cisco Meraki platform, including smart routing. All County buildings are now on the same network infrastructure, significantly enhancing security and data connection speeds. Internet services are directly provided by Charter Communications on a 1g fiber connection and are supported by a redundant connection from AT&T.

Helpdesk – The County has redesigned its helpdesk processes using a ticketing system known as Spiceworks. The user community is encouraged to use the automated system to create trouble tickets centrally received in IT, assigned to the appropriate resource, and executed. This has allowed the staff to track work tickets and move towards data-oriented troubleshooting, trend analysis, and planning.

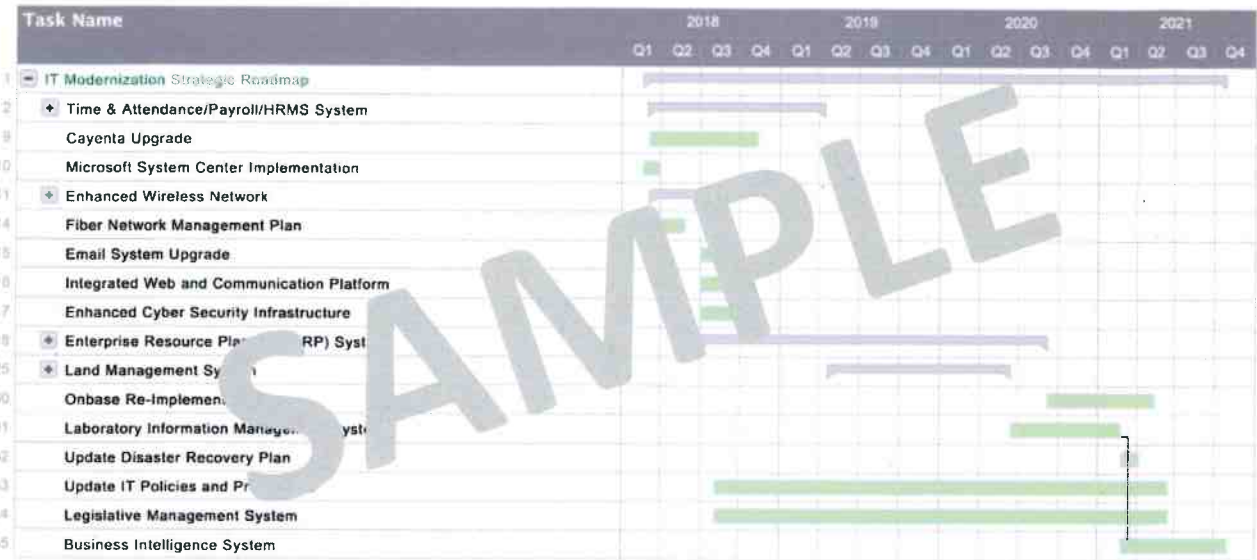
Email System – The County-wide email system was a web-based provider, “Squirrel Mail,” that was unreliable, barely useful, and lacked components such as extensive attachment management, calendars, and instant messaging. Through the modernization, the County’s email system is now on the Google Suite platform that integrates email, calendars, file sharing, video calling, instant messaging, and other productivity tools. The email system is also integrated with Microsoft Active Directory.



Recognizing the urgency for efficiency in business operations to increase the quality of service delivery to its citizens, the City relied on the consulting experience and services of Avèro Advisors in 2018 to initiate an IT Strategic Planning (ITSP) project that led the City to move forward with prioritized recommendations for IT investment over the next 3 to 5 years. Taking an in-depth look into every angle of the IT environment that had furnished City-wide, Avèro analyzed and made several high-level observations of the critical challenges and opportunities for improvement to mitigate the gaps in functionality and processes. Based on key findings from the current state analysis (at that time), Avèro’s team targeted those deficiencies as well as identified potential improvements for alleviating gaps and system maintenance. Further, Avèro offered IT solutions that provided more exceptional ability to integrate with other systems and aligned technology investments, regional goals, and executive

priorities with the City’s desired future vision. Avèro Advisors currently serves as the project manager and has assisted the City of Maryville in administering the implementation of the ITSP.

Below is a sample *IT Strategic Plan* designed by Avèro Advisors on behalf of the City of Maryville, TN, to plan the future timeline of IT improvements from early 2017 until today:



Below are some of the strategies that Avèro aided the City of Maryville in implementing over the last three (3) years:

Utility Billing System – The City’s version of Cayenta was at least four (4) versions behind, lacked several enhanced features offered in the latest version, and could not interface with other systems. In February 2019, the City successfully upgraded the new version of Cayenta after all the essential implementation planning and staff training procedures. The latest upgrade allows the City to seamlessly integrate the system and related processes with its future ERP system, outage management system, and advanced metering infrastructure (AMI). This upgrade will also provide various enhanced features on the customer side, such as reviewing historical usage, past bills, etc., to enhance staff and citizen-facing portals.

Enterprise Resource Planning (ERP) System – GEMS, the City’s financial ERP (and HRMS) system, lacked workflow and automation for various critical business processes, such as work order management, fleet management, plant accounting, and asset management. Furthermore, vendor support of the current version of GEMS ended in 2018, which led the City in an ambiguous direction. Avèro performed Business Process Analysis across many City departments, including Financial Services, Procurement, Human Resources, Development Services, Public Works, Fleet, and Public Utilities. This analysis enabled Avèro to identify current limitations and map out the future (TO-BE) state of critical business processes. In early 2020, Avèro successfully guided the City through system requirements definition and RFP development for various enterprise solutions (Financial, Procurement, Human Resources, Fleet, and Asset Management). Avèro’s team will assist the City through ERP system evaluation, selection & implementation phases once the proposal responses are collected in March 2020.

MACnet (Maryville-Alcoa-County Network) – Avèro has aided the City’s Electric department with mapping and splicing services for MACnet, a shared fiber-optic network between the City of Maryville, City of Alcoa, and Blount County. Avèro’s team currently performs fiber mapping over Maryville & some parts of Blount County and fiber routing and risk reduction of the Pershing Academy Learning in Alcoa. Avèro will then maintain and extend MACnet’s optical fiber ring to deliver more computing power and enable local government agencies to provide efficient services for better communication, coordination, and planning related to this vital asset at a reasonable cost.



IT Infrastructure Evaluation & Staffing Analysis

Union County, NC

In early 2020, the County retained Avèro’s consulting services to review the current state of technologies, staffing, resources, and service delivery model county-wide through a comprehensive IT Infrastructure & Staffing Analysis. Taking an in-depth look into every angle of the current platform, Avèro performed various analyses (i.e., SWOT analysis) to identify the critical challenges & opportunities for improvement to mitigate the gaps in IT staff levels, infrastructure, processes & operations. The key findings allowed our project team to identify and develop an Infrastructure Strategic Plan & Roadmap, which included a series of actionable strategic recommendations designed to alleviate the identified gaps between the current state and the desired state.

Below is a sample **IT Strategic Plan** designed by Avèro Advisors on behalf of Union County, NC to plan the prospective timeline of IT improvements from early 2020 until today:

Union County - IT Strategic Roadmap (2020 - 2024)		2020		2021		2022		2023		2024	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Urgent (1 - 3 months)											
1	Establish & Deploy Remote Workforce Protocols										
2	Continue to Upgrade Windows 7 Desktops to Windows 10										
3	Upgrade 2008 Servers to 2016										
4	Introduce Adware/Malware Removal Tools										
Immediate (3 - 12 months)											
5	Create Backup & Patch Management Schedules										
6	Test Ability to Restore Enterprise Software Systems										
7	Restructure IT Department										
8	Conduct Enterprise Software System Audits										
8.1	Human Resource Information System (NEOGCV)										
8.2	Transportation Scheduling System (RouteMatch)										
8.3	Community Development/Electronic Plan Review (InfoVision)										
8.4	Financial Management System (Tyler Munis)										
8.5	Case/Content Management System (Northwoods Compass)										
8.6	IT Asset Management System (Lansweeper)										
8.7	IT HelpDesk System (Lansweeper)										
8.8	IT Management Dashboarding Tool (Lansweeper)										
9	Complete OpenGov Implementation & Integration										
10	Continue the Expansion of Laserfiche & DocuSign										
Short-Term (1 - 7 years)											
11	Conduct Cyber Security Risk Audit										
12	Rollout Security Awareness										
13	Document all IT Operating Procedures										
14	Develop IT Policies and Procedures										
15	Implement IT Governance Framework										
16	Implement Cloud-Based Service 365										
17	Implement Single Sign-On										
18	Implement Single Sign-On for Enterprise Email Systems										
19	Implement Single Sign-On for 911 Center & 911 Call										
Long-Term (7+ years)											
20	Introduce Citywide Collaboration/Communication Tool										
21	Implement Self-Service Processes and Tools										
22	Implement Hosted VoIP Phone System										
23	Conduct Fiber-Optic Network Planning										
24	Migrate Key Enterprise Software Systems to the Cloud										

Below are some of the Infrastructure Strategic Plan & Roadmap's highlights that Avèro identified and provided to Union County:

Establish & Deploy Remote Workforce Protocols – The emergence of the COVID-19 pandemic led to county employees' need to explore their ability to work remotely. In response to the pandemic, Avèro recommended some IT Department adjustments to implement in terms of staffing, tools, and service delivery aspects. The detailed action steps enabled the County to offer superior service to their end-user community efficiently and cost-effectively through environmental factors (i.e., health crisis).

Conduct Enterprise Software System Audits – Audits of the organization's current enterprise business systems help the County understand ongoing system use, identify future needs, and determine if the existing systems are the most optimal Union solutions. Avèro suggested that a series of IT audits for various software systems across the county were vital to being executed for enhancements in operations and service delivery. The identified software systems for audits included, but were not limited to, Tyler Munis, RouteMatch, InfoVision, and Northwoods Compass solutions.

Introduce Self-Service Processes & Tools – The lack of a self-service portal for vendor management and human resource management purposes led to a series of cumbersome and manual processes that unnecessarily produced time and workforce costs. Through the strategy of IT system audits, Avèro recommended the County to procure and implement a Vendor Self-Service portal to enhance efficiency during the procurement process. An Employee Self-Service portal was also needed to allow County employees to access HR-related information, compensation information quickly, and benefits information. These modern technology features would help modernize management processes and enable the County to become more tactical, increase efficiency, and drive down costs.

Develop Fiber-Optic Network Plan – Avèro suggested developing a Fiber Optic Network Plan to assist in commencing the planning efforts around the establishment of a fiber-optic network as a County asset. The development of a fiber asset would reduce long-term telecommunication costs for the organization, enable enhanced connectivity and functionality in intelligent systems through the County, and provide fast, reliable connectivity for telemetry monitoring of critical County utility infrastructure. The fiber planning strategy would also allow Union County to offer interconnection for data and service sharing between the County and other local government organizations.

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Additional Information

A. Value-Added Services

Ongoing Program/Project Management and Strategic Consulting Support

Avèro firmly believes in cultivating and maintaining long-term relationships with our clients. We are also convinced that no IT strategic planning process is complete without successfully implementing strategies and tactics adopted by our clients. Our most successful clients are those that allow us to continue providing services in a variety of different ways. We propose that our clients engage Avèro's services for overseeing the implementation of the IT Strategic Plan to completion. Our ongoing services include program management, project oversight, providing technical resources, and strategic "virtual CIO" offerings. Note that the specific scope of ongoing services will be determined at the conclusion of the Information Technology Needs Assessment and Strategic Plan process.

B. Description of Avèro's Confidentiality Policy

Everyone who works for or with Avèro Advisors has some responsibility for ensuring data is collected, stored, and handled appropriately and securing the confidentiality of its clients' matters. Each staff member that handles data must also ensure that it is dealt with and processed in line with Avèro and its client's policy and data protection principles.

C. Description of Avèro's Business Continuity Plan

A core element of Avèro's continuity plan is the capability of remote working. As a consulting and technology company, we have the ability to provide our employees with the technology to work remotely to comply with significant organizational and technological changes. Avèro's infrastructure, in conjunction with our cloud and virtual platforms, provides the ability for employees to work remotely while still providing client and project support efficiently.

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We look forward to working with you.
Please contact us with any questions.

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Proposed Timeline



Provide a schedule identifying all tasks and subtasks to be performed to conduct the technology assessment, business needs assessment, and development of the strategic plan. Indicate the total time required to complete each phase including detailed information regarding the time expectations for City staff participation.

The project schedule below supports the detailed workplan provided above. We are prepared to start the project within two weeks of a negotiated contract. We anticipate that this work can commence by February 1, 2021 and will take an estimated 17 weeks to complete, predicated upon the availability and responsiveness of the City's staff for surveys and interviews, and the timely provisioning of requested information. During the project initiation step, we will meet with your project team validate our information gathering approach, and to confirm a schedule that best meets the City's needs, resources, and accounts for the City's calendar.

Task Name	Duration	Start	Finish	City staff participation (hours)
Project Management/monitoring	85 days	Mon 2/1/21	Fri 5/28/21	
Conduct Project Initiation Activities	5 days	Mon 2/1/21	Fri 2/5/21	
Moderate project status meetings	85 days	Mon 2/1/21	Fri 5/28/21	30 min/week for Project Manager/PMO members
Phase 1: Discovery	16 days	Fri 2/19/21	Fri 3/12/21	
Conduct Project Kickoff Meeting	1 day	Fri 2/19/21	Fri 2/19/21	1 hour
Collect and Review Documentation	15 days	Mon 2/22/21	Fri 3/12/21	2-8 hours depending on the amount of documentation
Conduct end-user technology satisfaction survey	10 days	Fri 2/19/21	Thu 3/4/21	30 minutes per employee
Conduct leadership and stakeholder interviews	3 days	Fri 3/5/21	Tue 3/9/21	1 hour per attendee per session
Meet with IT support vendor	1 day	Fri 3/5/21	Fri 3/5/21	2-4 hours per attendee
Assess technical environment	5 days	Fri 3/5/21	Thu 3/11/21	4-8 hours
Phase 2: Analysis & assessment results	20 days	Fri 3/12/21	Thu 4/8/21	
Perform industry standard comparison	1 day	Fri 3/12/21	Fri 3/12/21	N/A
Conduct in-depth analysis	5 days	Mon 3/15/21	Fri 3/19/21	N/A
Document IT assessment findings	10 days	Mon 3/22/21	Fri 4/2/21	N/A
Prepare final assessment deliverables	1 day	Thu 4/8/21	Thu 4/8/21	2-4 hours per person to review report

Phase 3: Strategic plan development				
	34 days	Fri 4/9/21	Wed 5/26/21	
Conduct visioning workshop	1 day	Fri 4/9/21	Fri 4/9/21	4 hours
Establish strategic plan objectives	10 days	Mon 4/19/21	Fri 4/30/21	8 hours
Define project prioritization criteria	10 days	Mon 4/19/21	Fri 4/30/21	8 hours
Develop and present the IT strategic plan	10 days	Mon 5/3/21	Fri 5/14/21	N/A
Prepare strategic plan deliverable	3 days	Mon 5/24/21	Wed 5/26/21	2-4 hours per person to review report

Additional Firm Information



Commitment to the State of Ohio

We're dedicated to our clients, staff, and communities in Ohio. That's why we've served Ohio clients for more than 30 years and maintain four full-service offices here. Through our PM Cares initiative, a grassroots community service and philanthropy program, each office actively supports a local cause through staff's donation of time and money.



We're proud to live and work in Ohio, so we're invested in seeing our clients and communities succeed. A listing of representative public sector clients which Plante Moran has served include:

- City of Akron
- City of Centerville
- City of Columbus
- City of Cleveland
- City of Delaware
- City of Solon
- Central Ohio Transit Authority
- Columbus Regional Airport Authority
- Community Shelter Board (Columbus)
- Cuyahoga County Public Library
- Solid Waste Authority of Central Ohio
- Toledo Public Schools

We've worked with a number of firms through the years, and Plante Moran is definitely in the top tier of firms providing audit and consulting services to airports. The team has deep technical knowledge, and they stay abreast of national issues impacting the industry.

I appreciate the professionalism of the team – they're respectful, easy to communicate with, and don't create a burden on our team. It really comes down to relationships. Our team appreciates that we can easily pick up the phone and talk with a Plante Moran staff member when we have questions or need information, whether it's a general question, or something specific. The Plante Moran experts are available to help us whenever we have a need.

Randy Bush, CFO

Columbus Regional Airport Authority

Customer service & client satisfaction- the Plante Moran way

When clients engage Plante Moran as their advisor, they say they can feel the difference almost immediately. Whether it is an innovative approach to problem-solving, our collaborative culture, or solutions borne out of deep industry expertise, our clients benefit from an attentive advisor who brings a positive caring approach to each engagement.

Here are a few considerations that make Plante Moran different and help assure that we provide responsive service to our clients:

- **Low staff turnover:** We have the lowest staff turnover rate of any major accounting firm in the United States. By minimizing turnover, we can provide better staff continuity, which in turn makes sure that our teams are organized, prepared, and not slowed down by on-the-job learning.
- **More senior-level involvement:** Our staffing mix involves a high degree of partner and senior manager-level involvement in our engagements who are knowledgeable about different disciplines. This provides you with diverse, expert, and well-rounded thinking to solve your increasingly difficult day-to-day challenges and complex issues
- **Flexibility and experience:** Our deep experience in working with clients of all sizes and ownership structures allows us to acclimate to your organizational environment quickly.
- **Communication:** We consider communication is the key to a successful relationship. Our clients tell us that we regularly exceed their expectations because we take ownership of that requirement. Regular communication avoids surprises, keeps projects on track, and promotes a healthy relationship.
- **Commitment:** We listen upfront to what you need and we deliver. On-time and what you requested. We meet the promises we make. This is the number one thing that business executives tell us they want when we ask them what is important when hiring a professional service company, and we aim to meet their needs.

Strong client satisfaction results

At Plante Moran, we know our job is incomplete unless you're confident in our value. We enlist an independent third party to conduct an ongoing survey program that collects feedback from our clients. This tool allows us to identify areas of satisfaction or dissatisfaction so we can reinforce the good and quickly correct any areas of concern. The results of each client satisfaction survey are reviewed by firm management. We're gratified that our clients love us, and we work hard to keep it that way, but as a prospective client, you deserve to see the numbers for yourself.

98%

of clients say we match the **right people and resources** to their specialized needs.

98%

of clients feel we invest time to **build a relationship** with their organization.

97%

of clients believe we are **proactive to their needs**.

What does this mean for you?

One touchpoint

You'll have access to the right experts at the right time.

Lasting relationships

The better we know you, the better we can serve you.

Innovative solutions

We'll help you achieve your goals today and beyond.

Make the mark.

