

**COOPERATIVE PURCHASING AGREEMENT FOR INTERNAL BUSINESS PROCESS REVIEW AND PROJECT MANAGEMENT CONSULTING SERVICES**

THIS COOPERATIVE PURCHASING AGREEMENT FOR INTERNAL BUSINESS PROCESS REVIEW AND PROJECT MANAGEMENT CONSULTING SERVICES ("Piggyback Agreement") is entered into by and between the **CITY OF OCALA**, a Florida municipal corporation ("City") and **GOVERNMENT FINANCE OFFICERS ASSOCIATION**, a foreign not-for-profit corporation duly organized in the state of Illinois and authorized to do business in the state of Florida (EIN: 36-2167796) ("Contractor").

**WHEREAS**, after a competitive procurement process, the County of Mono, California ("Mono County") entered into an Agreement with the Government Finance Officers Association for the Provision of Internal Business Process Review and Project Management Consulting Services (the "Mono County Agreement"); and

**WHEREAS**, in accordance with Chapter 287, Florida Statutes and the City of Ocala's contracting and procurement policies and procedures, City has the legal authority to "piggyback" the purchase of goods and services as contracted by another governmental entity as a form of inter-governmental cooperative purchasing when seeking to utilize the same or similar services provided for in said contract; and

**WHEREAS**, City desires to purchase labor, services, and materials for the provision of internal business process review and project management consulting services pursuant to essentially the same terms and conditions provided under the Mono County Agreement as applicable and amended by the terms and conditions of this Piggyback Agreement; and

**WHEREAS**, Contractor agrees to extend the terms, conditions, and pricing of the Mono County Agreement to the City of Ocala, subject to the terms and conditions of the Piggyback Agreement.

**NOW THEREFORE**, in consideration of the foregoing recitals, the following mutual covenants and conditions, and other good and valuable consideration, City and Contractor agree as follows:

1. **RECITALS.** City and Contractor hereby represent, warrant, and agree that the Recitals set forth above are true and correct and are incorporated herein by reference.
2. **DEFINITIONS.** As used in this Piggyback Agreement, the following terms shall have the meaning specified below:
  - A. **Piggyback Agreement:** shall mean this Cooperative Purchasing Agreement for Internal Business Process Review and Project Management Consulting Services as it may from time to time be amended or modified pursuant to its terms and provisions.
  - B. **Mono County Agreement:** shall mean the Agreement between Mono County and the Government Finance Officers Association and its exhibits, as amended and attached hereto as **Exhibit A – Mono County Agreement**.
3. **INCORPORATION OF MONO COUNTY AGREEMENT.** The Mono County Agreement attached hereto as **Exhibit A** is hereby incorporated by reference as if set forth herein in its entirety. However, to the extent that any terms and conditions set forth in the Mono County Agreement conflict with any of the amended or supplemental terms and conditions set forth in this Piggyback Agreement, then the amended and supplemental terms and conditions set forth in this Piggyback Agreement shall be given precedence.

4. **CONTRACT DOCUMENTS.** The Contract Documents which comprise the entire understanding between City and Contractor shall only include this Agreement and those documents listed in this section as Exhibits to this Agreement. Each of these documents are incorporated herein by reference for all purposes. If there is a conflict between the terms of this Agreement and the Contract Documents, then the terms of this Agreement shall control, amend, and supersede any conflicting terms contained in the remaining Contract Documents.

**Exhibits to Agreement:** The Exhibits to this Agreement are as follows:

- A. Exhibit A: Mono County Agreement (A-1 through A-14)
  - B. Exhibit B: Contractor Proposal (B-1 through B-30)
5. **AMENDED TERMS AND CONDITIONS.** The following terms and conditions of the Mono County Agreement are modified and replaced, in their entirety, as follows:
- A. The terms "County of Mono," or "County" shall be replaced and intended to refer to the "City of Ocala."
  - B. **COMPENSATION.** City shall pay Contractor a price not to exceed the maximum limiting amount of **TWO HUNDRED THIRTY-THREE THOUSAND AND NO/100 DOLLARS (\$233,000)** over the contract term for the performance of the work and in accordance with the contract documents based on the most current prices set forth in **Exhibit A – Mono County Agreement**.
  - C. **TIME FOR PERFORMANCE.** This Agreement shall become effective and commence on **FEBRUARY 18, 2026** and continue through and including **JUNE 30, 2029**.
  - D. **Invoice Submission.** All invoices submitted by Contractor shall include the City Contract Number, an assigned Invoice Number, and Invoice Date. Contractor shall submit the original invoice through the responsible City Project Manager at: City of Ocala Information Technology Department, 210 SE Watula Avenue, Ocala, Florida 34471, Attn: **Christopher Ramos**, E-Mail: [cramos@ocalafl.gov](mailto:cramos@ocalafl.gov), Office: 352-629-8209.
  - E. **Payment of Invoices by City.** The City Project Manager must review and approve all invoices prior to payment. City Project Manager's approval shall not be unreasonably withheld, conditioned, or delayed. Payments by City shall be made no later than the time periods established in section 218.735, Florida Statutes.
  - F. **Withholding of Payment.** City reserves the right to withhold, in whole or in part, payment for any and all work that: (i) has not been completed by Contractor; (ii) is inadequate or defective and has not been remedied or resolved in a manner satisfactory to the City Project Manager; or (iii) which fails to comply with any term, condition, or other requirement under this Agreement. Any payment withheld shall be released and remitted to Contractor within **THIRTY (30)** calendar days of the Contractor's remedy or resolution of the inadequacy or defect.
  - G. **Excess Funds.** If due to mistake or any other reason Contractor receives payment under this Agreement in excess of what is provided for by the Agreement, Contractor shall promptly notify City upon discovery of the receipt of the overpayment. Any overpayment shall be refunded to City within **THIRTY (30)** days of Contractor's receipt of the overpayment or must also include interest calculated from the date of the overpayment at the interest rate for judgments at the highest rate as allowed by law.