The City of University Heights | December 08, 2020
Information Technology Needs Assessment and
Strategic Planning Services



plante moran | Audit. Tax. Consulting.
Wealth Management.

December 08, 2020

Kelly Thomas
Clerk of Council
City of University Heights
2300 Warrensville Center Road
University Heights, OH 44118

Dear Ms. Thomas:

Thank you for the opportunity to present this proposal to provide Information Technology Needs Assessment and Strategic Planning Services to the City of University Heights. We are excited to work with the City on this important initiative.

In recent years, we have assisted over 100 municipalities and local public agencies to create actionable IT Strategic Plans. Over 200 current public sector clients have established Plante Moran as a leader in this industry. As the City moves through its IT planning process, we can provide guidance regarding routine IT operations as well as emerging trends in municipal government, such as:

- **Cybersecurity and data loss prevention.** Concerns over cybersecurity remain the number one concern facing city and county CIOs; especially in light of the increase in publicly reported ransomware attacks. This has, for many organizations, moved from a concern to a crisis.
- At the same time, according to a recent Public Technology Institute (PTI) survey and our own research, CIOs are looking to go beyond simply maintaining and safeguarding the network and moving into new areas of emerging technologies. Disruptive technologies, such as blockchain, artificial intelligence and machine learning, internet of things (IoT), and robotic process automation, are rapidly maturing and are anticipated to have a profound impact on our clients. These disruptive technologies, along with advanced analytics, form the basis for new operating models, acceleration of insights, and transformed industries. In response to these changes, Plante Moran's management consulting team established a **Disruptive Technology Resource Center** to continue to be on the forefront of understanding these technologies and, more importantly, how they will impact our clients.
- **Moving to the cloud** continues to be a strategy with a greater comfort level than just a few years ago. The Covid-19 pandemic has created greater urgency in some organizations to speed up this move to facilitate easy access to needed technology tools to support remote workers.
- The goal of **modernizing** infrastructure and applications continues as a high priority. The pandemic has highlighted the need for flexibility to support continuous operations both in and away from the office.

- As always, **training** is a challenge. Most IT executives view professional development, training, and certifications as essential in running and leading city and county technology enterprises. Striking a balance between this need and available funding will be exacerbated by the pandemic.

In addition to being intimately familiar with IT operations, we offer the following benefits:

- **Proven Methodology and Approach.** Our proven methodology is based on over 40 years, experience in providing technology services for public sector clients, including IT assessments, risk assessments, organizational analyses, and strategic planning.
- **Recent and Relevant Experience.** We have completed well over 100 IT assessments and strategic plans for our clients just within the last few years.
- **A Strong Project Team.** Our team brings a blend of public sector operations, systems, and best practices expertise with significant experience assessing and organizing IT service organizations.
- Significant **experience with the full range of emerging technologies** relevant to municipal agencies including, but not limited to, mobile technologies, analytics, cloud computing, Internet of things (IOT), GIS and digital government services.
- **Professional involvement.** Active project professionals who are members of national and local organizations dedicated to improving the operations of local government, including Ohio GFOA, the national GFOA, ICMA, PTI, and GMIS.
- **Outstanding Client Satisfaction.** Our “no-surprises” methodology and immediate access to firm-wide resources, including our partners, senior-level professionals, and deep subject matter experts, ensures our clients remain satisfied at the highest level.
- **Local and relevant experience** performing consulting projects for local governments to include a large number of projects in the State of Ohio in the recent years, including:
 - Central Ohio Transit Authority (COTA)
 - City of Delaware, OH
 - City of Dublin, OH
 - Solid Waste Authority of Central Ohio (SWACO)
 - Cuyahoga County Public Library (CCPL)
 - City of Cleveland, OH
 - City of Solon, OH
 - City of Centerville, OH

We believe that based upon our experience and the quality of our team, we are well qualified to provide objective and comprehensive Information Technology Needs Assessment and Strategic Plan Services to the City. If you have any questions concerning this proposal or need to contact any of the project team members, please call me at 248.223.3799 or via email at Mark.Warner@plantemoran.com

Very truly yours,

PLANTE & MORAN, PLLC



Mark Warner, Partner

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A note about uncertainty related to COVID-19

We care about you, and we care about your business.

First and foremost, please know that Plante Moran places the health and safety of The City of University Heights employees and our team at the forefront of the initiative described in this proposal. Amid the COVID-19 pandemic, Plante Moran has temporarily transitioned to a remote work environment. With keeping our clients in mind, Plante Moran worked efficiently to execute the transition to a virtual firm in just 48 hours.

Understanding that this is a fluid situation, if necessary, Plante Moran will execute the IT Strategic Planning activities remotely via telephone conference and video conference until the pandemic has subsided and has done so on similar projects.

What this means for your engagement

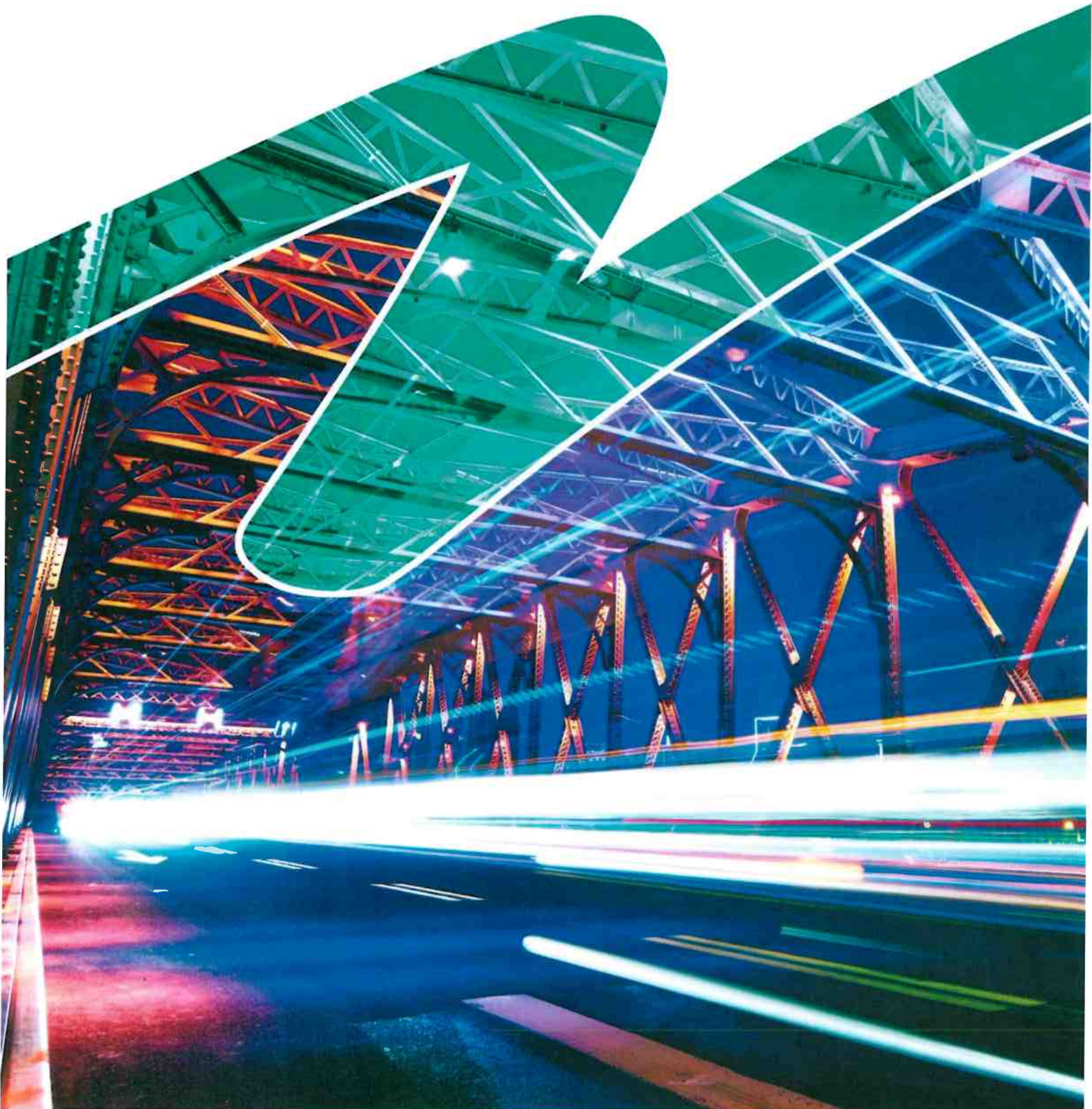
Plante Moran had no plans to halt business and through the early months of the pandemic, we maintained the highest level of client service. And this is still our imperative. Our staff will continue to work closely with clients, and any necessary adjustments are made with care and reason. Our firm guidelines will continue to be updated as often as necessary.

We understand that your engagement might commence amid the continued uncertainty surrounding COVID-19. We're already thinking about how we'll serve you given these factors. Here's what you can expect from our team:

- **The right technology in place to perform our work remotely:** Our Client Collaboration Center allows our team and yours to securely share and access files 24/7. We'll exercise flexibility in planning an engagement approach that works for your team.
- **Communication that fits your needs:** We'll coordinate video or conference calls with your team at a frequency that meets the needs of your engagement and your preferences.
- **Regular updates on the business impact of COVID-19:** Our [COVID-19 Resource Center](#) will keep you updated with relevant economic analysis, crisis management guidelines, notices of changing regulations, and more to support your team during this unprecedented time.

Please feel free to review Plante Moran's COVID-19 Resource Center for useful information at the following URL: <https://www.plantemoran.com/explore-our-thinking/areas-of-focus/covid-19-government-resource-center>

Qualifications Statement



A brief description of the firm or business entity, including firm history, number of employees, organization structure, ownership structure and expertise, and resumes for principals or key employees who would perform the Services in this Solicitation

Plante Moran in brief

More than 90 years of history in 30 seconds or less.

We are one of the top 20 largest certified public accounting and management-consulting firms in the nation. With a history spanning more than 95 years, our firm provides clients with financial, human capital, operations improvement, strategic planning, technology selection and implementation, cybersecurity, and family wealth-management services.

Fast facts



Structured differently – to serve you differently

Our “one-firm” firm philosophy is a unifying structure that prioritizes client service over maximizing profits. Unlike other accounting firms, we don’t have office-level profit centers, meaning our offices don’t compete. What does that mean for you? It means you receive the collective power of the firm and the expertise you need regardless of location. The result: seamless service, a personal touch, and future-focused thinking.



Seamless service

One touchpoint with us will give you unfiltered access to the right experts, at the right time.



Personal touch

The better we know you, the better we can serve you. We build lasting relationships to foster a client-focused, collaborative culture.



Future-focused

Your future is our priority. We partner with you to assure you achieve your goals today and beyond.

Our mission

Plante Moran will be a broad-based professional certified public accounting and consulting firm. We proactively pursue and respond to the needs of clients by rendering a wide range of high-quality professional business consulting services commensurate with our collective abilities and representing true value in relation to cost. Although we will continue to operate the firm in conformance with sound business practices, we remain a professional firm with our primary emphasis on serving, not profit.

Our philosophy

Plante Moran is guided by its philosophy, which is based on certain core values and perhaps best expressed in the condensed form by our Golden Rule: “We care.” We care about our clients, we care about our work, we care about our families and our communities, and we care about each other.

Although the Plante Moran philosophy can be summarized by the Golden Rule, it is comprised of many principles, such as those in our Statement of Principles: service, ethics, recruitment, compensation, individual progress, advancement, teamwork, delegation, education, leadership, individual freedom, communication, decision making, the common good, and balance.

Some of the facts about our firm that we are proud of include:

- The firm has been named to Fortune Magazine’s “**100 Best Companies to Work for in America**” for the last 22 years.
- **Our partnership group is comprised of 24% women**, which is the highest percentage of female equity partners among the nation's largest public accounting firms, according to CPA Personnel Report, a national public accounting trade publication.
- **Staff turnover rate below 13%** that is significantly lower than that of other national public accounting firms.
- Plante Moran's Management Consulting Group, consisting of more than 520 **dedicated consultants**, is a versatile, full-service consulting organization with a proven track record for providing quality professional services.

Firm service capabilities

Whether you need a single, specific function or comprehensive service, we have the knowledge, experience, and resources to meet your goals.



Audit & accounting

- Financial statement audits
- Budget reviews & projections
- Long-range financial projections
- Analysis of impact of proposed legislation
- Employee benefit plan audits
- Single audits



Human capital

- Early retirement incentive plan, design, & consulting
- Employee benefit strategies
- Psychological assessment



Tax

- State & local tax
- Federal tax
- Tax planning & preparation
- Tax research



Technology

- Security assurance
- Meaningful use compliance
- PCI DSS compliance
- ERP system implementation
- HIPAA security
- Internal controls review
- Decision support software, installation, & consulting
- Infrastructure & software services
- Communications & networking
- Contract negotiations



International

- Financial structuring
- Co-sourcing
- Expatriate contacts
- Global assessment



Business advisory

- Enterprise risk services & internal audit
- Compliance program services
- Market studies
- Financial feasibility studies
- Financial modeling
- Debt capacity analysis
- Due diligence
- Valuation
- Fraud-related services
- Strategic & business planning



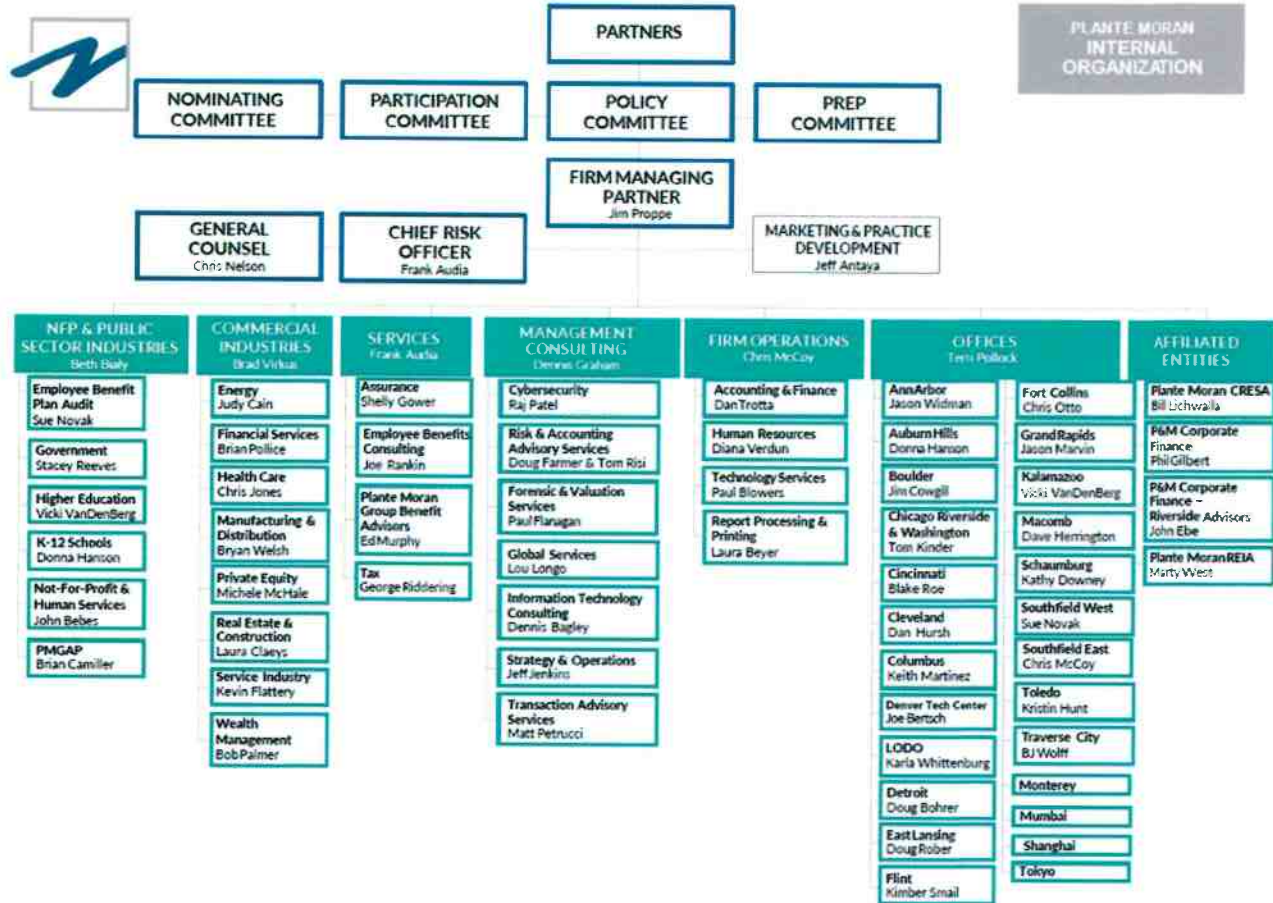
Wealth management

- Institutional investment
- Insurance services
- Investment advisory
- Individual tax
- Trust



Operations & process

- Needs assessment
- Process redesign
- Operations review
- Rightsizing/cost containment
- Shared services/collaboration



Plante Moran is a professional limited liability company (PLLC) with 355+ partners. No partner owns more than 3% of the firm.

Resumes

The core Plante Moran project team members proposed for this engagement have been selected for their significant experience in IT Assessment and Strategic Plan services. Additionally, they have worked together before on numerous similar engagements with public sector clients

Plante Moran will supplement the defined project team with other Plante Moran team members as required. As a firm with over 3,200 staff members, we have deep resources to bring to support the City's project. Our staffing approach is designed to assign personnel to areas of the project where their expertise is needed, bringing in subject matter experts and additional analysts as needed in areas such as technical infrastructure, systems interfaces, and information security.



Mark Warner

Partner
Management Consulting

Engagement Partner

Mark will have overall responsibility for all project resources ensuring that all Plante Moran services are completed within schedule and budget. And he'll be focused on the City's satisfaction with the work of our consulting team. My primary goal is to make sure we are applying the right resources of the firm to look out for your interests proactively, respond to your questions promptly, meet all deadlines, ensure no surprises, and value your time.

Summary of Experience

I spend 100% of my time working with public sector clients, with a significant majority of them state and local government organizations. My clients appreciate my no-nonsense approach, which helps them meet deadlines while staying current on operational best practices and industry insights throughout the year. I have over twenty years of experience in financial accounting, process improvement, pre-packaged ERP system selection and implementation and project management experience.

Selected key clients

- Calhoun County, MI
- Fairfield County, OH
- Gwinnett County, GA
- Ingham County, MI
- Kent County, MI
- Lake County, IL
- Macomb County, MI
- Midland County, MI
- Muskegon County, MI
- Oakland County, MI (numerous projects)
- Ottawa County, MI
- St. Louis County, MO
- Washtenaw County, MI
- Livingston County, MI
- Community Shelter Board, Columbus, OH
- Cuyahoga County Public Library
- Great Lakes Water Authority
- City of Ann Arbor, MI
- City of Appleton, WI
- City of Asheville, NC
- City of Centerville, OH
- City of Cleveland, OH
- City of Coldwater, MI
- City of Dublin, OH
- City of Delaware, OH
- City of Flagstaff, AZ
- City of Ft. Collins, CO
- City of Grand Rapids, MI
- City of Greeley, CO
- City of Greenville, NC
- City of Lapeer, MI
- City of Monroe, MI
- City of Livonia, MI
- City of Long Beach, CA
- City of New Orleans, LA
- City of Roswell, GA
- City of St. Joseph, MO

Education

Bachelor of Arts in Accounting
Hillsdale College

Professional training & affiliations

Government Finance Officers Association Government Finance Officers Association
Michigan Government Finance Officers Association – Board of Directors (2018-2020) and Technology Resource Committee
Ohio GFOA
Michigan Government Information Management Sciences (MiGMIS)

Selected presentations and articles

Emerging Technologies: CGFOA (2020)
Optimization or transformation: Public sector ERP in a remote environment (2020 webinar)
MGFOA Virtual Fall Institute 9/28/2020 – Chair of the Conference Committee
Need to stretch your budget? Try robotic process automation (2020)
Software replacement plans canceled? Optimize your existing enterprise system (2020)



Laurie (Zyla) Hoose, PMP

Senior Manager
Management Consulting

Summary of experience

Laurie has over sixteen years of experience in the information technology industry, over thirteen of which have been dedicated to government clients. Laurie's clients have included a wide range of 50+ local municipalities, counties, and special purpose agencies and authorities. As a credentialed project manager, Laurie serves her clients for a host of technology planning, needs assessment, selection, and implementation management, and project management issues, and their operational and organizational impact.

Education

Master of Business Administration in
International Business
Brandeis University

Bachelor of Science in Computer
Science
University of Michigan

Professional training & affiliations

Certified Project Management
Professional (PMP) since 2011

Project Management Institute

Project Management Institute, Huron
Valley Chapter Member

Michigan Government Finance
Officers Association (MGFOA) –

Member and Technology Resource
Committee chair

Technology Planning: Laurie is well versed in conducting information technology assessments and developing strategic technology plans. Assessment projects have included the evaluation of all aspects of People, Process, and Technology, giving Laurie an understanding of the unique technologies specific to various lines of business in municipal and County government. Through her planning projects, she has led technology trend and visioning workshops with organizational executives, senior leadership, IT professionals, and other stakeholder groups.

Selected key clients

- Borough of State College, PA
- Broward County, FL
- Central Ohio Transit Authority
- City of Alexandria, VA
- City of Carrollton, TX
- City of Cleveland, OH
- City of Coldwater, MI
- City of Corpus Christi, TX
- City of Delaware, OH
- City of Des Moines, IA
- City of Detroit, MI
- City of Fayetteville, AR
- City of Flagstaff, AZ
- City of Flint, MI
- City of Fort Lauderdale, FL
- City of Gainesville, FL
- City of Hollywood, FL
- City of Lapeer, MI
- City of Lee's Summit, MO
- City of Mesa, AZ
- City of Round Rock, TX
- City of Sheboygan, WI
- City of Solon, OH
- City of Stockton, CA
- City of Winter Park, FL
- Coconino County, AZ
- Detroit Retirement Systems, MI
- DuPage County, IL
- Great Lakes Water Authority, MI
- Gwinnett County, GA
- Henry County, GA
- Kent County, MI
- Lake County Forest Preserve, IL
- Macomb County, MI
- Oakland County, MI
- Spartanburg County, SC
- Township of Macomb, MI
- Waukesha County, WI
- Wayne County, MI
- Wyandotte Department of
Municipal Services, MI



Alex Dietrich

Manager

Management Consulting

Summary of experience

Alex has over 6 years of experience providing, implementing, and sustaining information technology (IT) infrastructure solutions across both private and public sector industries including education (K-12 & higher education), city & county government, and manufacturing & distribution. Over his career, Alex has developed substantial hands-on technical background in service provider networking, network security, multi-vendor data networks, and end user device support. Alex specializes in network design, unified communications, and IT support operations. Prior to Plante Moran, Alex gained valuable IT infrastructure knowledge from working at global private-sector companies. Alex has been responsible for delivering a high-level of on-site IT end user support at a major Silicon Valley technology company across US and Asia Pacific regions. He also possesses experience in managing a data center networking environment for a “Big 3” automotive manufacturer. Alex has a BS in Media and Information from Michigan State University.

Education

Bachelor of Science in Media & Information

Information Technology Specialization

Michigan State University

Relevant prior work experience

- IT Field Technician – Large Technology Company (2 Years)
- Network Engineer – Large Automotive Manufacturer (1 Year)

Project roles

Management and Information Technology Consultant

Responsible for supporting various Management and Information Technology consulting engagements. Working with both public and private sector clients, typical projects include IT infrastructure design and assessments. His knowledge base includes Network Design, IT Support, and Cloud.

Selected key clients

- Auburn University, AL
- Farmington Public Schools, MI
- Forest Hills Public Schools, MI
- Fort Worth ISD, TX
- L’Anse Creuse Public Schools, MI
- Oakland County, MI
- Michigan State Educational Network (MISEN), MI



Andrew Edem

Senior Consultant, Management Consulting

Summary of experience

Andrew has over 5 years of experience in the information technology (IT) industry and has worked on diverse projects where he has served clients with a variety of IT infrastructure solutions across a wide range of industries including public-sector (municipalities, counties, special purpose entities), private, education (K-12), healthcare and not-for-profit. Andrew's experience includes strategic initiatives such as IT assessments and technology planning, IT support and operations, outsourcing, system design, and process improvement. Prior to joining Plante Moran, Andrew delivered IT support services to a variety of clients and industries.

Project roles

Responsible for supporting various management and information technology consulting engagements. Typical project roles include technology assessments and planning, infrastructure planning and selection, proposal analysis, IT support and operations.

Selected key clients

- City of Independence, MO
- County of Garfield, CO
- Detroit Public Schools Community District (DPSCD)
- Kent County, MI
- Town of Watertown, MA
- Washtenaw County Road Commission (WCRC)

Education

Bachelor of Arts, Information Systems
and minor in Accounting
Calvin University

Lean Training for Public Sector IT
Consulting

Business Analysis Training for Public
Sector IT Consulting

A detailed listing and description of experience and other information that demonstrates the Respondent's expertise and capacity to provide the Services specified in this Solicitation

Plante Moran has been providing independent IT assessment and strategic planning consulting services to governmental clients for the last 40 years, which we believe is the most years of continuous municipal software consulting experience of any firm providing similar services to the public sector. The table below provides a listing of local municipalities for which Plante Moran has provided similar services just within the *last five years*.

Client Name	Client State	Project Title	Start Date	End Date
City of Lapeer	MI	IT Assessment	Jul-20	Present
State of Washington Dept Natural Resources	WA	IT Assessment	Jan-20	Present
Milwaukee County Airport	WI	IS Strategic Plan	Dec-19	Present
State of Washington Office of the Chief Information Officer (CIO)	WA	IT Project and Oversight Review Services	Mar-19	Present
Toho Water Authority	FL	IT Master Plan	Mar-20	Oct-20
Town of Hilton Head Island	SC	IT Assessment	Nov-19	May-20
County of Garfield	CO	IT Assessment and Strategic Plan	Sep-19	Mar-20
City of Independence	MO	IT Assessment	Jul-19	Dec-19
Coldwater Board of Public Utilities	MI	IT Organizational Assessment	May-19	Oct-19
County of Kent	MI	IT Organizational Assessment	Mar-19	Sep-19
Las Vegas Convention and Visitor's Authority (LVCVA)	NV	IT Organizational Assessment	Mar-19	Aug-19
City of Wayne	MI	IT and Cybersecurity Assessment	Mar-19	Jun-19
County of Lee	FL	IT Sourcing Selection	Jan-18	May-19
State Bar of Michigan	MI	IT Assessment	Feb-19	Apr-19
County of Forsyth	GA	PMO Assessment	Feb-19	Mar-19
City of Bend	OR	IT Organizational Review	Aug-18	Dec-18
St. Lucie County Property Appraiser's Office	FL	IT Assessment	May-18	Aug-18
County of Hamilton	OH	IT Planning for Metro Sewer District Transition	Aug-17	Aug-18

Client Name	Client State	Project Title	Start Date	End Date
Washtenaw County Road Commission	MI	IT Organizational Staffing Assessment	Dec-17	Apr-18
City of Taylor	MI	IT Infrastructure Assessment	May-17	Oct-17
City of Monroe	MI	IT Assessment and Strategic Plan	Apr-17	Sep-17
Padre Dam Water District	CA	IT Strategic Plan	Apr-17	Sep-17
Charter Township of Redford	MI	IT Assessment	Feb-17	Jun-17
County of Adams	CO	IT Staffing Requirements Analysis	Jan-17	Jun-17
City of Tacoma	WA	IT Strategic Plan	Jul-16	Apr-17
Louisville and Jefferson County Metropolitan Sewer District (MSD)	KY	IT Strategic Plan	Jun-15	Apr-17
City of Tacoma	WA	GIS Strategic Plan	Sep-16	Mar-17
Kansas City Area Transportation Authority (KCATA)	MO	IT Assessment	Sep-16	Mar-17
Charter Township of Canton	MI	IT Assessment and Strategic Plan	Oct-16	Jan-17
City of Chandler	AZ	Technology Strategic Plan	Jun-16	Dec-16
Hillsborough County Aviation Authority	FL	IT Strategic Plan	May-16	Nov-16
Solid Waste Authority of Palm Beach County	FL	IT Strategic Plan	Jan-16	Sep-16
Village of Glencoe	IL	IT Assessment	Jan-16	Sep-16
Milwaukee County Transit	WI	IT Assessment	Jan-16	Jul-16
Suffolk County Water Authority	NY	IT Assessment	Oct-15	Jun-16
City of Des Moines	IA	IT Assessment / Plan	Oct-15	Jun-16
Town of Nantucket	MA	IT Assessment	Oct-15	Jun-16
Broward Metropolitan Planning Organization	FL	IT Support Transition Services	Sep-15	May-16

Minimum of three (3) letters of recommendation from specific customers who have used services provided by the Respondents in the past 18 months; and if relevant, a list of references from Municipalities to whom the Respondent has provided services similar and comparable to those described in this Solicitation (contact name, telephone, email address, contract term) from whom University Heights may obtain references

Letters of Recommendation

City of Lapeer, MI



Analyze Survey Results - Individual Results

Survey: Plante & Moran Client Satisfaction Survey-IT Service Delivery & Govern

Respondent Information

Respondent Type: Accessed Survey On Web
Email: No Email Available
Response Status: Completed FULL Survey
Began Survey On: 11/06/2020
Time Began: 07:59:24 AM
Time Spent: 00:05:40 (HH:MM:SS)
Points: No Points Questions used in this survey.

Custom Fields

1. Please complete the following information:

Your Organization: City of Lapeer
 Your Name: Dale Kerbyson
 Phone Number: 8106645231
 E-mail Address: dkerbyson@ci.lapeer.mi.us
 Project: IT assessment and cyber security analysis
 Today's Date: 06/11/2020
 Plante & Moran Project Staff (Please list): Laurie Hoone and Jan

2. Please rate Plante & Moran's performance in the following categories?

	Significantly exceeded expectations	Exceeded expectations	Met expectations	Fell below expectations	Fell far below expectations
Work performed satisfied your needs and the project requirements:		✓			
Staff demonstrated specialized knowledge in your industry:	✓				
Staff exhibited technical expertise in their service discipline:	✓				
Staff communicated effectively and were responsive:		✓			
Staff demonstrated interest in you beyond the specifics of their tasks:	✓				
Staff established relationships to be proactive to your needs:		✓			
Staff put your interests first:		✓			
Overall value of Plante & Moran services:		✓			
Solutions were reasonably implemented:		✓			
Recommendations were impactful:		✓			
Staff understood the important aspects of your organization:		✓			

Work was completed within specified deadlines:



3. Please provide any additional comments on our services, specific strengths or areas needing improvement so that we may better serve you and your organization in the future.

We have not implemented the recommendations yet so I assume that the vendor we use to do this work will understand and find the recommendations useful. We may not understand the results of the work and may require additional hand holding through the upgrade process.

4. May Plante & Moran use you as a reference?

Yes

5. Would you recommend Plante & Moran?

Yes

6. Would you like someone from Plante & Moran to contact you about this survey, additional services we provide, or any other matter?

No

Kent County, MI

Survey Software: Ask, Analyze, Improve
Survey Creation, Deployment, & Analysis Tools for Businesses

Analyze Survey Results - Individual Results

Survey: **Plante & Moran Client Satisfaction Survey-IT Service Delivery & Govern**

Respondent Information

Custom Fields

Respondent Type: Accessed Survey On Web
Email: No Email Available
Response Status: Completed FULL Survey
Began Survey On: 11/07/2019
Time Began: 08:48:07 AM
Time Spent: 00:02:41 (HH:MM:SS)
Points: No Points Questions used in this survey.

1. Please complete the following information:

Your Organization: Kent County
 Your Name: Tim Beck
 Phone Number: 6166326578
 E-mail Address: tim.beck@kentcountymi.gov
 Project: IT Organizational Assessment
 Today's Date: 11/07/2019
 Plante & Moran Project Staff (Please list): Laurie Hoose, Mark Warner, Jessica Dilworth, Andrew Edem, Kyle Macyda

2. Please rate Plante & Moran's performance in the following categories?

	Significantly exceeded expectations	Exceeded expectations	Met expectations	Fell below expectations	Fell far below expectations
Work performed satisfied your needs and the project requirements:		✓			
Staff demonstrated specialized knowledge in your industry:		✓			
Staff exhibited technical expertise in their service discipline:		✓			
Staff communicated effectively and were responsive:	✓				
Staff demonstrated interest in you beyond the specifics of their tasks:		✓			
Staff established relationships to be proactive to your needs:		✓			
Staff put your interests first:		✓			
Overall value of Plante & Moran services:	✓				
Solutions were reasonably implemented:		✓			
Recommendations were impactful:	✓				
Staff understood					

the important aspects of your organization:



Work was completed within specified deadlines:



3. Please provide any additional comments on our services, specific strengths or areas needing improvement so that we may better serve you and your organization in the future.

Well organized, great communication and flexible.

4. May Plante & Moran use you as a reference?

Yes


5. Would you recommend Plante & Moran?

Yes

6. Would you like someone from Plante & Moran to contact you about this survey, additional services we provide, or any other matter?

No

City of Solon, OH



Survey Software: Ask, Analyze, Improve
Survey Creation, Deployment, & Analysis Tools for Businesses

Analyze Survey Results - Individual Results

Survey: **Plante & Moran Client Satisfaction Survey-IT Service Delivery & Govern**

Respondent Information

Custom Fields

Respondent Type: Accessed Survey On Web
Email: No Email Available
Response Status: Completed FULL Survey
Began Survey On: 07/02/2019
Time Began: 10:24:32 AM
Time Spent: 00:03:56 (HH:MM:SS)
Points: No Points Questions used in this survey.

1. Please complete the following information:

Your Organization: City of Solon
 Your Name: Matthew Rubino
 Phone Number: 4403496300
 E-mail Address: mrubino@solonohio.org
 Project: RFP Development
 Today's Date: 07/02/2019
 Plante & Moran Project Staff (Please list): Laurie Hoese, Jessica Dilworth, Mark Warner

2. Please rate Plante & Moran's performance in the following categories?

	Significantly exceeded expectations	Exceeded expectations	Met expectations	Fell below expectations	Fell far below expectations
Work performed satisfied your needs and the project requirements:		✓			
Staff demonstrated specialized knowledge in your industry:	✓				
Staff exhibited technical expertise in their service discipline:		✓			
Staff communicated effectively and were responsive:		✓			
Staff demonstrated interest in you beyond the specifics of their tasks:		✓			
Staff established relationships to be proactive to your needs:			✓		
Staff put your interests first:		✓			
Overall value of Plante & Moran services:			✓		
Solutions were reasonably implemented:			✓		
Recommendations were impactful:			✓		
Staff understood					

the important aspects of your organization:



Work was completed within specified deadlines:



3. Please provide any additional comments on our services, specific strengths or areas needing improvement so that we may better serve you and your organization in the future.

Project staff were very responsive to our project plan and were able to complete the requirements on a short time-line.

4. May Plante & Moran use you as a reference?

Yes

5. Would you recommend Plante & Moran?

Yes

6. Would you like someone from Plante & Moran to contact you about this survey, additional services we provide, or any other matter?

No

Testimonials

“The Plante Moran team was able to step in right away, understand our scope, and develop a high-quality enterprise-wide software deployment strategy and roadmap that had been previously delayed by other vendors. Their commitment to professionalism allowed us to move swiftly along with the project to ensure we were fully prepared for implementation with the proper processes and protocols in place. Our county has high standards for outside vendors and the Plante Moran team was able to meet and exceed those expectations. Their breadth of technology expertise and diligence was paramount to success.”

- *Sherry Yagiela, IT Project Manager, Oakland County*

“Plante Moran provided a comprehensive third-party review and enterprise system security audit of our major ERP system, CAPS+. The team was extremely flexible to our schedule as the County went through a managed service transition that considerably impacted the project. Plante Moran brought outstanding project management to the engagement and each team member demonstrated their knowledge and capabilities related to the security audit assessments.”

- *Phillip Daigneau, Director Information Technology, Auditor-Controller, County of Orange CA*

“We hired Plante Moran to conduct an IT and cybersecurity assessment to help us prioritize future IT investments. Their in-depth study showed how the City, which had put off improving its IT infrastructure, was overpaying and underprepared for cyber risks. They explained how we could significantly save money by replacing obsolete infrastructure and systems and streamlining outdated processes. They helped us apply for and secure grant funding through the state of Michigan to completely overhaul our IT infrastructure and reduce the risk of a cybersecurity attack. Now we’ll be able to provide services to our constituents in a more efficient and secure environment.

What stands out about Plante Moran is their vast knowledge of government IT. They’re experts in knowing the changes and challenges governments face. We’ve never felt left in the dark on any issue, and someone is always available.

Firms that have been in business for a long time have the tendency to become complacent and have difficulty keeping up with the ever-evolving changes that challenge government on a daily basis. That is not the case with Plante Moran – they are always at the top of their game.”