- H. **Amounts Due to the City.** Contractor must be current and remain current in all obligations due to the City during the performance of services under the Agreement. Payments to Contractor may be offset by any delinquent amounts due to the City or fees and/or charges owed to the City.
  - I. **Tax Exemption.** City is exempt from all federal excise and state sales taxes (State of Florida Consumer’s Certification of Exemption 85-8012621655C-9). The City’s Employer Identification Number is 59-60000392. Contractor shall not be exempted from paying sales tax to its suppliers for materials to fulfill contractual obligations with the City, nor will Contractor be authorized to use City’s Tax Exemption Number for securing materials listed herein.
6. **COMMERCIAL AUTO LIABILITY INSURANCE.** Contractor shall procure, maintain, and keep in full force, effect, and good standing for the life of this Agreement a policy of commercial auto liability insurance with a minimum combined single limit of One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage arising out of Contractor’s operations and covering all owned, hired, scheduled, and non-owned automobiles utilized in said operations. If Contractor does not own vehicles, Contractor shall maintain coverage for hired and non-owned automobile liability, which may be satisfied by way of endorsement to Contractor’s Commercial General Liability policy or separate Commercial Automobile Liability policy.
  7. **GENERAL LIABILITY INSURANCE.** Contractor shall procure and maintain, for the life of this Agreement, commercial general liability insurance with minimum coverage limits not less than:
    - A. One Million Dollars (\$1,000,000) per occurrence and Two Million Dollars (\$2,000,000) aggregate limit for bodily injury, property damage, and personal and advertising injury; and
    - B. One Million Dollars (\$1,000,000) per occurrence and Two Million Dollars (\$2,000,000) aggregate limit for products and completed operations.
    - C. Policy must include coverage for contractual liability and independent contractors.
    - D. Policy must include Additional Insured coverage in favor of the City that is no less restrictive than that afforded under the CG 20 26 04 13 Additional Insured Form.
  8. **WORKERS’ COMPENSATION AND EMPLOYER’S LIABILITY.** Worker’s Compensation insurance shall be provided by Contractor as required by Chapter 440, Florida Statutes, or any other applicable state or federal law, including the U.S. Longshoremen’s and Harbor Workers Compensation Act and the Jones Act.
    - A. Contractor shall similarly require any and all subcontractors to afford such coverage for all of its employees as required by applicable law.
    - B. Contractor shall waive and shall ensure that Contractor’s insurance carrier waives, all subrogation rights against the City of Ocala and its officers, employees, and volunteers for all losses or damages. Contractor’s policy shall be endorsed with WC 00 03 13 Waiver of our Right to Recover from Others or its equivalent.
    - C. Exceptions and exemptions to this Section may be allowed at the discretion of the City’s Risk Manager on a case-by-case basis in accordance with Florida Statutes and shall be evidenced by a separate waiver.
  9. **ADDITIONAL INSURANCE REQUIREMENTS.**
    - A. Contractor’s insurance coverage shall be primary insurance for all applicable policies. The limits of coverage under each policy maintained by Contractor shall not be interpreted as

limiting Contractor's liability or obligations under this Agreement. City does not in any way represent that these types or amounts of insurance are sufficient or adequate enough to protect Contractor's interests or liabilities or to protect Contractor from claims that may arise out of or result from the negligent acts, errors, or omissions of Contractor, any of its agents or subcontractors, or for anyone whose negligent act(s) Contractor may be liable.

- B. No insurance shall be provided by the City for Contractor under this Agreement and Contractor shall be fully and solely responsible for any costs or expenses incurred as a result of a coverage deductible, co-insurance penalty, or self-insured retention to include any loss not covered because of the operation of such deductible, co-insurance penalty, self-insured retention, or coverage exclusion or limitation.
- C. **Certificates of Insurance.** No work shall be commenced by Contractor under this Agreement until the required Certificate of Insurance and endorsements have been provided nor shall Contractor allow any subcontractor to commence work until all similarly required certificates and endorsements of the subcontractor have also been provided. Work shall not continue after expiration (or cancellation) of the Certificate of Insurance and work shall not resume until a new Certificate of Insurance has been provided. **Contractor shall provide evidence of insurance in the form of a valid Certificate of Insurance (binders are unacceptable) prior to the start of work contemplated under this Agreement to: City of Ocala. Attention: Procurement & Contracting Department, Address: 110 SE Watula Avenue, Third Floor, Ocala Florida 34471, E-Mail: [vendors@ocalafl.gov](mailto:vendors@ocalafl.gov).** Contractor's Certificate of Insurance and required endorsements shall be issued by an agency authorized to do business in the State of Florida with an A.M. Best Rating of A or better. The Certificate of Insurance shall indicate whether coverage is being provided under a claims-made or occurrence form. If any coverage is provided on a claims-made form, the Certificate of Insurance must show a retroactive date, which shall be the effective date of the initial contract or prior.
- D. **City as Additional Insured.** The City of Ocala shall be named as an Additional Insured and Certificate Holder on all liability policies identified in this Section with the exception of Workers' Compensation, Auto Liability (except when required by Risk Management) and Professional Liability policies. **Workers Compensation policy must contain a Waiver of Subrogation in favor of the City.**
- E. **Notice of Cancellation of Insurance.** Contractor's Certificate of Insurance shall provide **THIRTY (30) DAY** notice of cancellation, **TEN (10) DAY** notice if cancellation is for non-payment of premium. In the event that Contractor's insurer is unable to accommodate the cancellation notice requirement, it shall be the responsibility of Contractor to provide the proper notice. Such notification shall be in writing by registered mail, return receipt requested, and addressed to the certificate holder. Additional copies may be sent to the City of Ocala at [vendors@ocalafl.gov](mailto:vendors@ocalafl.gov).
- F. **Failure to Maintain Coverage.** The insurance policies and coverages set forth above are required and providing proof of and maintaining insurance of the types and with such terms and limits set forth above is a material obligation of Contractor. Contractor's failure to obtain or maintain in full force and effect any insurance coverage required under this Agreement shall constitute material breach of this Agreement.
- G. **Severability of Interests.** Contractor shall arrange for its liability insurance to include or be endorsed to include a severability of interests/cross-liability provision so that the "City of Ocala" (where named as an additional insured) will be treated as if a separate policy were in existence, but without increasing the policy limits.

10. **PUBLIC RECORDS.** Contractor shall comply with all applicable provisions of the Florida Public Records Act, Chapter 119, Florida Statutes. Specifically, Contractor shall:
- A. Keep and maintain public records required by the public agency to perform the service.
  - B. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.
  - C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if Contractor does not transfer the records to the public agency.
  - D. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of Contractor or keep and maintain public records required by the public agency to perform the service. If Contractor transfers all public records to the public agency upon completion of the contract, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the contract, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

**IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: CITY OF OCALA, OFFICE OF THE CITY CLERK; 352-629-8266; E-mail: [clerk@ocalafl.gov](mailto:clerk@ocalafl.gov); City Hall, 110 SE Watula Avenue, Ocala, FL 34471.**

11. **AUDIT.** Contractor shall comply and cooperate immediately with any inspections, reviews, investigations, or audits relating to this Agreement as deemed necessary by the Florida Office of the Inspector General, the City's Internal or External auditors or by any other Florida official with proper authority.
12. **PUBLICITY.** Contractor shall not use City's name, logo, seal or other likeness in any press release, marketing materials, or other public announcement without City's prior written approval.
13. **E-VERIFY.** Pursuant to section 448.095, Contractor shall register with and use the U.S. Department of Homeland Security's ("DHS") E-Verify System, accessible at <https://e-verify.uscis.gov/emp>, to verify the work authorization status of all newly hired employees. Contractor shall obtain affidavits from any and all subcontractors in accordance with paragraph 2(b) of section 448.095, Florida Statutes, and maintain copies of such affidavits for the duration of this Agreement. By entering into this Agreement, Contractor certifies and ensures that it utilizes and will continue to utilize the DHS E-Verify System for the duration of this Agreement and any subsequent renewals of same. Contractor understands that failure to comply with the requirements of this section shall result in the termination of this Agreement and Contractor may

lose the ability to be awarded a public contract for a minimum of one (1) year after the date on which the Agreement was terminated. Contractor shall provide a copy of its DHS Memorandum of Understanding upon City's request. Please visit [www.e-verify.gov](http://www.e-verify.gov) for more information regarding the E-Verify System.