- *Lisa Nocerini, City Manager, City of Wayne*

References

Kent County, MI

Mr. Tim Beck

IT Director

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Grand Rapids, MI 49503

616.632.6578

tim.beck@kentcountymi.gov

City of Solon, OH

Mr. Matt Rubino

Director of Finance

34200 Bainbridge Road

Solon, Ohio 44139

440.349.6324

mrubino@solonohio.org

Toledo Public Schools

Mr. Jim Gant

Executive Transformational

Leader of Organizational Staff

& Business Operations

420 E. Manhattan Boulevard

Toledo, OH 43608

419.671.8200

jgant1@tps.org

IT assessment

Conducted a comprehensive Information Technology Assessment for the County that included a review of all aspects of the organization, administration and use of technology within the County. The engagement combined documentation review, surveys and feedback acquired through interviews with IT staff and County stakeholders, and a benchmarking survey of peer County organizations.

The IT Assessment included an evaluation of how effectively countywide IT is organized to deliver services to a growing number of constituents with increasing demands for new and emerging technologies, all while maintaining baseline operations and services. The assessment also addressed improvements to areas of governance, data management and analytics, and remote staff management.

Project Timeline: April – August 2019

ERP consulting services

The City contracted with Plante Moran to identify best practices within their Request for Proposal (RFP), for the selection of a new citywide ERP software solution to replace an existing legacy Civica solution. Activities included reviewing background information, conducting interviews, and the development of an RFP recommendation letter. The scope of the engagement also included ongoing assistance to the city, as needed, throughout the remainder of their selection process.

Project Timeline: April 2019 – May 2019

IT assessment & strategic planning and administrative systems transformation (10+ years)

Assisted with multiple projects focused on assessing and improving Toledo Public Schools systems. Assessed the district's IT infrastructure, organization, and support, and provided recommendations for improved IT services in the district. Facilitated the development of a strategic technology plan. Facilitated and led efforts to select new SIS, financial and HR systems to replace legacy systems. Services included requirements definition, evaluation and selection, due diligence, contract assistance and implementation management. Recently completed a second strategic technology plan. Provided assistance in addressing various IT aspects of the performance audit performed in 2013.

Project Timeline: 2007 – 2018

Any other relevant information that Respondent believes would assist University Heights in evaluating the submittal

Overview of the proposed methodology

Plante Moran's assessment & strategic planning methodology has been time tested on numerous client engagements during the past 30 years. We have successfully incorporated best practices from ITIL, COBIT, TOGAF and other frameworks into our methodology and continually update it based on new projects and industry involvement.

In order to achieve the City's objectives, we believe a broad and comprehensive review of the IT environment from the standpoint of "people, process, and technology" is essential. The IT assessment will consist of a review of:

People.

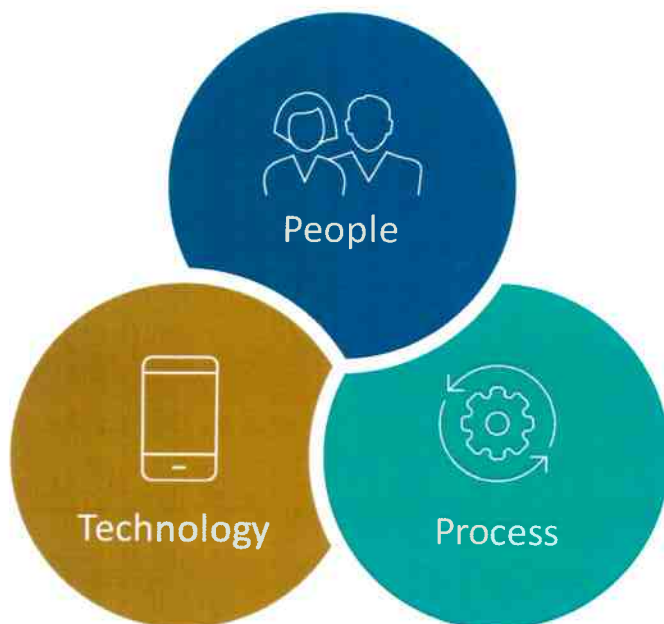
Organization of the technology support function, including governance, organization structure, user satisfaction, staff development, etc.

Process.

Administration of technology, including policies and procedures, technology standards, service delivery, help desk administration, network management, software deployment, etc.

Technology.

Technologies and systems used to accomplish current objectives.



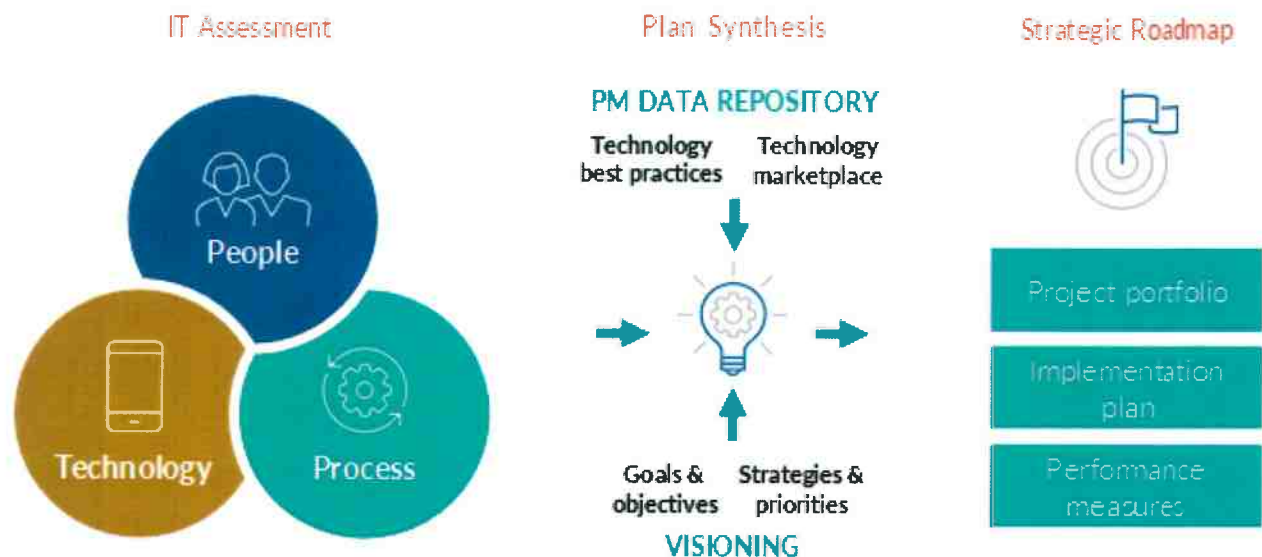
All of our assessments incorporate elements of cybersecurity

to identify any additional protections and controls necessary to mitigate security risks and threats. However, the cybersecurity review included in our proposal does not replace the need for comprehensive and periodic network vulnerability assessment and penetration testing.

Plante Moran has continually refined its approach for IT strategic planning to deliver technical, schedule, and cost advantages that provide the utmost value to our clients. We believe that using this approach will provide results that exceed our clients' expectations and are in alignment with their organizational objectives.

The IT strategic plan is informed by the results of the IT assessment, as it relates to the organizational execution capabilities, current plans and initiatives, and overall performance and stakeholder satisfaction. Additional inputs are driven from industry best practices and the overarching organizational goals and priorities. The organizational core competencies, as well as available resources and budget constraints are also accounted for.

By means of a visioning session that will follow a collaborative approach between the City and Plante Moran, the overall strategy will be agreed upon and synthesized into an IT strategic plan that will guide the City's investments, decisions, and activities.



Assessment overview

As noted previously, to achieve the City's objectives, we believe a broad and comprehensive review the "people, process, and technology" areas and key topics is essential. The broader review allows us to gain a comprehensive view of the entire IT environment and identify gaps and associated recommendations that not only address the objectives identified but provide a model for long term sustainability.

A sampling of the key areas and topics that will be addressed is provided below.

People	<ul style="list-style-type: none"> Human capital management Departmental IT staff skillset 	<ul style="list-style-type: none"> Strategic sourcing External service providers Procurement Vendor & contract management 	<ul style="list-style-type: none"> Stakeholders Stakeholders engagement Expectation management Business relationship management Customer satisfaction
Process	<ul style="list-style-type: none"> Strategy IT mission, vision, values Business context Business alignment Innovation Project portfolio management Portfolio management Project management Organizational change management 	<ul style="list-style-type: none"> Governance Investment strategy Enterprise architecture Standards and policies Service level agreements Governance model Risk management Cybersecurity management Log collection & analysis Security architecture Information protection Disaster recovery & business continuity plans Regulatory and compliance obligations 	<ul style="list-style-type: none"> Operations management Asset lifecycle management Performance and capacity management Configuration management Change management IT service management Knowledge management Software development lifecycle
Technology	<ul style="list-style-type: none"> Infrastructure technology Data center Cloud services Structured cabling Network Servers & virtualization Enterprise storage & backup Telecommunications Specialized systems 	<ul style="list-style-type: none"> Workforce enablement Device portfolio Mobility Remote access Collaboration & presentation solutions Productivity solutions Line-of-business applications* Web, search & social media platforms 	<ul style="list-style-type: none"> Business intelligence & data Data governance Integrations Analysis & reporting tools

* Please note that the review of these applications is not intended to be a comprehensive assessment of these systems, but rather a review to identify gaps or deficiencies in technical and support needs of these systems.

Project work plan

In order to achieve the outlined objectives, we recommend a phased approach. Our overall approach encompasses the following major phases:



For the successful implementation of this phased approach, project monitoring will be a work step running in parallel throughout the project. The purpose is to conduct activities that are relevant to managing all phases of the project and enhancing its success.

During phase 1 (discovery) we will review the City's current IT organization, technology environment, products, services, processes and systems, etc., identified in the statement of understanding and assessment overview. In phase 2 (analysis & recommendations), we will further analyze the information gathered during phase 1 and identify gaps within the current environment. The findings, analysis, and prioritized recommendations will be assembled into a report that will be reviewed with the City's project team.

Phase 3 (strategy development) will focus on the development of a strategy to connect the current state to the envisioned future state. The IT strategic plan will guide the organization's investments, decisions, and activities.

The major activities (work steps) to be performed for each phase are detailed as follows.

Ongoing project management/monitoring

The purpose of this work step is to conduct activities that are relevant to managing the project and enhancing its success for the City.

Project initiation activities will be conducted to introduce the project team, confirm objectives, project scope, deliverables and timetables. The project objectives will be accomplished through the development of a project organizational structure, detailed project plans, and regularly scheduled progress meetings.

The project initiation activity will occur during a project initiation meeting with the City's project team. We anticipate that this project initiation meeting can be conducted over an audio/video conference call and with use of data collaboration tools.

Project status meetings will be conducted remotely and occur no more than once weekly with the City's project manager.

Phase 1: Discovery

Measurable objectives	Understanding of the City's IT environment, identifying possible gaps and opportunities for improvement
Deliverables	Initial themes; Preliminary findings and gaps

Phase Objective: The purpose of this set of activities is to review the City's systems, processes and organizational structure in order to gain an understanding of the current IT environment, services delivered, and staffing. The purpose of the discovery phase is to collect information that will form the basis for the assessment deliverables.

1. Conduct project kick-off meeting

We intend to conduct a project kick-off meeting that will confirm the objectives, timing, scope, anticipated the City staff involvement and other items relevant to the project. We will discuss with the City who should attend this session.

2. Collect and review documentation

Prior to our kick-off meeting, an information request list will be provided to the City. Plante Moran will review existing documentation to gain a comprehensive understanding of the City's current technology environment. Documents to be reviewed are anticipated to include the following:

- **Management:** Detailed budget, expenditures (planned vs. actual), technology plan, project portfolio/backlog, planned projects, results for previous user satisfaction surveys.
- **Network & telecom:** WAN and LAN diagrams, Internet connectivity, network management tools, security management tools, telecommunication systems.
- **Server & storage environment:** Equipment & operating systems inventory, virtualization technologies, system management tools.
- **End user environment:** Equipment & operating systems inventory, help desk tools and reports, virus & patch management tools, services level agreements.

-
- **Applications:** List of applications (on premise and cloud) used by the organization, users of the applications.
 - **Policies & procedures:** Listing of available policies and procedures such as disaster recovery plan, acceptable use policy, systems refresh plan, change management, etc.
 - **Cybersecurity:** Cybersecurity and data privacy policies, systems, controls, compliance requirements, results from recent vulnerability assessments.
 - **External support:** Detail of services from service providers and managed service providers, including standard contract clauses.

Please note that we do **NOT** expect the City to create any documentation that does not already exist. For any of the areas where documentation does not exist, the pertinent information will be obtained during the interview process.

3. Conduct end-user technology satisfaction survey

To assess the utilization of technology and their functions, we will develop and administer an online end-user survey. We will gather meaningful opinions, comments, and feedback regarding the deployment, utilization and effectiveness of technologies across the organization. Ideally, the survey would be administered to all stakeholders; survey topics will include:

- Direction and leadership, strategic plan, vision
- Service and support
- Communication
- Technology
- Training

The survey will be reviewed with the City's project team, refined as necessary, and prepared for distribution. When possible, we prefer to obtain preliminary results prior to our onsite interviews as information from the survey allows us to prompt and focus discussions with interview participants.

An analysis of the information would be provided to the City and incorporated into the assessment report. From the survey results, we would identify gaps between current levels of service and desired (expected) levels of service as well as gaps where current technology is not meeting the needs of the organization.

4. Conduct leadership and stakeholder interviews

We will meet with key stakeholder groups to understand the IT vision and expectations of IT and its technologies in support of that vision. The focus of these interviews is to identify the effectiveness of current IT operations, the ability to service and support current and future technical needs, and the overall use of technology at the organization. Interview topics will likely include:

- Perceptions regarding IT opportunities
- Project prioritization and governance
- Aligning IT initiatives with the organization's mission & vision
- Key technology functions, applications usage and challenges
- Current and anticipated technology and support needs over the next five years

We will work with the City's project team to schedule the interviews at a time that is mutually convenient.

5. Meet with IT support vendor

We will meet with the IT support vendor. The topics of discussions will likely include:

- Roles, responsibilities, and resources/tools
- Key technology functions, systems/applications usage and challenges
- Alignment of IT initiatives with the City's strategic plans
- Current and anticipated information and technology needs over the next 3 to 5 years
- Policies and procedures related to administration and management of IT systems

As part of this work step, we will also review the areas identified in the assessment overview section.

We will work with the City's project team and the vendor to schedule the interview at a time that is mutually convenient. Please note that these interviews can be conducted either concurrently or separate from the stakeholder interviews.

6. Assess technical environment

We will conduct a review of the existing technical environment at the organization, focusing on the areas identified in the assessment overview section. We will meet with the City's IT support vendor who is responsible for administering and managing information technology systems and services.

The purpose of this meetings will be to review the operational, administrative, and technical aspects of the information technology systems and services provided. Components of the technical environment will be assessed as part of this interview process and a review of existing documentation. For areas where documentation may be lacking, we can gather the critical information by using our technical survey instruments.

Where feasible, we will conduct these meetings simultaneously with the meeting detailed in the previous work step.

Phase 2: Analysis & assessment results

Measurable objectives	Delivery of the IT assessment results to the City's project team
Deliverables	Prioritized project recommendations

Phase Objective: The purpose of this phase is to perform a detailed analysis of the information collected during the discovery phase and document the IT assessment report. The activities included in the phase are detailed below.

1. Perform industry standard comparison

We will incorporate a review of the IT operations, resources and technologies of the City against comparable organizations, industry standards and best practices. For this purpose, we will use a variety of sources, including our own research and knowledge from similar work with other clients. We will focus on identifying specific areas of strength and opportunities for enhancement. The information obtained from this work step will be used to contrast and compare the effectiveness of the existing technology systems with current industry standards or other emerging technologies.

2. Conduct in-depth analysis

The information gathered during the discovery phase will be further reviewed and analyzed. At a minimum, the following information (data and observations) will be analyzed:

- Provided documentation
- Meetings and interviews with leadership, stakeholders and IT staff
- Survey results - end-user technology satisfaction, time/effort allocation and department skills
- Technologies in use, including systems architecture and methods for delivery of services
- Comparison to industry standards and best practices
- Alignment of IT department goals with the overall organizational strategy

3. Document IT assessment findings

Based on the findings outlined in the previous phases, we will develop an information technology assessment report that clearly identifies areas of improvement for the IT environment at the City. The report will contain recommendations aligned with industry standards and best practices for each of the topical areas identified in the assessment overview section.

This draft will be provided to the City leadership, who will distribute it for review and comments. We anticipate the report to consist of the following sections, keeping in context the size and the nature of the organization:

- **Executive summary:** This section will include a project overview and a succinct narrative on the current state of the IT environment (maturity), gaps identified, and a prioritized list of critical needs along with estimated budgets and timeline for addressing the gaps.
- **Detailed assessment:** This section will provide details on the current state of information technology at the City, including:
 - Maturity assessment of the technology environment, including people, process and technology

-
- Current state assessment and gap analysis to identify areas for improvement by topical area within the areas of people, process and technology.
 - A prioritized listing of the technology department's most critical needs with descriptions, including recommended service model, organization structure, staffing needs, training needs and job duties/descriptions.
 - Preliminary technology initiatives and projects, including those that will provide opportunities for improvement of enterprise-level business processes and overall operational efficiencies (for discussion at the Visioning Session in Phase 3). Where applicable we will review the current portfolio of projects to identify potential synergies and dependencies.
 - **Appendices** – End-user technology satisfaction survey results and other supporting information as applicable.

4. Prepare assessment deliverables

We will review the IT assessment findings with the City's project team and make any modifications necessary as a result of this meeting. The IT assessment findings will be used as a data point in the formulation of the IT Strategic Plan.

Phase 3: Strategic plan development

Measurable objectives	Development and presentation of the City's IT strategic plan
Deliverables	IT plan strategic plan, including: <ul style="list-style-type: none">• IT assessment findings• Strategic roadmap• Actionable plans

Phase Objective: This phase will focus on the application of strategic findings from previous work steps and development of the IT Strategic Plan for presentation and discussion with leadership and key stakeholders. The activities included in the phase are detailed below.

1. Conduct visioning workshop

We will conduct a half-day workshop with the key organizational leaders to facilitate the development of:

- Technology vision and mission
- Technology goals and strategies
- Technology principles

Our discussions will consider:

- IT alignment with organizational goals and current business environment
- Alignment with industry standards for IT operations, project management and asset management
- Expected technology needs
- Emerging technologies and trends
- Productivity enhancement through technology
- Opportunities to achieve cost savings
- Support requirements to achieve productivity goals
- Potential implementation projects
- Internal projects and requirements, including resource capacity, data governance, security, etc.
- Funding requirements
- Risks and mitigation strategies
- Metrics for evaluation

Also during this workshop, we will work closely with organizational leaders to develop a project prioritization criteria to objectively evaluate and prioritize technology projects. It is expected that these prioritization criteria will clearly reflect the linkage between the organization's goals and objectives and IT initiatives. We also consider the urgency (e.g., requirement to reduce the current risk of an aging technology) and impact of the projects.

2. Establish strategic plan objectives

The overall goal for implementing technology is not for the technology itself but rather to enhance existing business processes performed by IT and support for processes that are performed across the City. As such, the goal in developing an IT Strategic Plan is to provide a coordinated, planned approach towards the deployment of technology with the intention of supporting the goals of the organization and improving the effectiveness of business processes. An IT Strategic Plan encompasses the areas covered within the IT assessment but expands the scope of recommendations to be more broad-based.

The IT Strategic Plan may encompass the following items:

- The establishment of a vision that will set the direction and tone for the IT department's approach to information service and technology provision.
- An assessment of the needs of customers and staff for new and/or enhanced information technologies to provide services in a cost effective and efficient manner.
- The preparation and presentation of a set of well defined, easily managed, prioritized, departmental, line of business, and organization-wide projects to satisfy the identified needs of customers and staff, i.e., critical technology investments.
- Documentation of the rationale and benefits (business case) of undertaking such projects, including the development of a set of criteria that can be used to prioritize identified projects.
- An assessment of the implementation, support resources and technical skills required of IT staff and outside technical assistance.
- The establishment and documentation of an adaptive governance process that can provide continuous improvement for the IT department to follow to keep the plan up to date.
- The development of selection, implementation, and support strategies to guide the purchase and deployment of information technology resources (financial, human, technological) across the duration of the strategic plan.

3. Define project prioritization criteria

Project prioritization criteria will be developed in conjunction with the City's project staff that will be used to objectively evaluate and prioritize projects that are identified as a result of interviews with IT leadership and stakeholders. It is expected that these prioritization criteria will clearly reflect the linkage between organizational goals and objectives and IT initiatives.

The projects will be designed to enhance the synergy within and between operations, result in the implementation of required new technologies in a timely manner, make use of existing technologies whenever possible, control expenditures, realize efficiencies, and, above all, enhance the ability for departments to provide service to their stakeholders.

Throughout this phase, we will interact with the IT representatives for follow-ups to and clarifications of information gleaned during IT assessment activities.

4. Develop and present the IT strategic plan

We will develop a draft information technology strategic plan that will provide a roadmap in the deployment of technology over the next five years. In addition, the IT strategic plan will include a short-term tactical plan to include the identified and prioritized schedule of IT initiatives developed earlier. Together, both the IT strategic plan and short-term tactical plan may:

- Include an executive summary and presentation.
- Confirm alignment between goals and objectives and IT strategies and initiatives.
- Identify cost drivers that will influence the architectural and technical needs of the organization.
- Identify best practices related to the specifically defined technology areas (e.g., videoconferencing, implementing VoIP, network security, disaster recovery, network infrastructure deployment, disaster recovery planning, etc.).
- Identify an adaptable IT governance structure that is integrated with the planning and budgeting processes.
- Identify emerging technology needs and trends impacting the organization; alignment with the organization strategy; and centralized vs. distributed option.
- Include IT strategies and tactical initiatives (i.e., projects) to support these strategies.
- Include project prioritization criteria.
- Include IT service management needs.
- Include an on-going plan maintenance process.

5. Prepare strategic plan deliverable

We will review the draft strategic plan document with the City's project team and make any modifications necessary as a result of this meeting. Once feedback is received from the project team, we will incorporate any changes and finalize the strategic plan.

Phase 4: Sourcing assistance (optional)

Measurable objectives	Creation of RFP for implementation services
Deliverables	Technical specifications, Request for proposal document

Phase Objective: This phase will focus on translating the assessment and plan outcomes into a subsequent RFP for the acquisition and installation of an IT solution that addresses the strategic plan's recommendations. detailed below. The activities included in the phase are detailed below.

1. Transition to procurement

We will assist the city with translating the projects and priorities from the strategic plan into requirements for a competitive procurement and assist with the development of the procurement documents, that include additional detail and specifications.

Provide all professional certifications

Describe the Confidentiality and Security Plan for information sharing

We acknowledge that all information and documents disclosed by our clients, or that come to Plante Moran's attention during the course of its performance of services under any agreement, constitute valuable assets of and are proprietary to the institution. We also acknowledge you have a responsibility to your constituents and employees to keep records containing non-public personal information confidential and proprietary. Therefore, Plante Moran agrees not to disclose, either directly or indirectly, to any person, firm, or corporation, information of any kind, nature, or description unless required by law, or authorized by the institution. This policy survives termination of the agreement under which the services are performed.

Provide disclosure of any financial interests.

From the firm's perspective, we have no outside relationships that would have any impact on our ability to provide the requested services to the City of University Heights.

Proposed Fees



Specify all hourly rates for service; including all travel time, nights, weekends and holidays.

Specify all fees associated with the proposed technology assessment/audit

Specify whether Respondent is able to provide any value-added services to University Heights either for a fee or as complimentary service to Heights.

Describe any financial investment to implement the resulting agreement

Describe what could result in a change order

Indicate the preferred payment form/method.

Estimate any third party out of pocket costs.

Plante Moran proposes a fixed fee cost, including all incidental expenses, of **\$39,950** associated with activities in Phases 1 - 3.

Task Name	Hours	Costs
Project Management	16	\$3,760
Phase 1: Discovery	48	\$11,280
Phase 2: Analysis & assessment report	51	\$11,985
Phase 3: Strategic plan development	55	\$12,925
GRAND TOTAL	170	\$39,950

These fees are based on off-site services as required by specific project activities. We have estimated the effort based on our understanding of the requirements and scope of the project, but we are open to make any adjustments deemed necessary by the City. Any additional services beyond the scope of this proposal would be billed at our proposed blended rate of \$235/hour. ACH is our preferred payment method.

Notes:

- It is our practice to bill monthly for fees incurred in the prior month.
- If any issue arises during the course of the project that will impact the timing or the budget, we will discuss the issue with the City prior to proceeding.

Assumptions

Our proposal and associated fees are based upon the assumptions listed below. [Should these assumptions change, we would adjust our professional fees accordingly, in consultation with the City.](#)

- Our findings and observations are derived from the documents reviewed, site visits, and interviews conducted. Our reporting is solely based on the information obtained through this process and will not be validated by other means.
- the City will appoint an internal project lead who will be the main point of contact between the City and Plante Moran and will assist with logistics and coordination of activities.
- There will be a single draft-to-final process for each deliverable (assumed to be 10 days).
- All onsite work activity will be confirmed at least two weeks prior to the agreed upon travel date; any travel change fees incurred after such date will be expensed to the City.

DECEMBER 8, 2020



CITY OF UNIVERSITY HEIGHTS TECHNOLOGY RFP PROPOSAL

STARFISH COMPUTER CORPORATION
24831 Lorain Road , North Olmsted, OH 44070



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 Server Rack Layout Example 14



City of University Heights Proposal Request

The City of University Heights has requested a proposal for the completion of a Business Needs Assessment, Technology Assessment, and Technology Strategic Plan. The current network consists of multiple city departments located in separate buildings, including:

- Administration: located within the City Hall building
- Police, Fire and Service Departments: all three services are located in separate buildings on the City Hall Campus
- Building Department: located in a house next to City Hall
- Fire prevention and Police Investigative Bureau: located in separate houses next to each other on Saybrook Rd.
- Economic Development: located in an office across Warrensville Center Rd. from City Hall

Starfish Computer will perform an examination of the City of University Heights' existing infrastructure, systems, and applications to fully assess the current condition of the information technology architecture. We will identify technological, service, and security gaps within the network infrastructure and designate high priority items and projects requiring resolution. Starfish will then formulate maintenance, operation, and security procedures for the City of University Heights' information technology systems, software, and infrastructure.

Once all required information has been gathered, a Technology Strategic Plan will be generated that addresses the following needs as set forth by the City of University Heights:

- Survey of current trends and their potential for impact of current infrastructure
- Identification of needs at higher levels of virtualization and automation
- Provide segmented assessments and roadmaps with varying scope pertaining to administrative requirements
- Evaluate alternative approaches and feasibility for meeting established needs and goals
- Develop improvement recommendations and system requirements for meeting established needs and goals
- Prioritize the improvement recommendations and system requirements
- Provide cost estimate for each recommended improvement recommendation and system requirement; costs shall include initial implementation and ongoing support
- Establish an implementation schedule
- Define the implementation process for each improvement recommendation and system requirement
- Provide a detailed review of potential cyber security threats the City is likely to face for the next five years, and the best physical and software infrastructure and practices, particularly the layered backup scheme, to defend against these threats
- Provide details of the plan for scenarios including incorporating the Police Department retaining its segmentation.



Starfish Computer Company Qualifications Statement

Started in 1994 and headquartered in North Olmsted, OH, Starfish Computer Corporation is a privately held company with over 26 years of experience. We are 100% committed to making sure business owners, municipalities, and school systems in the Northeast Ohio and Akron area have the most reliable and professional IT service. Our team of twenty (20) talented IT professionals prides itself on being considered a partner, not a vendor.

Starfish Computer takes the time to understand the goals and vision of our clients before making any recommendations. We provide businesses, municipalities, and school systems across Ohio with customized solutions and services that best meet their specific needs. Starfish Computer is partnered with VMware, Dell/EMC, HPE and is a Microsoft Gold Partner – providing us the necessary resources to solve your IT nightmares once and for all.

Experience, Expertise and Capacity to Provide Services

Starfish Computer is a complete technology solution provider - whether you are looking for a team to support your current staff or to outsource your IT operations entirely, Starfish Computer can assist with any IT needs, including: backup disaster recovery, cloud computing, VoIP services (Phone Systems), and network security.

Relevant Municipality Service/Experience

City of University Heights Network Assistance

Starfish Computer has performed IT Services for the City of University Heights for the past 9 months. During that time, Starfish effectively implemented our proven emergency response model – transforming the City of University Heights’ network from offline without any administrative access to online with admin access reset within 6 hours. We have also accurately helped the City of University Heights identify how their network came to be in its’ current state needing such an advanced repair.

CitizenServe Integration

Starfish Computer has experience successfully integrating the CitizenServe platform into network designs.

Letters of Recommendation

Starfish has provided the requested Letters of Recommendation at the end of this proposal. If there are any questions regarding the attached Letters of Recommendation please reach out to Patrick Hanrahan, Account Manager.

Financial Interests

Starfish Computer has no financial interests within the City of University Heights limits.



Professional Certifications

The following chart provides a break down of all Professional Technical Certifications obtained by Starfish Computer Engineers:

Certification	Starfish Computer Engineers Certified
Avaya AIPS Certification	2
Azure Fundamentals	1
CISSP	1
Citrix Certified Administrator	1
CompTIA A+	4
CompTIA CTT+	1
COMPTIA CDIA+	1
CompTIA - Security Plus	1
Datto Advanced Technician	1
Datto DCAT	9
Digium Certified Switchvox Engineer	9
HP Accredited Systems Engineer	1
HP APC Proliant Servers Certification	1
HP ATP FlexNetwork Solutions	1
ITIL Foundations	1
Linux+	1
MCP - Office 365 Modern Desktop Administrator	6
MCSA - Windows 10	2
Microsoft Certified Professional	4
Microsoft Certified Systems Engineer	1
Microsoft CSA: Windows 8	1
Microsoft CSD: App Builder	1
Network Plus	2
Splunk Core Certified User	1
Travelport Apollo Expert User	1
VMWare	3
WatchGuard Network Essentials	4

Confidentiality and Security Plan

Starfish Computer will provide the City of University Heights a Non-Disclosure Agreement to ensure the protection of established security plans and proprietary information sharing. Such an agreement will be executed contingent upon the selection of Starfish Computer as the partner of the City of University Heights.



Starfish Computer Information Technology and Business Needs Assessment Approach

Starfish Computer will complete an evaluation of the City's current Windows domain, network architecture, information security, custom databases, hosted software, web applications, system security, emergency preparedness, system resiliency, and operation and maintenance procedures.

A project plan has been provided below outlining the timeline and steps Starfish Computer will take to gather all necessary Information to design a network solution that will address the City of University Heights' goals.

Phase 1: Business Needs Assessment

Staff/Department Interviews

A 30-minute interview will be conducted with each department head or stakeholder user named by the committee. Interviews will be scheduled with City of University Heights' employees and departments to discuss their business needs and challenges within the current network design. Scheduled interviews will be conducted remotely during an agreed upon time frame to reduce or eliminate down time.

Individuals that will be interviewed includes, but is not limited to: Mayor Michael Brennan, Fire Chief Bob Perko, Finance Director Dennis Kennedy, Building Dept Supervisor, and the Service Department Supervisor.

If additional interviews are required in order to complete the Business Needs Assessment, there will be no additional charge from Starfish Computer to the City of University Heights.

Topics that will be discussed with these individuals include:

- Software utilized daily for business operations
 - Limitations daily software provides
- Challenges that individual users/departments face when utilizing the City of University Heights' network
- Frequency of computer/network issues
- Plans for potential expansion, regulation or policy implementation, and certification or compliance requirements

Documentation Acquisition

Starfish Computer will request documentation of all utility bills and services from the City of University Heights. Bills, including internet and phone services, will allow Starfish Computer to account for variables such as internet speed, bandwidth, and phone system specifications when creating a Strategic Technology Plan.



Phase 2: Technology Assessment

Network Audit

A Network Audit will be performed to determine the health of all network attached hardware and provide a list of Active Users. This audit will provide Starfish Computer a report detailing the current Operating Systems of servers and computers, network size and scope, currently deployed hardware, information access methods from remote locations, and hardware ages.

Starfish Computer then can determine what, if any, hardware must be replaced, what licensing must be purchased or renewed, and any potential security risks.

Client Risk Report

Starfish Computer will also conduct a Network Security Audit. The generated Client Risk Report will detail the location of security holes that currently exist within the network. We utilize this information during network design to prevent security breaches or potential information loss.

Site Survey

Starfish Computer will request an onsite walkthrough of the City Hall, Fire Department, Service Department, Building Department, Annex and Pool locations. This walk through will provide Starfish Computer with a layout of all network hardware being utilized.

Network Details Acquisition

During the audit process, Starfish would like to obtain a copy of any network documentation that exists, a copy of all documented passwords for hardware and software utilized, and receipts for previous IT purchases.

Phase 3: Technology Strategic Plan Creation

Documentation

Starfish will generate documentation identifying the current network structure, including: hardware, physical locations, internet providers/speeds and network attached devices. Dark Web Scan Results, Network Security Report, and Network Drawings (including LAN, WAN and the Server Rack Layout) will be provided to the City of University Heights.

Project Plan Creation

The Technology Strategic Plan will then be created utilizing all information gathered during the Business Needs Assessment, Technology Assessment, employee interviews, document acquisition, Network and Client Risk Audits, and site surveys. The created Strategic Plan will include:

- Recommended steps to repair any issues discovered during the audit process
- Scheduled downtime of the network for plan implementation
- Scheduled time needed from staff members
- Milestone and Completion Dates (Timeline for implementation)



Proposed Fees

Hourly Rates for Service

Service will be coordinated with the user or department in question prior to the deployment of an engineer. Rates for hourly service; including all travel time, nights, weekend, and holidays is included below:

Hourly Service Rates	Rate
Hourly On-site Rate for Services & Support Monday – Friday, 8:00 a.m. – 5:00 p.m.	\$155/Hour

Technology Assessment/Audit Proposed Fees

Starfish Computer will conduct the Business Needs Assessment and Technology Strategic Plan during normal business hours. A total of twelve (12) labor hours will be required to complete this project. The standard hourly rate for Starfish Services will be utilized for the completion of this proposal.

The total cost associated with the completion of this project will be \$1,860. A quote for this service has been provided on page 10.

Value Added Services

Starfish Computer will provide additional value-added services to the City of University Heights, Including:

Network Drawings

Upon completion of Business Needs Assessment and Technology Inventory Audit, Starfish Computer will provide detailed drawings of the City of University Heights' Network.

A sample collection of Network Drawings has been provided in Appendix A for your reference.

Client Risk Report

Starfish Computer conducts a Security Audit to determine the location of security holes that currently exist within the network. We will provide a report detailing the results of this scan to the City of University Heights.

Dark Web Scan

Starfish Computer will perform a Dark Web Scan of the client's domain to determine if any user credentials are available for purchase on the Dark Web. We utilize the proprietary software of a contracted partner to perform this scan. All results are provided to the client once the scan is completed.



Financial Investment to Implement Resulting Agreement

The City of University Heights will not incur any additional financial investment to implement the resulting agreement.

Change Order Financial Adjustment

Changes in project request may result in an additional financial investment. The City of University Heights requested the contracted consultant to have the ability to incorporate the Police Station into network design.

If the City of University Heights would like for the network design to incorporate the Police Department, an additional four (4) labor hours will be required for interviewing the Police Department staff, conducting an onsite hardware audit, a network audit, and gathering of pertinent bills and utility service information.

Any additional changes to the initial request will be discussed prior to moving forward with the Business Needs Assessment and Technology Strategic Plan design.

Payment Form/Terms

Fees so invoiced by Starfish Computer will be due and payable by the City of University Heights to Starfish Computer within thirty (30) days following the City of University Heights' receipt of Starfish Computer's invoice.

Payment may be made payable by check or ACH payment. Starfish Computer will work in conjunction with the Finance Department of the City of University Heights to select the most efficient form of payment.

Third Party Fees

There will be no third-party fees for the implementation and execution of this project plan. All resources utilized are the sole property of Starfish Computer.



City of University Heights RFP Proposal Quote

Prepared for:
 Michael D Brennan (216) 932-7800
 City of University Heights
 2300 Warrensville Center Road
 University Hts., Ohio 44118

Prepared by: Patrick Hanrahan
 Account No.: 12849
 Phone: (216) 932-7800

Quantity	Description	UOM	Sell	Total
Business Needs Assessment, Technology Assessment, and Development of Technology Strategic Plan				
12.00	Professional Services	HR	\$155.00	\$1,860.00

Your Price:
\$1,860.00

Total:
\$1,860.00

Prices are firm until 12/28/2020 Terms: Net 30

Prepared by: Patrick Hanrahan, phanrahan@starfishcomputer.com

Date: 12/7/2020

Accepted by: _____

Date: _____

Disclaimer

Prices are subject to change, error and availability. Prices do not include shipping and handling, if any. Return Policy: Returned parts will be charged a 20% restocking fee. Returns must be made within in 30 days of our order date. Special order parts are non-returnable.