14. **CONFLICT OF INTEREST.** Contractor is required to have disclosed, with the submission of their bid, the name of any officer, director, or agent who may be employed by the City. Contractor shall further disclose the name of any City employee who owns, directly or indirectly, any interest in Contractor's business or any affiliated business entity. Any additional conflicts of interest that may occur during the contract term must be disclosed to the City of Ocala Procurement Department.
15. **WAIVER.** The failure or delay of any party at any time to require performance by another party of any provision of this Agreement, even if known, shall not affect the right of such party to require performance of that provision or to exercise any right, power or remedy hereunder. Any waiver by any party of any breach of any provision of this Agreement should not be construed as a waiver of any continuing or succeeding breach of such provision, a waiver of the provision itself, or a waiver of any right, power or remedy under this Agreement. No notice to or demand on any party in any circumstance shall, of itself, entitle such party to any other or further notice or demand in similar or other circumstances.
16. **SEVERABILITY OF ILLEGAL PROVISIONS.** Wherever possible, each provision of this Agreement shall be interpreted in such a manner as to be effective and valid under the applicable law. Should any portion of this Agreement be declared invalid for any reason, such declaration shall have no effect upon the remaining portions of this Agreement.
17. **INDEMNITY.** Contractor shall indemnify City and its elected officials, employees and volunteers against, and hold City and its elected officials, employees and volunteers harmless from, all damages, claims, losses, costs, and expenses, including reasonable attorneys' fees, which City or its elected officials, employees or volunteers may sustain, or which may be asserted against City or its elected officials, employees or volunteers, arising out of the activities contemplated by this Agreement including, without limitation, harm or personal injury to third persons during the term of this Agreement to the extent attributable to the actions of Contractor, its agents, and employees.
18. **NO WAIVER OF SOVEREIGN IMMUNITY.** Nothing herein is intended to waive sovereign immunity by the City to which sovereign immunity may be applicable, or of any rights or limits of liability existing under Florida Statute § 768.28. This term shall survive the termination of all performance or obligations under this Agreement and shall be fully binding until any proceeding brought under this Agreement is barred by any applicable statute of limitations.
19. **NOTICES.** All notices, certifications or communications required by this Agreement shall be given in writing and shall be deemed delivered when personally served, or when received if by facsimile transmission with a confirming copy mailed by registered or certified mail, postage prepaid, return receipt requested. Notices can be concurrently delivered by e-mail. All notices shall be addressed to the respective parties as follows:

If to Contractor: Government Finance Officers Association  
Attention: Michael J. Mucha  
660 N Capital Street, NW  
Washington, DC 20001  
Phone: 202-393-8020  
E-mail: [mmucha@gfoa.org](mailto:mmucha@gfoa.org)

If to City of Ocala: Daphne M. Robinson, Esq., Contracting Officer  
City of Ocala  
110 SE Watula Avenue, 3rd Floor  
Ocala, Florida 34471  
Phone: 352-629-8343  
E-mail: [notices@ocalafl.gov](mailto:notices@ocalafl.gov)

Copy to: William E. Sexton, Esq., City Attorney  
City of Ocala  
110 SE Watula Avenue, 3rd Floor  
Ocala, Florida 34471  
Phone: 352-401-3972  
E-mail: [cityattorney@ocalafl.gov](mailto:cityattorney@ocalafl.gov)

20. **ATTORNEYS' FEES.** If any civil action, arbitration or other legal proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default or misrepresentation in connection with any provision of this Agreement, the successful or prevailing party shall be entitled to recover reasonable attorneys' fees, sales and use taxes, court costs and all expenses reasonably incurred even if not taxable as court costs (including, without limitation, all such fees, taxes, costs and expenses incident to arbitration, appellate, bankruptcy and post-judgment proceedings), incurred in that civil action, arbitration or legal proceeding, in addition to any other relief to which such party or parties may be entitled. Attorneys' fees shall include, without limitation, paralegal fees, investigative fees, administrative costs, sales and use taxes and all other charges reasonably billed by the attorney to the prevailing party.
21. **JURY WAIVER.** IN ANY CIVIL ACTION, COUNTERCLAIM, OR PROCEEDING, WHETHER AT LAW OR IN EQUITY, WHICH ARISES OUT OF, CONCERNS, OR RELATES TO THIS AGREEMENT, ANY AND ALL TRANSACTIONS CONTEMPLATED HEREUNDER, THE PERFORMANCE HEREOF, OR THE RELATIONSHIP CREATED HEREBY, WHETHER SOUNDING IN CONTRACT, TORT, STRICT LIABILITY, OR OTHERWISE, TRIAL SHALL BE TO A COURT OF COMPETENT JURISDICTION AND NOT TO A JURY. EACH PARTY HEREBY IRREVOCABLY WAIVES ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY. NEITHER PARTY HAS MADE OR RELIED UPON ANY ORAL REPRESENTATIONS TO OR BY ANY OTHER PARTY REGARDING THE ENFORCEABILITY OF THIS PROVISION. EACH PARTY HAS READ AND UNDERSTANDS THE EFFECT OF THIS JURY WAIVER PROVISION.

22. **GOVERNING LAW.** This Agreement is and shall be deemed to be a contract entered and made pursuant to the laws of the State of Florida and shall in all respects be governed, construed, applied and enforced in accordance with the laws of the State of Florida.
23. **JURISDICTION AND VENUE.** The parties acknowledge that a majority of the negotiations, anticipated performance and execution of this Agreement occurred or shall occur in Marion County, Florida. Any civil action or legal proceeding arising out of or relating to this Agreement shall be brought only in the courts of record of the State of Florida in Marion County or the United States District Court, Middle District of Florida, Ocala Division. Each party consents to the exclusive jurisdiction of such court in any such civil action or legal proceeding and waives any objection to the laying of venue of any such civil action or legal proceeding in such court and/or the right to bring an action or proceeding in any other court. Service of any court paper may be effected on such party by mail, as provided in this Agreement, or in such other manner as may be provided under applicable laws, rules of procedures or local rules.
24. **REFERENCE TO PARTIES.** Each reference herein to the parties shall be deemed to include their successors, assigns, heirs, administrators, and legal representatives, all whom shall be bound by the provisions hereof.
25. **MUTUALITY OF NEGOTIATION.** Contractor and City acknowledge that this Agreement is a result of negotiations between Contractor and City, and the Agreement shall not be construed in favor of, or against, either party because of that party having been more involved in the drafting of the Agreement.
26. **SECTION HEADINGS.** The section headings herein are included for convenience only and shall not be deemed to be a part of this Agreement.
27. **RIGHTS OF THIRD PARTIES.** Nothing in this Agreement, whether express or implied, is intended to confer any rights or remedies under or because of this Agreement on any persons other than the parties hereto and their respective legal representatives, successors and permitted assigns. Nothing in this Agreement is intended to relieve or discharge the obligation or liability of any third persons to any party to this Agreement, nor shall any provision give any third persons any right of subrogation or action over or against any party to this Agreement.
28. **AMENDMENT.** No amendment to this Agreement shall be effective except those agreed to in writing and signed by both parties to this Agreement.
29. **COUNTERPARTS.** This Agreement may be executed in counterparts, each of which shall be an original and all of which shall constitute the same instrument.
30. **ELECTRONIC SIGNATURE(S).** Contractor, if and by offering an electronic signature in any form whatsoever, will accept and agree to be bound by said electronic signature to all terms and conditions of this Agreement. Further, a duplicate or copy of the Agreement that contains a duplicated or non-original signature will be treated the same as an original, signed copy of this original Agreement for all purposes.
31. **ENTIRE AGREEMENT.** This Agreement, including exhibits, (if any) constitutes the entire Agreement between the parties hereto with respect to the subject matter hereof. There are no other representations, warranties, promises, agreements or understandings, oral, written or implied, among the Parties, except to the extent reference is made thereto in this Agreement. No course of prior dealings between the parties and no usage of trade shall be relevant or admissible to supplement, explain, or vary any of the terms of this Agreement. No representations,