Please fax signed quote to 440-808-0470 or email to sales@starfishcomputer.com so that your order can be placed. Thank you for your business.



Proposed Timeline

A proposed timeline to conduct the Business Needs Assessment, Technology Assessment and Development of the Strategic Plan, including the time expectations for the City of University Heights Staff participation, is as follows:

Stage	Time to Complete by Starfish	City of University Heights Staff Time Requirement
Phase 1: Business Needs Assessment	3 Hours	
Staff/Department Interviews	Included	30 Minutes/Interview
Documentation Acquisition	Included	Conducted During Interviews
Phase 2: Technology Assessment	2 Hours	
Network Audit	Included	Conducted During Onsite
Client Risk Report	Included	Conducted During Onsite
Site Survey	Included	30 Minutes Per Location
Network Details Acquisition	Included	Conducted During Onsite
Phase 3: Technology Strategic Plan Creation	7 Hours	
Documentation	Included	Questions if Necessary
Project Plan Creation	Included	Questions if Necessary

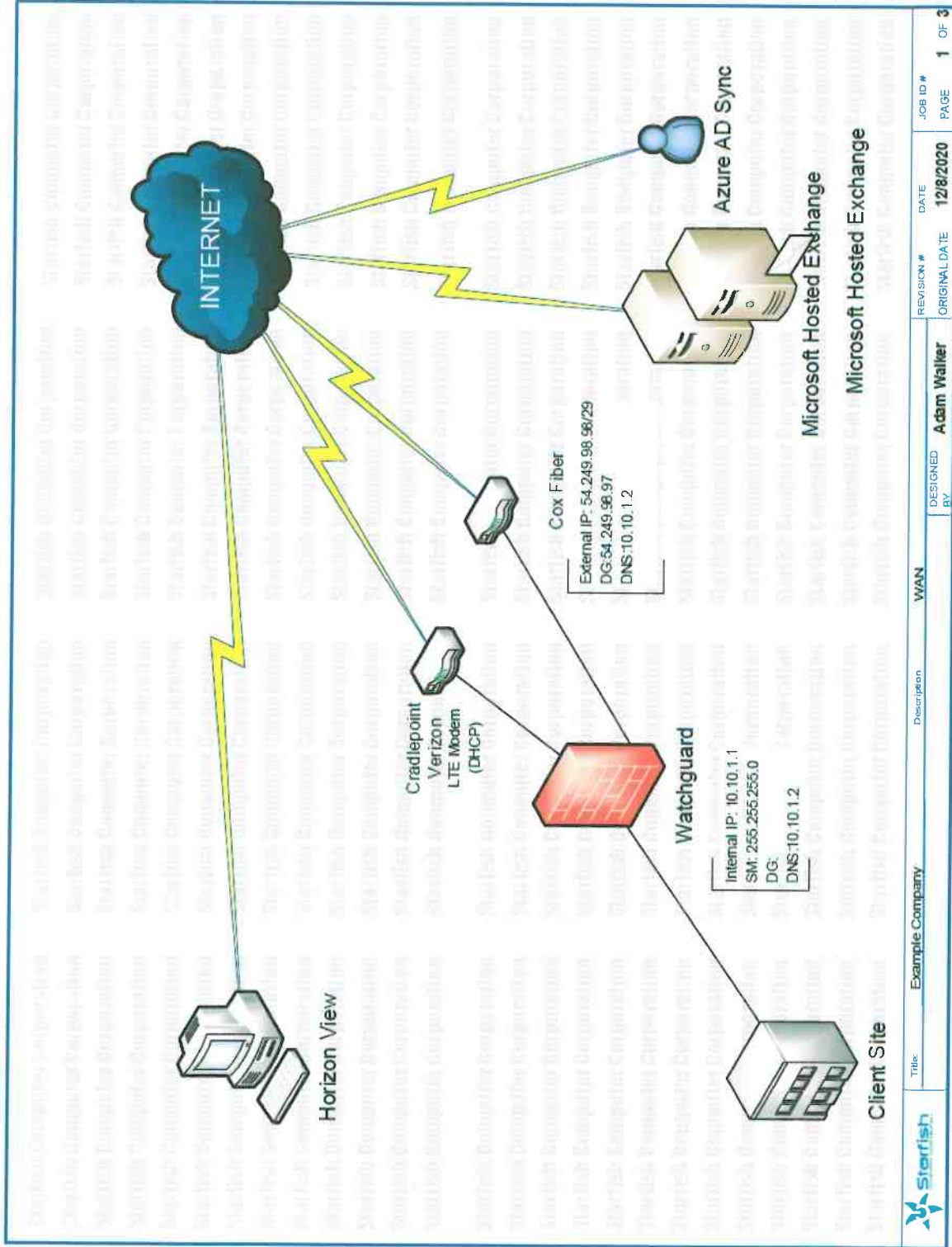
Proposal Clarifications

Please direct any proposal clarifications or requests for additional information to Patrick Hanrahan, Account Manager with Starfish Computer. Patrick can be reached by phone at (440) 808-0468 or by email at PHanrahan@Starfishcomputer.com.

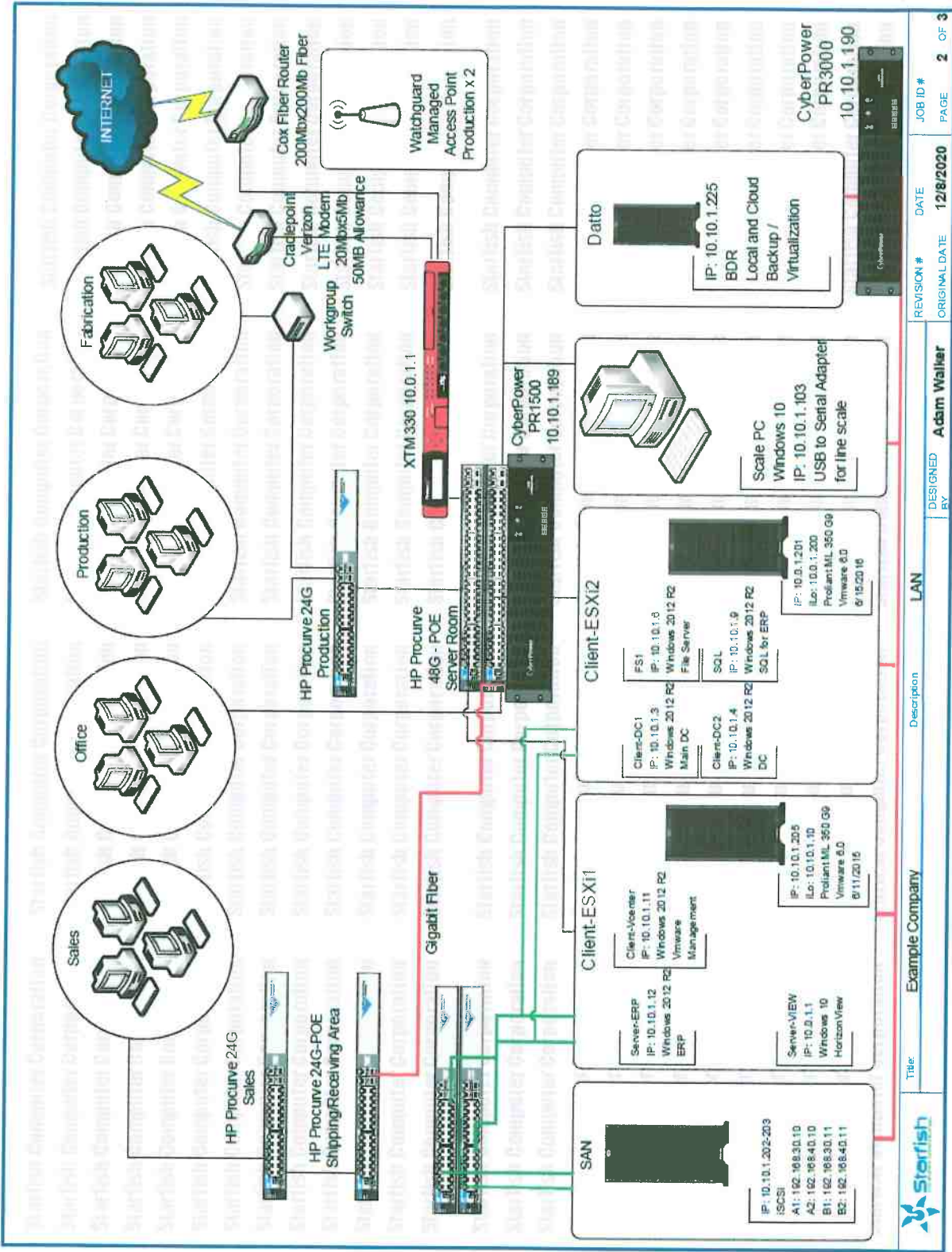
Starfish Computer Corporation appreciates the opportunity to potentially become a partner of the City of University Heights. If there are any additional requests, please do not hesitate to reach out.

Appendix A

WAN Drawing Example

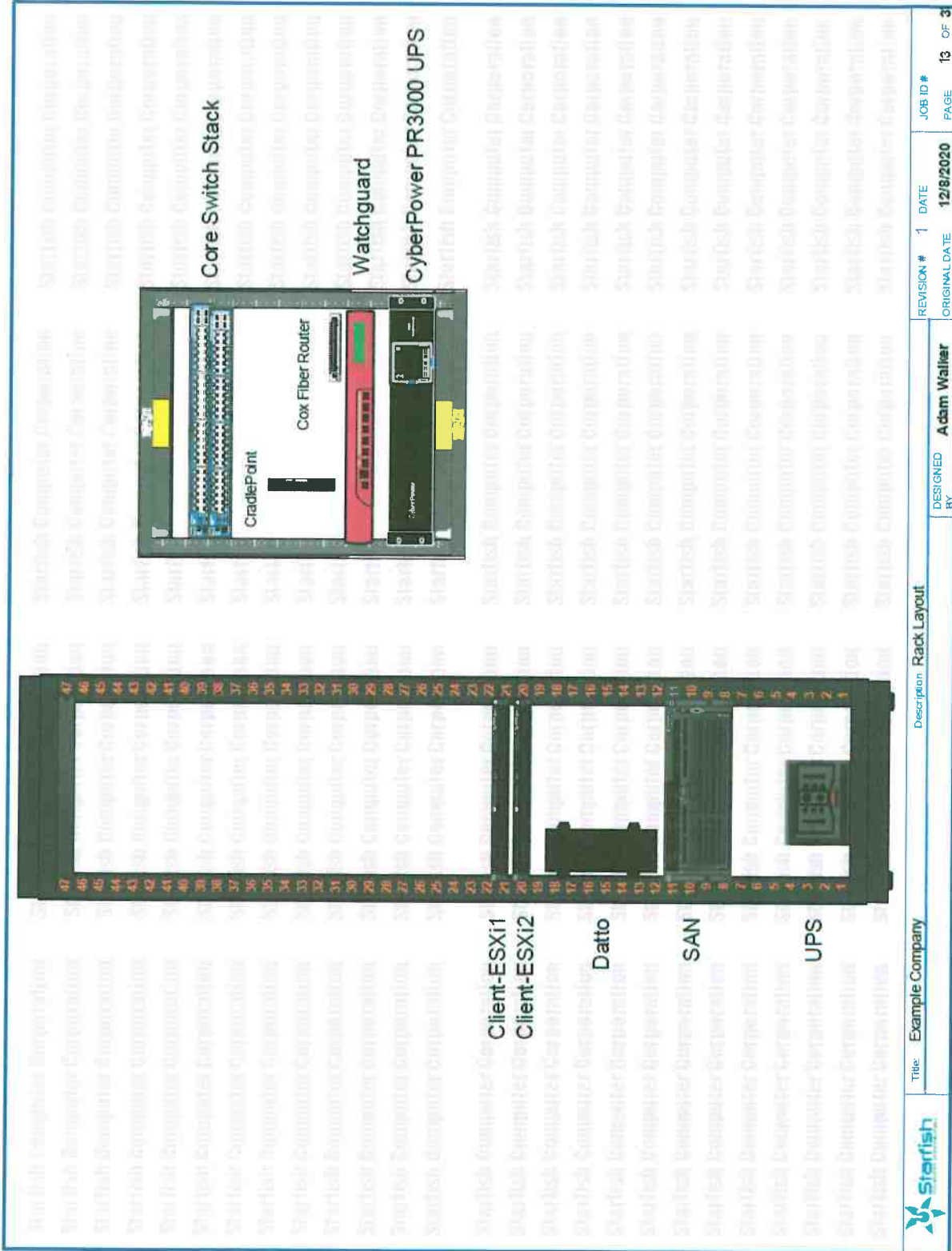


LAN Drawing Example



Revision #	Date	Original Date	Job ID #
1	12/8/2020		2
2			3

Server Rack Layout Example





20445 Emerald Parkway Drive
Suite 220
Cleveland, OH 44135

(216) 458-0670
(216) 458-0671 Fax

December 1, 2020

To Whom it may concern,

I have been associated with the Amsdell Companies for over 20 years. We partnered with Starfish Computer in 2008 and have been a client of Starfish Computer for over 12 years. We currently have over 250 employees and 95 locations, including our corporate office spread across 14 states.

Starfish Computer has helped us grow over the years, including new location buildout and construction, company acquisitions, employee additions and increased need for hardware. As the Amsdell Companies' needs have evolved, Starfish has done an excellent job of creating solutions that fit our specific situation. Starfish has helped us operate efficiently, while keeping our budget in mind. Starfish manages all our compliance and security matters all the while working with our other vendors when necessary.

I highly recommend Starfish Computer and appreciate their continued efforts.

Sincerely,

Edward Hainrihar

Ed Hainrihar
Vice President of Operations



To Whom It May Concern,

We are giving this recommendation letter in good faith to our business partner as a result of their excellent performance in providing to our credit union services which include IT support, backup disaster recovery and phone system support.

Starfish Computer Corporation became Unity Catholic Federal Credit Union's managed service company in 2007 and quickly proved itself as a reliable provider of professional services related but not limited to computer and security management.

Jointly with RJ Arhar and Adam Walker, the employees of Starfish Computer Corporation successfully have and continue to satisfy our IT needs.

As a financial institution, our computer systems manage and store financial records of thousands of individuals. These records need protected from thieves and other computer threats. Our industry is heavily regulated and so we depend on Starfish to help us manage our network against outside threats.

The breadth and depth of their knowledge combined with a proven reliability qualifies them to implement complex projects, provide competitive bids for computer and phone services and provide training for employees.

Given our experience over the past 13 years with Starfish Computer we are happy to recommend them as a supplier of network management.

Yours truly

A handwritten signature in cursive script that reads "Brian McCue".

Brian McCue
President & CEO
Unity Catholic FCU



Eaton Family
CREDIT UNION, INC.

Personal Banking Service-Quality You Deserve!

December 1, 2020

Dear Friends,

My name is Mike Losneck and I am the CEO and Treasurer of Eaton Family Credit Union. I have been in this role since 2006, but have been with the Credit Union since 2000. We are a \$76 million asset Credit Union who serves Eaton Corporation employees and retirees. We also are community chartered and serve everyone who lives or works in Cuyahoga or Lake County. We have 4 branch offices across 3 states with 24 employees. Since we serve our Members across a large area, we rely heavily on technology to deliver our services.

The Credit Union has been working with Starfish Computer for over 20 years. They have been serving as our IT administrator since before I started with the Credit Union in 2000. Over the years I have gotten to personally know RJ, Adam and all the Starfish team. They are a great group to work with and have always provides top notch service on everything from simple projects to major system changes.

As we have grown over the years Starfish as been a great partner to work with as our needs have changed. They always keep in mind that we are a smaller organization with bigger organization needs and understand budgetary constraints. Starfish has always helped us operated as efficiently as possible. They have also made sure that we remain compliant with relations and work closely with our IT auditors and examiners.

I highly recommend Starfish Computer and continue to appreciate all that they do for Eaton Family Credit Union.

Sincerely,

Mike Losneck
Eaton Family Credit Union
mlosneck@eatonfamilycu.com
216-920-2000 ext. 1010



18530 S. Miles Parkway • Cleveland, Ohio 44128
Phone # (216) 662-4500 • Fax # (216) 662-4547

December 7, 2020

To Whom It May Concern:

For over 20 years Acor Orthopaedic, Inc. has had an in house IT department to handle all hardware, software, and technical services for the employees at Acor. This had been effective for our company during this time, but over time it had become more difficult to keep up with all of the changes regarding software, hardware, cybersecurity, server configurations, use of the cloud, and many more issues.

So, ten years ago we decided to explore the use of an outside third party to assist with our needs. After reviewing and interviewing a few **companies** in the Cleveland area, we chose Starfish Computer Company in North Olmsted. They have always been organized, clear, and timely when proposing services that were required to keep our company up to date. About six years ago they were involved with a conversion of our twelve year old servers to a new environment along with new desktop PC's for all employees. This conversion occurred without, any significant down time, or conversion issues -- a very professional result. Since that time they have made sure that we have all of the current software updates required, kept our complete system secured from malware or viruses, and made hardware changes/upgrades when necessary.

We have been very pleased with Starfish Computer since our initial contract and would highly recommend them to any organization requiring managed IT services.

Sincerely,

A handwritten signature in black ink, appearing to read "Donna Arth", is written over a light blue horizontal line.

Donna Arth

IT Manager



11/30/2020

To Whom It May Concern:

Starfish Computer Company has been our IT - Network Service Provider for Polymerics Inc. since about 1998-1999.

Over the course of 20 plus years, Polymerics has depended on Starfish to get us through both multiple server and computer upgrades and still handle our day to day issues. They have helped us implement new software and worked with us to develop software solutions for our industry specific applications.

They have never let us down. They are enjoyable to work with and strive to solve all the problems we throw at them but yet still doing so in the most cost effective way possible.

Regards,

Kimberly A. Marquis
Operations Manager – Kent Plant
Polymeric Inc.

ORDINANCE 2021 - 01

INTRODUCED BY: COUNCILPERSON SUSAN PARDEE

AN ORDINANCE AUTHORIZING THE MAYOR TO ENTER INTO A LETTER AGREEMENT WITH REA & ASSOCIATES FOR THE PERFORMANCE OF AN INFORMATION TECHNOLOGY NEEDS ASSESSMENT AND STRATEGIC PLAN, AND DECLARING AN EMERGENCY.

WHEREAS, the City has undertaken a review of its information technology infrastructure and an assessment of its information technology needs and goals, and City Council has conducted meetings involving the City's Tech Advisory Committee in order to take advantage of the expertise in information technology held by members of that Committee;

WHEREAS, the City's Tech Advisory Committee recommends that the City engage Rea & Associates for the performance of an Information Technology Needs Assessment and Strategic Plan at the cost of \$18,500.00;

WHEREAS, Council wishes to implement the recommendation of the Tech Advisory Committee;

NOW THEREFORE, BE IT ORDAINED BY THE CITY OF UNIVERSITY HEIGHTS, CUYAHOGA COUNTY, OHIO, THAT:

Section 1: City Council hereby authorizes the Mayor to enter into a certain Letter Agreement with Rea & Associates for the performance of an Information Technology Needs Assessment and Strategic Plan at the cost of \$18,500, as set forth in the proposal attached hereto as Exhibit A, which is incorporated herein by reference as if fully rewritten.

Section 2: The Council hereby finds and determines that all formal actions relative to the passage of this Ordinance were taken in an open meeting of this Council, that all deliberations of this Council and of its committees, if any, which results in formal action were taken in meetings open to the public, in full compliance with the applicable legal requirements, including Section 121.22 of the ORC.

Section 3: This ordinance is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, health and safety of the City, so that the City may expeditiously hire Rea & Associates to make their needs assessment and thereby address pressing IT needs of the City and its various departments; wherefore, this ordinance shall be in full force and effect from and immediately after its adoption and approval by the Mayor.

CITY OF UNIVERSITY HEIGHTS, OHIO

MICHAEL DYLAN BRENNAN, MAYOR

PASSED: _____

ATTEST:

KELLY M. THOMAS, CLERK OF COUNCIL

APPROVED AS TO FORM:

LUKE F. MCCONVILLE, LAW DIRECTOR

**CITY OF UNIVERSITY HEIGHTS
INTEROFFICE MEMORANDUM**

TO: CITY COUNCIL MEMBERS/MAYOR MICHAEL BRENNAN

FROM: DENNIS KENNEDY, FINANCE DIRECTOR

SUBJECT: NEW CAPITAL PROJECTS FUND

DATE: JANUARY 14, 2021

CC: KELLY THOMAS, CLERK OF COUNCIL

As discussed at several Finance related meetings of Council, I would request that Council adopt an ordinance/resolution creating a new Facility Capital Improvement Fund under the authority provided in Ohio Revised Code Section 5705.13 (C) (see attached).

This fund would be created for the sole purpose of accumulating resources for expenses related to the planning, study and other preliminary costs associated with creation, land acquisition, design and construction of new or improved municipal facilities for the City of University Heights.

This new fund is expected to have a life not to exceed ten years from the date of adoption. Revenue credited to this fund shall be determined by action of Council and may include, but not be limited to, transfers from the General Fund, assignment or allocation of tax monies collected by the City, assignment or allocation of funds remitted to the City for various types of permits, fees or fines and any other resource as determined by Council.

All expenditures from this fund, set aside for the specific purpose of improving or constructing facilities for the City, shall be expressly approved by Council by means provided in the City Charter and/or ordinances. Ordinances appropriating funds for expenditures to be charged against this fund shall be duly adopted by Council as necessary.

The ordinance/resolution should contain a statement that authorizes the Finance Director to establish the fund in accordance with governmental accounting standards and use the City financial system to account for revenue and expenses charged to the fund.

Attachment

ORDINANCE 2021-03

INTRODUCED BY: MAYOR MICHAEL DYLAN BRENNAN

AN ORDINANCE CREATING A FACILITY CAPITAL IMPROVEMENT FUND

WHEREAS, the City of University Heights has the need to create a Facility Capital Improvement Fund under the authority provided in Ohio Revised Code Section 5705.13(c); and

WHEREAS, the City of University Heights may establish a Facility Capital Improvement Fund for the sole purpose of accumulating resources for expenses related to the planning, study and other preliminary costs associated with creation, land acquisition, design and construction of new or improved municipal facilities for the City of University Heights; and

WHEREAS, the Finance Director is authorized to establish the Facility Capital Improvement Fund in accordance with governmental accounting standards and use the City financial system to account for revenue and expenses charged to the fund.

WHEREAS, the Facility Capital Improvement Fund expected to have a life not to exceed ten (10) years from the date of adoption. Revenue credited to this fund shall be determined by action of Council and may include, but not be limited to, transfers from the General Fund, assignment or allocation of tax monies collected by the City, assignment or allocation of funds remitted to the City for various types of permits, fees or fines and any other resource as determined by Council; and

WHEREAS, all expenditures from this fund are to be set aside for the specific purpose of improving or constructing facilities for the City and shall be expressly approved by Council by means provided in the City Charter and/or Ordinances.

WHEREAS, Ordinances appropriating funds for expenditures to be charged against this fund shall be duly adopted by Council as necessary.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF UNIVERSITY HEIGHTS, CUYAHOGA COUNTY, OHIO:

Section 1. The Director of Finance is hereby authorized to create a Facility Capital Improvement Fund.

Section 2. That it is found and determined that all formal actions of this Council concerning and relating to the passage of this Ordinance were adopted in an open meeting of this Council, and that all deliberations of this Council and of any of its committees that resulted in such formal actions were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

City of University Heights, Ohio

Michael Dylan Brennan, Mayor

First Reading: _____

Passed: _____

Attest: _____
Kelly M. Thomas, Clerk of Council

Approved
as to form: _____
Luke F. McConville, Law Director

5705.13 Reserve balance accounts - special revenue fund - capital projects fund.

(A) A taxing authority of a subdivision, by resolution or ordinance, may establish reserve balance accounts to accumulate currently available resources for the following purposes:

- (1) To stabilize subdivision budgets against cyclical changes in revenues and expenditures;
- (2) Except as otherwise provided by this section, to provide for the payment of claims and deductibles under an individual or joint self-insurance program for the subdivision, if the subdivision is permitted by law to establish such a program;
- (3) To provide for the payment of claims, assessments, and deductibles under a self-insurance program, individual retrospective ratings plan, group rating plan, group retrospective rating plan, medical only program, deductible plan, or large deductible plan for workers' compensation.

The ordinance or resolution establishing a reserve balance account shall state the purpose for which the account is established, the fund in which the account is to be established, and the total amount of money to be reserved in the account.

Not more than one reserve balance account may be established for each of the purposes permitted under divisions (A)(2) and (3) of this section. Money to the credit of a reserve balance account may be expended only for the purpose for which the account was established.

A reserve balance account established for the purpose described in division (A)(1) of this section may be established in the general fund or in one or more special funds for operating purposes of the subdivision. The amount of money to be reserved in such an account in any fiscal year shall not exceed five per cent of the revenue credited in the preceding fiscal year to the fund in which the account is established, or, in the case of a reserve balance account of a county or of a township, the greater of that amount or one-sixth of the expenditures during the preceding fiscal year from the fund in which the account is established. Subject to division (F) of section [5705.29](#) of the Revised Code, any reserve balance in an account established under division (A)(1) of this section shall not be considered part of the unencumbered balance or revenue of the subdivision under division (A) of section [5705.35](#) or division (A)(1) of section [5705.36](#) of the Revised Code.

At any time, a taxing authority of a subdivision, by resolution or ordinance, may reduce or eliminate the reserve balance in a reserve balance account established for the purpose described in division (A)(1) of this section.

A reserve balance account established for the purpose described in division (A)(2) or (3) of this section shall be established in the general fund of the subdivision or by the establishment of a separate internal service fund established to account for the operation of an individual or joint self-insurance program described in division (A)(2) of this section or a workers' compensation program or plan described in division (A)(3) of this section, and shall be based on sound actuarial principles. The total amount of money in a reserve balance account for self-insurance may be expressed in dollars or as the amount determined to represent an adequate reserve according to sound actuarial principles.

A taxing authority of a subdivision, by resolution or ordinance, may rescind a reserve balance account established under this division. If a reserve balance account is rescinded, money that has accumulated in the account shall be transferred to the fund or funds from which the money originally was transferred.

(B) A taxing authority of a subdivision, by resolution or ordinance, may establish a special revenue fund for the purpose of accumulating resources for the payment of accumulated sick leave and vacation leave, and for payments in lieu of taking compensatory time off, upon the termination of employment or the retirement of officers and employees of the subdivision. The special revenue fund may also accumulate resources for payment of salaries during any fiscal year when the number of pay periods exceeds the usual and customary number of pay periods. Notwithstanding sections [5705.14](#), [5705.15](#), and [5705.16](#) of the Revised Code, the taxing authority, by resolution or ordinance, may transfer money to the special revenue fund from any other fund of the subdivision from which such payments may lawfully be made. The taxing authority, by resolution or ordinance, may rescind a special revenue fund established under this division. If a special revenue fund is rescinded, money that has accumulated in the fund shall be transferred to the fund or funds from which the money originally was transferred.

(C) A taxing authority of a subdivision, by resolution or ordinance, may establish a capital projects fund for the purpose of accumulating resources for the acquisition, construction, or improvement of fixed assets of the subdivision. For the purposes of this section, "fixed assets" includes motor vehicles. More than one capital projects fund may be established

and may exist at any time. The ordinance or resolution shall identify the source of the money to be used to acquire, construct, or improve the fixed assets identified in the resolution or ordinance, the amount of money to be accumulated for that purpose, the period of time over which that amount is to be accumulated, and the fixed assets that the taxing authority intends to acquire, construct, or improve with the money to be accumulated in the fund.

A taxing authority of a subdivision shall not accumulate money in a capital projects fund for more than ten years after the resolution or ordinance establishing the fund is adopted. If the subdivision has not entered into a contract for the acquisition, construction, or improvement of fixed assets for which money was accumulated in such a fund before the end of that ten-year period, the fiscal officer of the subdivision shall transfer all money in the fund to the fund or funds from which that money originally was transferred or the fund that originally was intended to receive the money.

A taxing authority of a subdivision, by resolution or ordinance, may rescind a capital projects fund. If a capital projects fund is rescinded, money that has accumulated in the fund shall be transferred to the fund or funds from which the money originally was transferred.

Notwithstanding sections [5705.14](#), [5705.15](#), and [5705.16](#) of the Revised Code, the taxing authority of a subdivision, by resolution or ordinance, may transfer money to the capital projects fund from any other fund of the subdivision that may lawfully be used for the purpose of acquiring, constructing, or improving the fixed assets identified in the resolution or ordinance.

Amended by 133rd General Assembly File No. TBD, HB 197, §1, eff. 3/27/2020.

Amended by 129th General Assembly File No. 64, HB 225, §1, eff. 3/22/2012.

Effective Date: 03-31-2003 .

**CITY OF UNIVERSITY HEIGHTS
INTEROFFICE MEMORANDUM**

TO: CITY COUNCIL MEMBERS/MAYOR MICHAEL BRENNAN

FROM: DENNIS KENNEDY, FINANCE DIRECTOR

SUBJECT: ADVANCE BACK TO GENERAL FUND

DATE: JANUARY 26, 2021

CC: KELLY THOMAS, CLERK OF COUNCIL

In December 2019, Council approved an advance in the amount of \$2,000 from the General Fund to the BCI/FBI Fund #214 (see attached – Item I). At this time, there is sufficient balance in Fund 214 to return the \$2,000 to the General Fund.

I am requesting that Council approve an advance back to the General Fund from the BCI/FBI Fund in the amount of \$2,000. The BCI/FBI Fund is used to record revenue and expense associated with processing background checks for individuals and entities through the UH Police Department.

Attachment

ORDINANCE NO. 2021-05

Introduced By: Mayor Michael Dylan Brennan

**AN ORDINANCE AUTHORIZING THE TRANSFER OF FUNDS FROM THE
BCI FEES FUND (214) TO THE GENERAL FUND (100)
AND DECLARING AN EMERGENCY.**

**NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF
UNIVERSITY HEIGHTS, OHIO THAT.**

Section 1. The Director of Finance be, and is hereby authorized and directed to make the necessary transfer of funds as herein set forth and that such transfers be and the same are hereby ratified and confirmed, to wit:

<u>FROM FUND</u>	<u>TO FUND</u>	<u>AMOUNT</u>
BCI Fee Fund (214)	General Fund (100)	\$2,000.00
	Total:	\$2,000.00

Section 2. The Director of Finance is hereby directed to submit a certified copy of this Ordinance to the Budget Commission of Cuyahoga County, Ohio.

Section 3. It is hereby found and determined that all formal actions of this Council concerning and relating to the passage of this Ordinance were adopted in an open meeting of this Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements.

Section 3. This Ordinance is declared to be an emergency measure necessary for the preservation of the public peace, safety, health and welfare of the citizens of the City of University Heights. It shall therefore become effective upon its passage by the affirmative vote of not less than five (5) members of Council and approval of the Mayor; otherwise, it shall become effective at the earliest time allowed by law.

City of University Heights, Ohio

Michael Dylan Brennan, Mayor

Passed: _____

Attest: _____
Kelly M. Thomas, Clerk of Council

**Approved
as to form:** _____
Luke F. McConville, Law Director

**CITY OF UNIVERSITY HEIGHTS
INTEROFFICE MEMORANDUM**

TO: CITY COUNCIL MEMBERS/MAYOR MICHAEL BRENNAN

FROM: DENNIS KENNEDY, FINANCE DIRECTOR

SUBJECT: AMENDMENT TO TEMPORARY APPROPRIATIONS

DATE: JANUARY 26, 2021

CC: KELLY THOMAS, CLERK OF COUNCIL

At the time the temporary appropriations were put in place last December, I did not accurately account for the annual lease payment on the new Fire truck we received in the spring of 2020. The temporary appropriations for 2021 originally approved included the amount of \$130,000 in the Capital Improvement Fund (#400).

The lease payment due in February is in the amount of \$158,756. I am requesting that the temporary appropriations for 2021 be amended to increase the funding in the CIP to \$175,000. The additional difference between the payment and the appropriation will provide for any type of emergency procurement of capital, if necessary, before the permanent appropriations are finalized.

I would ask that this item be approved on emergency in order to facilitate the lease payment for the truck in February. The amendment will be filed with the County as required if approved. The attached schedule (Attachment A) amends the initial filing for 2021 approved last December.

Attachment

ORDINANCE NO. 2021-06

Introduced By: Mayor Michael Dylan Brennan

**AN ORDINANCE AMENDING ORDINANCE 2020-63 AUTHORIZING
TEMPORARY APPROPRIATIONS FOR CURRENT AND OTHER
EXPENDITURES OF THE CITY OF UNIVERSITY HEIGHTS, OHIO FOR THE
PERIOD COMMENCING JANUARY 1, 2021 AND ENDING MARCH 31, 2021
AND DECLARING AN EMERGENCY**

**NOW, THEREFORE BE IT ORDAINED BY THE COUNCIL OF THE CITY OF
UNIVERSITY HEIGHTS, OHIO THAT:**

Section 1. To provide for the current expenses and other expenditures for the City of University Heights, Ohio for the period commencing January 1, 2021 and ending December 31, 2021, City Council authorizes the Amended Temporary Appropriations as herein set forth as Attachment A.

Section 2. The Council finds and determined that all formal actions of this Council relating to the adoption of this Ordinance have been taken at open meetings of this Council, and that deliberations of this Council and of its committees, resulting in such formal action, took place in meetings open to the public, in compliance with all statutory requirements including the requirements of Section 121.22 of the Ohio Revised Code.

Section 3. This Ordinance is hereby declared to be an emergency measure necessary for the immediate preservation of the health, safety and welfare and shall therefore be in full force and effect immediately upon passage by the affirmative vote of not less than five (5) members elected to Council and approval by the Mayor or otherwise at the earliest time allowed by law.

CITY OF UNIVERSITY HEIGHTS

MICHAEL DYLAN BRENNAN, MAYOR

PASSED: _____

ATTEST: _____
KELLY M. THOMAS, CLERK OF COUNCIL

APPROVED
AS TO FORM: _____
LUKE F. MCCONVILLE, LAW DIRECTOR

2021-07
A RESOLUTION HONORING BLACK HISTORY MONTH, 2021

WHEREAS, University Heights is better because of the diversity of our population; and

WHEREAS, 95 years ago, historian Carter G. Woodson launched Negro History Week, the forerunner to Black History Month; and

WHEREAS, for a people brought to America in chains more than 400 years ago, freed from slavery just fifteen decades in the past, and allowed to vote with the modern civil rights era, African American accomplishments are astonishing and noteworthy; and

WHEREAS, three months ago, the United States elected Kamala Harris the nation's first Black and female vice president; and

WHEREAS, as Dr. Martin Luther King once stated, "human progress is neither automatic nor inevitable. Every step toward the goal of justice requires sacrifice, suffering, and struggle; the timeless exertions and passionate concern of dedicated individuals;" and

WHEREAS, the Association for the Study of African American Life and History has set the 2021 national theme for the observance of Black History Month to be "The Black Family: Representation, Identity, and Diversity," and

WHEREAS, Black history is American history; and during Black History Month, we pay tribute to the contributions and accomplishments of past generations as we reaffirm our commitment to keeping the American Dream alive for generations to come, in pursuit of the righteous cause of a nation that is more just, to address the inequities and injustices that remain and continue, and celebrate the birthright promises of freedom: that all people are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are life, liberty, and the pursuit of happiness.

NOW, THEREFORE, BE IT JOINTLY PROCLAIMED BY THE MAYOR AND RESOLVED BY THE CITY COUNCIL OF THE CITY OF UNIVERSITY HEIGHTS, OHIO, THAT:

Section 1: We call upon all residents of University Heights to observe the month of February 2021 with appropriate programs, ceremonies, and activities, as can be allowed during the ongoing pandemic, in celebration and recognition of Black History Month.

Section 2: We reaffirm our commitment to justice and against illegal discrimination in the City of University Heights, Ohio.

Section 3: It is hereby found and determined that all formal actions of this Council concerning and relating to the passage of this Resolution were adopted in an open meeting of this Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action, were in meetings open to the public, in compliance of all legal requirements.

Section 4: This Resolution shall take effect at the earliest time allowed by law.

City of University Heights

Michael Dylan Brennan, Mayor

Passed:

Attest:

Kelly M. Thomas, Clerk of Council

Approved as to Form:

Luke F. McConville, Law Director



UNIVERSITY HEIGHTS FIRE DEPARTMENT

Chief Robert D. Perko III
3980 Silsby Road
University Heights, OH 44118

Phone: 216.321.1939
Fax: 216.932.8584

Memoranda

TO: MICHAEL DYLAN BRENNAN, MAYOR/SAFETY DIRECTOR
CITY COUNCIL
FROM: CHIEF PERKO
SUBJECT: 2-1-2021 COUNCIL AGENDA ITEM G – FIRE LEXIPOL INVOICES
DATE: FEBRUARY 1, 2021
CC: KELLY THOMAS, CLERK OF COUNCIL

Since 2018 I have been researching and reviewing a risk management opportunity for the Fire Department with a company called Lexipol. Lexipol is a service that helps reduce risk in the world of public safety by providing clear benefits in terms of state and federal specific policy, policy training, as well as automatic policy updates.