understandings, or agreements have been made or relied upon in the making of this Agreement other than those specifically set forth herein.

32. **LEGAL AUTHORITY.** Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

**IN WITNESS WHEREOF**, the parties have executed this Agreement on \_\_\_\_\_.

**ATTEST:**

**CITY OF OCALA**

\_\_\_\_\_  
Angel B. Jacobs  
City Clerk

\_\_\_\_\_  
Ire Bethea, Sr.  
City Council President

**Approved as to form and legality:**

**GOVERNMENT FINANCE OFFICERS ASSOCIATION**

\_\_\_\_\_  
William E. Sexton, Esq.  
City Attorney

\_\_\_\_\_  
By: \_\_\_\_\_  
(Printed Name)

Title: \_\_\_\_\_  
(Title of Authorized Signatory)

**AGREEMENT BETWEEN COUNTY OF MONO  
AND GOVERNMENT FINANCE OFFICERS ASSOCIATION  
FOR THE PROVISION OF INTERNAL BUSINESS PROCESS REVIEW AND PROJECT  
MANAGEMENT CONSULTING SERVICES**

**INTRODUCTION**

WHEREAS, the County of Mono (hereinafter referred to as “County”) may have the need for the services of Government Finance Officers Association of the United States and Canada (hereinafter referred to as “Contractor”), and in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

**TERMS AND CONDITIONS**

**1. SCOPE OF WORK**

Contractor shall furnish to County, upon its request, those services and work set forth in Attachment A, attached hereto and by reference incorporated herein. Requests by County to Contractor to perform under this Agreement will be made by the Director of Administration, or an authorized representative thereof. Requests to Contractor for work or services to be performed under this Agreement will be based upon County's need for such services. County makes no guarantee or warranty, of any nature, that any minimum level or amount of services or work will be requested of Contractor by County under this Agreement. By this Agreement, County incurs no obligation or requirement to request from Contractor the performance of any services or work at all, even if County should have some need for such services or work during the term of this Agreement.

Services and work provided by Contractor at County's request under this Agreement will be performed in a manner consistent with the requirements and standards established by applicable federal, state, and county laws, ordinances, and resolutions. Such laws, ordinances, regulations, and resolutions include, but are not limited to, those that are referred to in this Agreement.

This Agreement is subject to the following Exhibits (as noted) which are attached hereto, following all referenced Attachments, and incorporated by this reference. In the event of a conflict between the terms of an attached Exhibit and this Agreement, the terms of the Exhibit shall govern:

- Exhibit 1:** General Conditions (Construction)
- Exhibit 2:** Prevailing Wages
- Exhibit 3:** Bond Requirements
- Exhibit 4:** Invoicing, Payment, and Retention
- Exhibit 5:** Trenching Requirements
- Exhibit 6:** Federal Contracting Provisions
- Exhibit 7:** CDBG Requirements
- Exhibit 8:** HIPAA Business Associate Agreement
- Exhibit 9:** Other \_\_\_\_\_

**2. TERM**

The term of this Agreement shall be from July 1, 2024, to June 30, 2029, unless sooner terminated as provided below.

### 3. CONSIDERATION

A. Compensation. County shall pay Contractor in accordance with the Schedule of Fees (set forth as Attachment B) for the services and work described in Attachment A that are performed by Contractor at County's request.

B. Travel and Per Diem. Contractor will not be paid or reimbursed for travel expenses or per diem that Contractor incurs in providing services and work requested by County under this Agreement, unless otherwise provided for in Attachment B.

C. No Additional Consideration. Except as expressly provided in this Agreement, Contractor shall not be entitled to, nor receive, from County, any additional consideration, compensation, salary, wages, or other type of remuneration for services rendered under this Agreement. Specifically, Contractor shall not be entitled, by virtue of this Agreement, to consideration in the form of overtime, health insurance benefits, retirement benefits, disability retirement benefits, sick leave, vacation time, paid holidays, or other paid leaves of absence of any type or kind whatsoever.

D. Limit upon amount payable under Agreement. The total sum of all payments made by County to Contractor for services and work performed under this Agreement shall not exceed \$385,500 (hereinafter referred to as "Contract Limit"). County expressly reserves the right to deny any payment or reimbursement requested by Contractor for services or work performed that is in excess of the Contract Limit.

E. Billing and Payment. Contractor shall submit to County, on a monthly basis, an itemized statement of all services and work described in Attachment A, which were done at County's request. The statement to be submitted will cover the period from the first (1st) day of the preceding month through and including the last day of the preceding month. Alternatively, Contractor may submit a single request for payment corresponding to a single incident of service or work performed at County's request. All statements submitted in request for payment shall identify the date on which the services and work were performed and describe the nature of the services and work which were performed on each day. Invoicing shall be informative but concise regarding services and work performed during that billing period. Upon finding that Contractor has satisfactorily completed the work and performed the services as requested, County shall make payment to Contractor within 30 days of its receipt of the itemized statement. Should County determine the services or work have not been completed or performed as requested and/or should Contractor produce an incorrect statement, County shall withhold payment until the services and work are satisfactorily completed or performed and/or the statement is corrected and resubmitted.

If Exhibit 4 ("Invoicing, Payment, and Retention") is attached to this Agreement, then the language contained in 4 shall supersede and replace this Paragraph 3.E. in its entirety.

F. Federal and State Taxes.

(1) Except as provided in subparagraph (2) below, County will not withhold any federal or state income taxes or social security from any payments made by County to Contractor under the terms and conditions of this Agreement.