The information below identifies how Lexipol *Policies* offers a significant enhancement to the risk management efforts of the department:

- Enhanced safety and accountability with proven policies to improve efficiency and operational excellence
- Policies that reflect federal and state laws and fire service best practices provide a strong legal defense
- State-specific policies vetted by fire service professionals and public safety attorneys
- Updates in response to legislation, case law and evolving best practices
- Scenario-based training to bring policies to life
- 24/7 access to policies via a web-based platform and mobile app
- Reporting features to track policy acknowledgment and training
- 165+ policies covering high-risk areas for the department, including:
 - Incident command, Personal protective equipment, Harassment, discrimination & retaliation, Fireground accountability, Social media, Active-shooter incidents, Apparatus/vehicle operations, Physical fitness, HIPAA, & Technical rescue

The information below identifies how Lexipol *Procedures* offers a significant enhancement to the risk management efforts of the department:

- Command-level procedures that emphasize essential actions for the critical first minutes of an incident
- Administrative procedures that clarify key steps in handling high-risk tasks such as conducting investigations & purchasing
- Operational procedures target the tactics and situations most likely to lead to firefighter injury & death
- Clear guidance helps command staff address personnel issues consistently and without bias, while financial checks and balances reduce fraud & theft
- Scenario-based training to help firefighters apply procedures
- 24/7 access via web-based platform & mobile app with procedural issuance & acknowledgment tracking



UNIVERSITY HEIGHTS FIRE DEPARTMENT

Chief Robert D. Perko III
3980 Silsby Road
University Heights, OH 44118

Phone: 216.321.1939
Fax: 216.932.8584

- 35+ procedures covering high-risk areas, including:
 - Mayday, Fireground operations, On-scene rehab, Personnel complaints, Discipline, Administrative investigations, Civil unrest, Apparatus driving safety & Purchasing and procurement

The following is a breakdown of the 2021 invoice (for 31 users):

- Annual Fire Policy Manual & Daily Training Bulletins - \$6,929
- Annual Fire Supplemental Manual - \$1,124
- Annual Fire Procedure - \$361
- *Total Fire Lexipol Invoice (INV8005)- \$8,414*

Upon review in 2018, Fire Department policies and procedures were found to be outdated and, in many instances, non-applicable to current standards or practices. A comprehensive review of policy and procedures had not been in place for approx. 20 years. In 2018, council authorized to enter into a contract with Lexipol to assist in the comprehensive update to our policies and procedures. Throughout 2019 all documents were cross-referenced and migrated into the Lexipol platform. In 2020 all policies were updated to Lexipol content and released to all Fire employees. In 2021 the goal is to update all procedures and release to all Fire employees by year end. I have found this comprehensive review to be very effective through the Lexipol platform and therefore respectfully recommend council to authorize the 2021 Lexipol invoice payment for Fire.



Dustin Rogers
 Chief of Police
 (216) 932-1160

MEMORANDUM

City of University Heights Division of Police

2304 Warrensville Center Road
 University Heights, Ohio 44118



UNIVERSITY
 HEIGHTS

Michael D. Brennan
 Mayor/Safety Director
 (216) 932-7800

TO: Kelly Thomas, Clerk of Council
FROM: Dustin Rogers, Chief of Police DR
DATE: February 1, 2021
RE: 02-01-21 Council Agenda Item G – Police Lexipol Invoices

 Please attach this memo to the 02-01-21 Council Packet as it relates to the following two police Lexipol Invoices/information:

1. Lexipol Invoice INV8464 Breakdown - \$12,510 Total
 - Annual L.E. Policy Manual & Daily Training Bulletins - \$11,283
 - This service provides a policy manual subscription that ensures our policies always currently reflect constantly evolving state laws, federal laws, case law, and recognized best practices; this is done by the constant review of the aforementioned by a team of L.E. policy experts and legal professionals, and in which the policy updates are automated through the subscription/Lexipol interface.
 - This service also allows for the modification of manual content to meet specific community needs/department operational needs.
 - Lexipol was very receptive to users regarding policy updates and content throughout 2020 when police use of force became a significant issue throughout the country.
 - This automated process/policy subscription is intended to enhance services to the public while managing industry risk.
 - The policy manual is provided in a web-based platform to personnel through the Lexipol interface for easy access and use by officers in the field.
 - The daily training bulletin function is streamlined for officer access and administrative tracking by the policy subscription/Lexipol interface.

- DTB’s provide mandatory daily training for all officers that requires them to read a policy and answer scenario-based questions regarding the application of the policy.
- Annual Law Enforcement Supplemental Manual - \$982.00
 - This service provides a procedure manual that contains more specific LE processes to supplement the policy manual, and with similar benefits.
- Law Enforcement Accreditation Workbench Premium - \$245.00
 - This service provides state specific policy content that meets evolving Ohio Collaborative Standards/Criminal Justice Services Standards, and recognized best practices.

2. Lexipol / Police One Academy Invoice INCPRA327/ Breakdown– \$2,105.20 Total

- Account Services One Time Set Up Fee - \$250.00
 - This service was to set up all of our officers with accounts and web-based access to the Police One Academy interface.
- Police One Academy Annual Rate Per User -\$61.84 per user / \$1,855.20 for Agency
 - This annual subscription service is an online training solution/curriculum through the Lexipol interface that supplements our current internal/external training curriculums/requirements already in place for officers. This online platform has over 1,400 training courses/videos, with curriculums updated/added regularly, and allows unlimited use by our officers. As a result, the department administration can now efficiently and cost effectively mandate, track, and implement additional and comprehensive recurring training for all officers at the agency.
 - This training solution was essential to the agency in 2020 when most in person training was postponed throughout the year.
 - OPOTA can recognize up to 20 hours of Police One Academy training for officers per year.
 - Police One Academy August through November 2020 department learning plan covered Ethics, Community Policing, Officer wellness, De-escalation, EDP Response, Mental Health Awareness, Implicit Bias, Civil Rights, Racial Profiling, Cultural Awareness, and should help assist our agency to continue a service track that embraces the community and their expectations while guarding constitutional rights for all we encounter.

Total for the two Police Lexipol invoices: \$14,615.20

At this time, and given the aforementioned/subsription benefits, I respectfully request and recommend for council to authorize the 2021 Lexipol subsription payments.



PURCHASE ORDER

Order Number: 2021-00025
 Date: 01/11/2021
 Purchase Order Number: 2020-Fire-0004-A

Deliver To Fire Department
 City of University Heights
 3980 Silsby Road
 University Heights, OH 44118

Requested By: Rita Drew
 Blanket Type:
 Ship Via:
 Terms:

Vendor Lexipol
 Lexipol, LLC
 2611 Internet Boulevard
 Suite #100
 Frisco, TX 75034

Sales Tax Exempt Ohio Municipal Government

FID# 34-6002925

Line	Description	Account	Qty	Unit	Price/Unit	Amount
001	Annual Fire Policy Manuals & Procedures	100-1120-53630	1		8,414.0000	\$8,414.00
		Software Licenses				

THEN & NOW CERTIFICATION

It is hereby certified that, both at the time of the making of this contract or order and at the date of execution of this certification, the amount of this purchase order was appropriated for such contract or order and is in the treasury or in the process of collection to the credit of the respective fund free from any previous encumbrances.

Page Total: \$8,414.00

Purchase Order Total: \$8,414.00

Finance Director Certification

It is hereby certified that the amount of this purchase order has been lawfully appropriated, authorized, or directed for such purpose and is in the treasury or in process of collection to the credit of the respective appropriation accounts in the respective fund, free previous and then outstanding obligations or certifications.

Dennis Kennedy, Finance Director

Date

Rita K. Drew, Deputy Finance Director

01-11-21

Date



Invoice

Date 12/1/2020
 Invoice # INV8005
 Terms Net 30
 Due Date 12/31/2020
 PO #

NOTICE: WE HAVE A NEW MAILING ADDRESS.
 Please change the address and remit payment to: 2611 Internet Blvd. Suite 100, Frisco, TX 75034

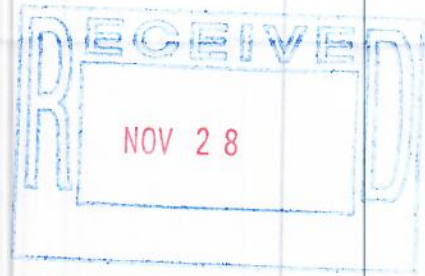
Bill To

University Heights Fire Department
 2300 Warrensville Center Rd
 University Heights Ohio 44118
 United States

End User**Contract Term**

1/1/2021 to 12/31/2021

Item	Amount
Annual Fire Policy Manual & Daily Training Bulletins	6,929.00
Annual Fire Supplemental Manual(s)	1,124.00
Annual Fire Procedures	361.00
<i>100-1120-53630</i>	



Thank you for your business.

Contact Information:
 Phone: 844-312-9500
 Email: receivables@lexipol.com

ACH Payments to:
 Lexipol LLC
 Routing# 031207607
 Acct# 8026454197
 PNC Bank, N.A.
 2 Tower Center Blvd
 East Brunswick, NJ 08816
 Payment Notice to
receivables@lexipol.com

Invoice Total 8,414.00
Amount Due \$8,414.00

Please Make Checks Payable to:
 Lexipol LLC
 2611 Internet Blvd, Suite 100
 Frisco, Tx 75034

OK
1-11-21
RJP

UNIVERSITY HEIGHTS

PURCHASE ORDER

Number: 2021-00148
 Date: 01/21/2021
 Number: 2020-Police-0004-A

Deliver To Police Department
 City of University Heights
 2304 Warrensville Center Road
 University Heights, OH 44118

Requested By: Rita Drew
 Blanket Type:
 Ship Via:
 Terms:

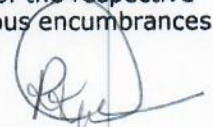
Vendor Lexipol
 Lexipol, LLC
 2611 Internet Boulevard
 Suite #100
 Frisco, TX 75034

Sales Tax Exempt Ohio Municipal Government

FID# 34-6002925

Line	Description	Account	Qty	Unit	Price/Unit	Amount
001	Annual Law Enforcement Policy Manuals & Accreditation	100-1110-54950	1		12,510.0000	\$12,510.00
002	PoliceOne Academy Account Services & Annual Rate per User	Miscellaneous Professional Services 100-1110-53630 Software Licenses	1		2,105.2000	\$2,105.20

THEN & NOW CERTIFICATION
 It is hereby certified that, both at the time of the making of this contract or order and at the date of execution of this certification, the amount of this purchase order was appropriated for such contract or order and is in the treasury or in the process of collection to the credit of the respective fund free from any previous encumbrances.



Page Total: \$14,615.20

Purchase Order Total: \$14,615.20

Finance Director Certification

It is hereby certified that the amount of this purchase order has been lawfully appropriated, authorized, or directed for such purpose and is in the treasury or in process of collection to the credit of the respective appropriation accounts in the respective fund, free previous and then outstanding obligations or certifications.



Dennis Kennedy, Finance Director

Date



Rita K. Drew, Deputy Finance Director

01-21-21

Date

LEXIPOL



Invoice

Date 12/1/2020
 Invoice # INV8464
 Terms Net 30
 Due Date 12/31/2020
 PO #

NOTICE: WE HAVE A NEW MAILING ADDRESS.
 Please change the address and remit payment to: 2611 Internet Blvd. Suite 100, Frisco, TX 75034

Bill To

University Heights Police Department
 2300 Warrensville Center Rd
 University Heights OH 44118
 United States

End User

University Heights Police Department
 2300 Warrensville Center Rd
 University Heights OH 44118
 United States

Contract Term

1/1/2021 to 12/31/2021

Item	Amount
Annual Law Enforcement Policy Manual & Daily Training Bulletins	11,283.00
Annual Law Enforcement Supplemental Manual(s)	982.00
Law Enforcement Accreditation Workbench Premium (OH)	245.00



*100-1110-54950 in 2020
 Arrived after new PD deadline
 Your price above includes a 5% discount.*

Invoice Total 12,510.00
Amount Due \$12,510.00

Contact Information:
 Phone: 844-312-9500
 Email: receivables@lexipol.com

ACH Payments to:
 Lexipol LLC
 Routing# 031207607
 Acct# 8026454197
 PNC Bank, N.A.
 2 Tower Center Blvd
 East Brunswick, NJ 08816
 Payment Notice to
receivables@lexipol.com

Please Make Checks Payable to:
 Lexipol LLC
 2611 Internet Blvd, Suite 100
 Frisco, Tx 75034



Invoice

Date 12/1/2020
 Invoice # INV8464
 Terms Net 30
 Due Date 12/31/2020
 PO #

NOTICE: WE HAVE A NEW MAILING ADDRESS.
 Please change the address and remit payment to: 2611 Internet Blvd. Suite 100, Frisco, TX 75034

Bill To

University Heights Police Department
 2300 Warrensville Center Rd
 University Heights OH 44118
 United States

End User

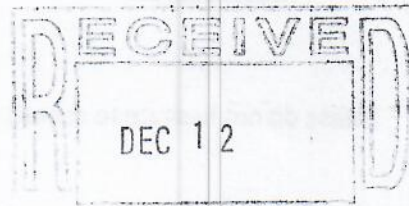
University Heights Police Department
 2300 Warrensville Center Rd
 University Heights OH 44118
 United States

Contract Term

1/1/2021 to 12/31/2021

Item	Amount
Annual Law Enforcement Policy Manual & Daily Training Bulletins	11,283.00
Annual Law Enforcement Supplemental Manual(s)	982.00
Law Enforcement Accreditation Workbench Premium (OH)	245.00

*OK TO pay
 DR
 12-15-20*



*100-1110-54950 in 2020
 Arrived after new PO deadline
 Your price above includes a 5% discount.*

Invoice Total 12,510.00
Amount Due \$12,510.00

Contact Information:
 Phone: 844-312-9500
 Email: receivables@lexipol.com

ACH Payments to:
 Lexipol LLC
 Routing# 031207607
 Acct# 8026454197
 PNC Bank, N.A.
 2 Tower Center Blvd
 East Brunswick, NJ 08816
 Payment Notice to
receivables@lexipol.com

Please Make Checks Payable to:
 Lexipol LLC
 2611 Internet Blvd, Suite 100
 Frisco, Tx 75034



February 20, 2020

LEXIPOL LLC
2611 Internet Blvd. STE 100
Frisco, TX 75034

To Whom It May Concern,

Please accept this letter as verification regarding Lexipol, LLC's account with PNC Bank. The Account Information & Incoming Payment Instructions are outlined below:

Account Title:	LEXIPOL LLC
Subtitle:	EFT ACCOUNT
Account Number:	8026454197
Bank Routing Number:	031207607
Bank Swift Code:	PNCCUS33 (required for international payments)
Bank Address:	PNC Bank, N.A. 2 Tower Center Blvd East Brunswick, NJ 08816

Please do not hesitate to contact me with any questions or concerns.

Emilie C Lawson

Emilie Lawson, CTP
PNC Treasury Management
(P) 412-216-7902
emilie.lawson@pnc.com



POLICE1) CORRECTIONS1)
 FIRE RESCUE1) EMS1) GOV1)

Invoice

Date 1/6/2021
 Invoice # INVPR327
 Terms Net 30
 Due Date 2/5/2021
 PO # 2020-00549

NOTICE: WE HAVE A NEW MAILING ADDRESS.
 Please change the address and remit payment to: 2611 Internet Blvd. Suite 100, Frisco, TX 75034

Bill To

University Heights Police Department
 2304 Warrensville Center Rd
 Cleveland Ohio 44118
 United States

End User

University Heights Police Department
 Cleveland OH 44118
 United States

Contract Term

7/1/2020 to 12/31/2021
 Any remaining portion of June at no cost
 \$927.59 for 7/1/2020-12/31/2020
 \$2105.13 for 1/1/2021-12/31/2021. Inv due
 01/01/20

Description	Qty	Rate	Amount
Account Services *One time set up fee	1	250.00	250.00
PoliceOne Academy Annual Rate Per User *1/1/2021-12/31/2021	30	61.84	1,855.20



100-1110-53630

Invoice Total 2,105.20
Amount Due \$2,105.20

Contact Information:
 Ceena Ninh
 CNinh@lexipol.com
 415-992-4252

ACH Payments to:
 Routing# 031207607
 Account# 8026458657
 PNC Bank, N.A.
 2 Town Center Blvd
 East Brunswick, NJ 08816

Please Make Checks Payable to:
 Lexipol
 2611 Internet Blvd, Suite 100
 Frisco, Tx 75034



POLICE1) CORRECTIONS1)

FIRE/RESCUE1) EMS1) GOV1)

Invoice

Date	1/6/2021
Invoice #	INVPR327
Terms	Net 30
Due Date	2/5/2021
PO #	2020-00549

NOTICE: WE HAVE A NEW MAILING ADDRESS.
Please change the address and remit payment to: 2611 Internet Blvd. Suite 100, Frisco, TX 75034

Bill To

University Heights Police Department
2304 Warrensville Center Rd
Cleveland Ohio 44118
United States

End User

University Heights Police Department
Cleveland OH 44118
United States

Contract Term

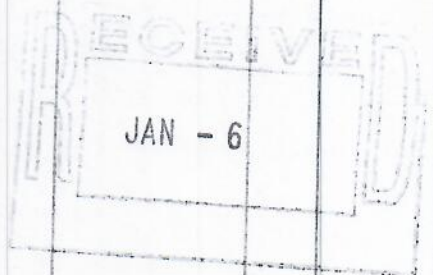
7/1/2020 to 12/31/2021
Any remaining portion of June at no cost
\$927.59 for 7/1/2020-12/31/2020
\$2105.13 for 1/1/2021-12/31/2021. Inv due
01/01/20

Description

Description	Qty	Rate	Amount
Account Services *One time set up fee	1	250.00	250.00
PoliceOne Academy Annual Rate Per User *1/1/2021-12/31/2021	30	61.84	1,855.20

Ok to pay
DR
1-13-21

100-1110-53630



Invoice Total 2,105.20
Amount Due \$2,105.20

Contact Information:
Ceena Ninh
CNinh@lexipol.com
415-992-4252

ACH Payments to:
Routing# 031207607
Account# 8026458657
PNC Bank, N.A.
2 Town Center Blvd
East Brunswick, NJ 08816

Please Make Checks Payable to:
Lexipol
2611 Internet Blvd, Suite 100
Frisco, Tx 75034