(2) County shall withhold California state income taxes from payments made under this Agreement to non-California resident independent contractors when it is anticipated that total annual payments to Contractor under this Agreement will exceed One Thousand Four Hundred Ninety-Nine dollars (\$1,499.00).

(3) Except as set forth above, County has no obligation to withhold any taxes or payments from sums paid by County to Contractor under this Agreement. Payment of all taxes and other assessments on such

sums is the sole responsibility of Contractor. County has no responsibility or liability for payment of Contractor's taxes or assessments.

(4) The total amounts paid by County to Contractor, and taxes withheld from payments to non-California residents, if any, will be reported annually to the Internal Revenue Service and the California State Franchise Tax Board.

#### **4. WORK SCHEDULE**

Contractor's obligation is to perform, in a timely manner, those services and work identified in Attachment A that are requested by County. It is understood by Contractor that the performance of these services and work will require a varied schedule. Contractor, in arranging his/her schedule, will coordinate with County to ensure that all services and work requested by County under this Agreement will be performed within the time frame set forth by County.

#### **5. REQUIRED LICENSES, CERTIFICATES, AND PERMITS**

Any licenses, certificates, or permits required by the federal, state, county, or municipal governments, for Contractor to provide the services and work described in Attachment A must be procured by Contractor and be valid at the time Contractor enters into this Agreement. Further, during the term of this Agreement, Contractor must maintain such licenses, certificates, and permits in full force and effect. Licenses, certificates, and permits may include, but are not limited to, driver's licenses, professional licenses or certificates, and business licenses. Such licenses, certificates, and permits will be procured and maintained in force by Contractor at no expense to County. Contractor will provide County, upon execution of this Agreement, with evidence of current and valid licenses, certificates and permits that are required to perform the services identified in Attachment A. Where there is a dispute between Contractor and County as to what licenses, certificates, and permits are required to perform the services identified in Attachment A, County reserves the right to make such determinations for purposes of this Agreement.

#### **6. OFFICE SPACE, SUPPLIES, EQUIPMENT, ETC**

Contractor shall provide such office space, supplies, equipment, vehicles, reference materials, support services and telephone service as is necessary for Contractor to provide the services identified in Attachment A to this Agreement. County is not obligated to reimburse or pay Contractor for any expense or cost incurred by Contractor in procuring or maintaining such items. Responsibility for the costs and expenses incurred by Contractor in providing and maintaining such items is the sole responsibility and obligation of Contractor.

#### **7. COUNTY PROPERTY**

A. Personal Property of County. Any personal property such as, but not limited to, protective or safety devices, badges, identification cards, keys, uniforms, vehicles, reference materials, furniture, appliances, etc. provided to Contractor by County pursuant to this Agreement is, and at the termination of this Agreement remains, the sole and exclusive property of County. Contractor will use reasonable care to protect, safeguard and maintain such items while they are in Contractor's possession. Contractor will be financially responsible for any loss or damage to such items, partial or total, that is the result of Contractor's negligence.

B. Products of Contractor's Work and Services. Any and all compositions, publications, plans, designs, specifications, blueprints, maps, formulas, processes, photographs, slides, videotapes, computer programs, computer disks, computer tapes, memory chips, soundtracks, audio recordings, films, audio-visual presentations, exhibits, reports, studies, works of art, inventions, patents, trademarks, copyrights, or intellectual properties of any kind that are created, produced, assembled, compiled by, or are the result, product, or

manifestation of, Contractor's services or work under this Agreement are, and at the termination of this Agreement shall remain, the sole and exclusive property of County. At the termination of the Agreement, Contractor will convey possession and title to all such properties to County.

C. Retained Rights. County acknowledges that Contractor conducts ongoing research and consulting services for other governments and clients and has accumulated expertise in this field. Notwithstanding anything set forth in this Agreement to the contrary and the foregoing provisions of this Section 7, Contractor will retain all right, title and interest in and to all GFOA Materials and all GFOA Materials are, and shall remain, GFOA's sole and exclusive property. For purposes of this Agreement and any SOW, "GFOA Materials" means all methodologies, ideas, concepts, processes, techniques, tools, solutions, trade secrets, research data, databases of information and specialized database applications, software applications, computer programming and/or coding, and other materials, information and know-how developed by Contractor or any of its contractors or affiliates prior to the execution of this Agreement, during the Term of this Agreement or independent of the Services being provided under this Agreement or any SOW. The County shall not have or obtain any right or title to or interest in the GFOA Materials (or in any modifications or enhancements thereto) except as explicitly set forth in this Agreement. County shall have a perpetual license to all GFOA Materials provided to it before, during, or after the Term of this Agreement.

## 8. INSURANCE

Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Contractor, his agents, representatives, employees or subcontractors.

A. Minimum Scope and Limit of Insurance. Coverage shall be at least as broad as (please select all applicable):

Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

Workers' Compensation: as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

Worker's Compensation Exempt: Contractor is exempt from obtaining Workers' Compensation insurance because Contractor has no employees. Contractor shall notify County and provide proof of Workers' Compensation insurance to County within 10 days if an employee is hired. Such Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of County for all work performed by Contractor, its employees, agents, and subcontractors. Contractor agrees to defend and indemnify County in case of claims arising from Contractor's failure to provide Workers' Compensation insurance for employees, agents and subcontractors, as required by law.

Professional Liability (Errors and Omissions): Insurance appropriate to the Contractor's profession, with limit no less than \$1,000,000 per occurrence or claim, \$1,000,000 aggregate.

Contractors' Pollution Legal Liability and/or Asbestos Legal Liability and/or Errors and Omissions (if project involves environmental hazards) with limits no less than \$1,000,000 per occurrence or claim, and \$1,000,000 policy aggregate.

If the Contractor maintains broader coverage and/or higher limits than the minimums shown above, the County requires and shall be entitled to the broader coverage and/or the higher limits maintained by the contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the County.

B. Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

- (1) **Additional Insured Status:** The County, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).
- (2) **Primary Coverage:** For any claims related to this contract, the Contractor's insurance coverage shall be primary and non-contributory and at least as broad as ISO CG 20 01 04 13 as respects the County, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it. This requirement shall also apply to any Excess or Umbrella liability policies.
- (3) **Umbrella or Excess Policy:** The Contractor may use Umbrella or Excess Policies to provide the liability limits as required in this agreement. This form of insurance will be acceptable provided that all of the Primary and Umbrella or Excess Policies shall provide all of the insurance coverages herein required, including, but not limited to, primary and non-contributory, additional insured, Self-Insured Retentions (SIRs), indemnity, and defense requirements. The Umbrella or Excess policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying Commercial General Liability insurance. No insurance policies maintained by the Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until the Contractor's primary and excess liability policies are exhausted.
- (4) **Notice of Cancellation:** Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the County.
- (5) **Waiver of Subrogation:** Contractor hereby grants to County a waiver of any right to subrogation which any insurer of said Contractor may acquire against the County by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the County has received a waiver of subrogation endorsement from the insurer.

- (6) **Self-Insured Retentions:** Self-insured retentions must be declared to and approved by the County. The County may require the Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or County. The CGL and any policies, including Excess liability policies, may not be subject to a self-insured retention (SIR) or deductible that exceeds \$100,000 unless approved in writing by County. Any and all deductibles and SIRs shall be the sole responsibility of Contractor or subcontractor who procured such insurance and shall not apply to the Indemnified Additional Insured Parties. County may deduct from any amounts otherwise due Contractor to fund the SIR/deductible. Policies shall NOT contain any self-insured retention (SIR) provision that limits the satisfaction of the SIR to the Named. The policy must also provide that Defense costs, including the Allocated Loss Adjustment Expenses, will satisfy the SIR or deductible. County reserves the right to obtain a copy of any policies and endorsements for verification.
- (7) **Acceptability of Insurers:** Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the County.
- (8) **Claims Made Policies:** If any of the required policies provide claims-made coverage:
- a. The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work.
  - b. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
  - c. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.
- (9) **Verification of Coverage:** Contractor shall furnish the County with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause and a copy of the Declarations and Endorsements Pages of the CGL and any Excess policies listing all policy endorsements. All certificates and endorsements and copies of the Declarations & Endorsements pages are to be received and approved by the County before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The County reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time. County reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.
- (10) **Special Risks or Circumstances:** County reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

## 9. STATUS OF CONTRACTOR

All acts of Contractor, its agents, officers, and employees, relating to the performance of this Agreement, shall be performed as an independent contractor, and not as an agent, officer, or employee of County. Contractor, by virtue of this Agreement, has no authority to bind or incur any obligation on behalf of, or exercise any right or power vested in, County, except as expressly provided by law or set forth in Attachment A. No agent, officer, or employee of County is to be considered an employee of Contractor. It is understood by both

Contractor and County that this Agreement shall not, under any circumstances, be construed to create an employer-employee relationship or a joint venture. As an independent contractor:

A. Contractor shall determine the method, details, and means of performing the work and services to be provided by Contractor under this Agreement.

B. Contractor shall be responsible to County only for the requirements and results specified in this Agreement, and except as expressly provided in this Agreement, shall not be subjected to County's control with respect to the physical action or activities of Contractor in fulfillment of this Agreement.

C. Contractor, its agents, officers and employees are, and at all times during the term of this Agreement shall represent and conduct themselves as, independent contractors, and not employees of County.

## **10. DEFENSE AND INDEMNIFICATION**

Contractor shall defend with counsel acceptable to County, indemnify, and hold harmless County, its agents, officers, and employees from and against all claims, damages, losses, judgments, liabilities, expenses, and other costs, including litigation costs and attorney's fees, arising out of, resulting from or in connection with, the performance of this Agreement by Contractor, or Contractor's agents, officers, or employees. Contractor's obligation to defend, indemnify, and hold County, its agents, officers, and employees harmless applies to any actual or alleged personal injury, death, damage or destruction to tangible or intangible property, including the loss of use. Contractor's obligation under this Paragraph extends to any claim, damage, loss, liability, expense, or other costs that are caused in whole or in part by any act or omission of Contractor, its agents, employees, supplier, or anyone directly or indirectly employed by any of them, or anyone for whose acts or omissions any of them may be liable.

Contractor's obligation to defend, indemnify, and hold County, its agents, officers, and employees harmless under the provisions of this Paragraph is not limited to, or restricted by, any requirement in this Agreement for Contractor to procure and maintain a policy of insurance and shall survive any termination or expiration of this Agreement.

## **11. RECORDS AND AUDIT**

A. Records. Contractor shall prepare and maintain all records required by the various provisions of this Agreement, federal, state, county, municipal, ordinances, regulations, and directions. Contractor shall maintain these records for a minimum of four (4) years from the termination or completion of this Agreement. Contractor may fulfill its obligation to maintain records as required by this Paragraph by substitute photographs, micrographs, or other authentic reproduction of such records.

B. Inspections and Audits. Any authorized representative of County shall have access to any books, documents, papers, records, including, but not limited to, financial records of Contractor, that County determines to be pertinent to this Agreement, for the purposes of making audit, evaluation, examination, excerpts, and transcripts during the period such records are to be maintained by Contractor. Further, County has the right, at all reasonable times, to audit, inspect, or otherwise evaluate the work performed or being performed under this Agreement.

## **12. NONDISCRIMINATION**

During the performance of this Agreement, Contractor, its agents, officers, and employees shall not unlawfully discriminate in violation of any federal, state, or local law, against any employee, or applicant for employment, or person receiving services under this Agreement, because of race, religious creed, color, ancestry, national origin, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation.

Contractor and its agents, officers, and employees shall comply with the provisions of the Fair Employment and Housing Act (Government Code section 12900, et seq.), and the applicable regulations promulgated thereunder in the California Code of Regulations. Contractor shall also abide by the Federal Civil Rights Act of 1964 (P.L. 88-352) and all amendments thereto, and all administrative rules and regulations issued pursuant to said Act.

### **13. TERMINATION**

This Agreement may be terminated by County without cause, and at will, for any reason by giving to Contractor thirty (30) calendar days written notice of such intent to terminate. Contractor may terminate this Agreement without cause, and at will, for any reason whatsoever by giving to County thirty (30) calendar days written notice of such intent to terminate.

Notwithstanding the foregoing, if this Agreement is subject to General Conditions (set forth as an Exhibit hereto), then termination shall be in accordance with the General Conditions and this Paragraph shall not apply.

### **14. ASSIGNMENT**

This is an agreement for the personal services of Contractor. County has relied upon the skills, knowledge, experience, and training of Contractor as an inducement to enter into this Agreement. Contractor shall not assign or subcontract this Agreement, or any part of it, without the express written consent of County. Further, Contractor shall not assign any moneys due or to become due under this Agreement without the prior written consent of County.

### **15. DEFAULT**

If Contractor abandons the work, fails to proceed with the work or services requested by County in a timely manner, or fails in any way as required to conduct the work and services as required by County, then County may declare Contractor in default and terminate this Agreement upon five (5) days written notice to Contractor. Upon such termination by default, County will pay to Contractor all amounts owing to Contractor for services and work satisfactorily performed to the date of termination.

### **16. WAIVER OF DEFAULT**

Waiver of any default by either party to this Agreement shall not be deemed to be a waiver of any subsequent default. Waiver or breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach, and shall not be construed to be a modification of the terms of this Agreement unless this Agreement is modified as provided in Paragraph 22.

### **17. CONFIDENTIALITY**

Contractor agrees to comply with various provisions of the federal, state, and county laws, regulations, and ordinances providing that information and records kept, maintained, or accessible by Contractor in the course of providing services and work under this Agreement, shall be privileged, restricted, or confidential. Contractor agrees to keep confidential, all such privileged, restricted or confidential information and records obtained in the course of providing the work and services under this Agreement. Disclosure of such information or records shall be made by Contractor only with the express written consent of County.

## **18. CONFLICTS**

Contractor agrees that he/she has no interest, and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of the work and services under this Agreement. Contractor agrees to complete and file a conflict-of-interest statement.

## **19. POST-AGREEMENT COVENANT**

Contractor agrees not to use any confidential, protected, or privileged information that is gained from County in the course of providing services and work under this Agreement, for any personal benefit, gain, or enhancement. Further, Contractor agrees for a period of two (2) years after the termination of this Agreement, not to seek or accept any employment with any entity, association, corporation, or person who, during the term of this Agreement, has had an adverse or conflicting interest with County, or who has been an adverse party in litigation with County, and concerning such, Contractor by virtue of this Agreement has gained access to County's confidential, privileged, protected, or proprietary information.

## **20. SEVERABILITY**

If any portion of this Agreement or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction, or if it is found in contravention of any federal, state, or county statute, ordinance, or regulation, then the remaining provisions of this Agreement, or the application thereof, shall not be invalidated thereby, and shall remain in full force and effect to the extent that the provisions of this Agreement are severable.

## **21. FUNDING LIMITATION**

The ability of County to enter into this Agreement is based upon available funding from various sources. In the event that such funding fails, is reduced, or is modified, from one or more sources, County has the option to terminate, reduce, or modify this Agreement, or any of its terms within ten (10) days of notifying Contractor of the termination, reduction, or modification of available funding. Any reduction or modification of this Agreement effective pursuant to this provision must comply with the requirements of Paragraph 22.

## **22. AMENDMENT**

This Agreement may be modified, amended, changed, added to, or subtracted from, by the mutual consent of the parties hereto, if such amendment or change order is in written form, and executed with the same formalities as this Agreement or in accordance with delegated authority therefor, and attached to the original Agreement to maintain continuity.

## **23. NOTICE**

Any notice, communication, amendments, additions or deletions to this Agreement, including change of address of any party during the term of this Agreement, which Contractor or County shall be required, or may desire to make, shall be in writing and may be personally served, or sent by prepaid first-class mail or email (if included below) to the respective parties as follows:

County of Mono:  
Janet Dutcher, DPA, MPA, CGFM, CPA  
P.O. Box 556  
Bridgeport, CA 93517  
jdutcher@mono.ca.gov

760-932-5494

Contractor:

Michael J. Mucha, Government Finance Officers Association  
203 North LaSalle Street, Suite 2700  
Chicago, IL 60601-1210  
mmucha@gfoa.org  
312-977-9700

**24. COUNTERPARTS**

This Agreement may be executed in two (2) or more counterparts (including by electronic transmission), each of which shall constitute an original, and all of which taken together shall constitute one and the same instrument. For purposes of this Agreement, a photocopy, facsimile, .pdf, or electronically scanned signatures, including but not limited to Docusign or similar service, shall be deemed as valid and as enforceable as an original.

**25. ENTIRE AGREEMENT**

This Agreement contains the entire agreement of the parties, and no representations, inducements, promises, or agreements otherwise between the parties not embodied herein or incorporated herein by reference, shall be of any force or effect. Further, no term or provision hereof may be changed, waived, discharged, or terminated, unless executed in writing by the parties hereto.

**IN WITNESS THEREOF, THE PARTIES HERETO HAVE SET THEIR HANDS AND SEALS, EFFECTIVE AS OF THE DATE LAST SET FORTH BELOW, OR THE COMMENCEMENT DATE PROVIDED IN PARAGRAPH 2 OF THIS AGREEMENT, WHICHEVER IS EARLIER.**

**COUNTY OF MONO:**

**CONTRACTOR:**

By: Sandra Moberly  
Name: Sandra Moberly  
Title: County Administrative Officer  
Date: Jun 20, 2024

By: Michael J. Mucha  
Michael J. Mucha (Jun 24, 2024 13:36 CDT)  
Name: Michael J. Mucha  
Title: Deputy Executive Director  
Date: Jun 24, 2024

APPROVED AS TO FORM:

[Signature]  
County Counsel

APPROVED BY RISK MANAGEMENT:

[Signature]  
Risk Manager

**ATTACHMENT A**

**AGREEMENT BETWEEN THE COUNTY OF MONO  
AND GOVERNMENT FINANCE OFFICERS ASSOCIATION  
FOR THE PROVISION OF INTERNAL BUSINESS PROCESS REVIEW AND PROJECT  
MANAGEMENT CONSULTING SERVICES**

**TERM:**

**FROM: JULY 1, 2024 TO: JUNE 30, 2029**

**SCOPE OF WORK:**

The scope of work shall be the services as described in the Scope at pages 4 - 23 of the Internal Business Process Review and Project Management Consulting Services in Support of Replacing the County's Enterprise Resource Planning (ERP) System, submitted in response to the County's Request for Proposals due April 15 and attached hereto as Exhibit 1 and incorporated herein by this reference.

**ATTACHMENT B**

**AGREEMENT BETWEEN THE COUNTY OF MONO  
AND GOVERNMENT FINANCE OFFICERS ASSOCIATION FOR  
THE PROVISION OF INTERNAL BUSINESS PROCESS REVIEW AND PROJECT  
MANAGEMENT CONSULTING SERVICES**

**TERM:**

**FROM: JULY 1, 2024 TO: JUNE 30, 2029**

**SCHEDULE OF FEES:**

The schedule of fees is set out in the Cost Proposal at pages 32-33 of the Internal Business Process Review and Project Management Consulting Services in Support of Replacing the County's Enterprise Resource Planning (ERP) System, submitted in response to the County's Request for Proposals due April 15 and attached hereto as Exhibit 1 and incorporated herein by this reference.

GFOA's proposal is based on rates of \$275 per hour. GFOA will honor a rate of \$275 per hour for all future work on this project, including any potential services provided through the end of the County's ERP implementation project. However, GFOA feels that it is in the County's best interest to contract for a fixed price amount based on completion of milestones. GFOA's proposal is based on a fixed (not-to-exceed) amount for completion of milestones. GFOA does not increase costs or require change orders if the project ends up being more complex than initially estimated, runs into delays, or requires additional hours.

See Attachment B1, incorporated herein by this reference (optional).

# 6-18-24 Item #7e. - Standard\_Agreement\_Temp late\_v06.11.24\_GFOA\_ERP\_Consultant (1)

Final Audit Report

2024-06-24

Created:	2024-06-20
By:	Danielle Espinosa (despinosa@mono.ca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAIoLKDCKq6bHP2Oz01LL9KI3xFFqGu61

## "6-18-24 Item #7e. - Standard\_Agreement\_Template\_v06.11.24\_ GFOA\_ERP\_Consultant (1)" History

-  Document created by Danielle Espinosa (despinosa@mono.ca.gov)  
2024-06-20 - 7:37:46 PM GMT- IP address: 162.252.90.161
-  Document emailed to Sandra Moberly (smoberly@mono.ca.gov) for signature  
2024-06-20 - 7:39:16 PM GMT
-  Email viewed by Sandra Moberly (smoberly@mono.ca.gov)  
2024-06-20 - 8:07:02 PM GMT- IP address: 104.28.85.116
-  Document e-signed by Sandra Moberly (smoberly@mono.ca.gov)  
Signature Date: 2024-06-20 - 11:48:30 PM GMT - Time Source: server- IP address: 162.252.88.209
-  Document emailed to Christopher Beck (cbeck@mono.ca.gov) for signature  
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-  Document e-signed by Christopher Beck (cbeck@mono.ca.gov)  
Signature Date: 2024-06-21 - 2:32:37 PM GMT - Time Source: server- IP address: 162.252.88.209
-  Document emailed to Jacob Sloane (jsloane@mono.ca.gov) for signature  
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-  Email viewed by Jacob Sloane (jsloane@mono.ca.gov)  
2024-06-24 - 3:20:22 PM GMT- IP address: 162.252.88.212
-  Document e-signed by Jacob Sloane (jsloane@mono.ca.gov)  
Signature Date: 2024-06-24 - 4:12:13 PM GMT - Time Source: server- IP address: 162.252.88.212



 Document emailed to mmucha@gfoa.org for signature

2024-06-24 - 4:12:15 PM GMT

 Email viewed by mmucha@gfoa.org

2024-06-24 - 6:35:26 PM GMT- IP address: 50.201.237.218

 Signer mmucha@gfoa.org entered name at signing as Michael J. Mucha

2024-06-24 - 6:36:37 PM GMT- IP address: 50.201.237.218

 Document e-signed by Michael J. Mucha (mmucha@gfoa.org)

Signature Date: 2024-06-24 - 6:36:39 PM GMT - Time Source: server- IP address: 50.201.237.218

 Agreement completed.

2024-06-24 - 6:36:39 PM GMT





# Government Finance Officers Association

Research and Consulting Center

Proposal for:



**City of Ocala, FL**

**Enterprise Resource Planning (ERP) Advisory Services  
November 25, 2025**



**Government Finance Officers Association**

203 North LaSalle Street, Suite 2700  
Chicago, IL 60601-1210  
312.977.9700 fax: 312.977.4806

November 25, 2025

City of Ocala  
Attn: Christopher Ramos  
110 SE Watula Avenue  
Ocala, FL 34471

Email: [cramos@ocalafl.gov](mailto:cramos@ocalafl.gov)

Dear Christopher,

The Government Finance Officers Association (GFOA) is pleased to present this proposal to the City of Ocala (“the City”) to provide enterprise resource planning (ERP) advisory services for potential replacement of the City’s existing Tyler Technologies administrative system(s). This proposal fulfills the scope identified in the request for proposals (RFP) for Mono County, California (due April 15, 2024) and is consistent with all material terms of GFOA’s resulting contract with Mono County dated June 24, 2024. GFOA pricing matches both the hourly rate provided Mono County and the total not-to-exceed limit for comparable services.

We understand the great opportunity that an ERP system replacement project provides and focus on using that chance to make lasting improvements to policies, business processes, and outcomes for the organization. We also understand that ERP projects are about more than software and that change with process, policy, organizational roles can be difficult. We will serve as the City’s strategic guide throughout the process to ensure goals are met and the City is able to realize long-term stability and a strong foundation from which it can grow and evolve to meet the needs of both internal customers and those throughout the community.

Over 600 governments, including many in Florida, have found value in our experience, expertise, and detailed approach to ERP projects. As a service provided to members, GFOA can offer independent, objective, and best practice focused consulting services consistent with our mission to improve government management.

If there are any questions or you would like to discuss the proposal, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael J. Mucha', is written over a light blue horizontal line.

Michael J. Mucha  
Deputy Executive Director / Director, Research and Consulting Center  
Government Finance Officers Association  
Phone: 312-578-2282  
Email: [mmucha@gfoa.org](mailto:mmucha@gfoa.org)

Washington, DC Office

660 N. Capital Street, NW ● Washington, DC 20001 ● 202.393.8020 fax: 202.393.0780

[www.gfoa.org](http://www.gfoa.org)



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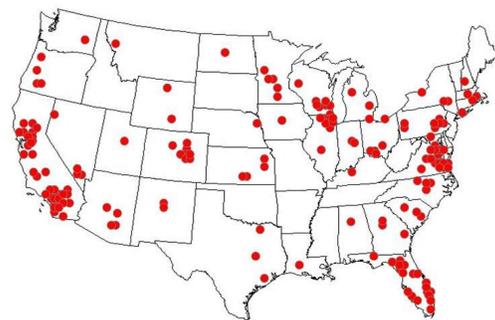
## Section I – GFOA Qualifications

The Government Finance Officers Association (GFOA) is the premier association for public sector finance professionals in the United States and Canada. Founded in 1906, GFOA currently has over 29,500 members that look to GFOA as the gold standard for identifying, developing, and communicating leading practices in government management. As a non-profit organization, GFOA’s mission is to promote excellence in state and local government financial management. GFOA accomplishes this mission by identifying and developing policies and practices and promoting them through education, training, consulting and leadership.



GFOA’s Research and Consulting Center (RCC) is nationally recognized for its comprehensive analytical and advisory services, as well as for research on issues specific to state and local governments’ financial, human resource, procurement, payroll and operational management. Since beginning operations in 1977, the RCC has assisted hundreds of cities, counties, public utilities; and other forms of government to create best practice solutions to meet their unique challenges.

Approximately 20 years ago, GFOA began consulting for enterprise resource planning (ERP) system assessments, procurement, contract negotiation, and implementation advisory services. GFOA has built a reputation as the unparalleled leader in the field of providing objective, independent advice for ERP procurement and implementation projects. Our approach to ERP projects focuses on business process improvement, effective governance, and building organizational readiness throughout each stage of the procurement process and we have used this approach successfully for ERP projects with a broad scope including finance, budget, procurement, human resources, payroll, time entry, asset management, utility billing, permitting and other related administrative systems. In addition to our consulting projects, we frequently teach our approach as part of GFOA’s training program and in some cases even other consulting firms have used GFOA templates and past consulting deliverables to leverage our lessons learned and market leading formats.



GFOA is not affiliated with any software vendor or firm aligned with any software vendor and does not implement ERP software. Our focus is exclusively on providing honest and unbiased recommendations to our clients and leveraging our experience to help all public-sector organizations with informed ERP guidance. The ERP market has



undergone significant change in recent years and governments are increasingly more reliant on technology to implement financial management best practices. In addition, because of the growth in “cloud” and the importance of these systems on the overall administration of local government, these technologies continue to evolve. With our consulting experience and continued research, GFOA has been able to improve its approach and generate additional value for our clients through reduced costs, reduced risk, and best practice recommendations to improve not only technology, but also business process, and ultimately outcomes.

**Florida Experience**

In addition to bringing best practice examples from across the United States, GFOA is also very familiar with the State of Florida. Over the past 20 years, GFOA has worked with over 25 local governments within the State of Florida. Below are some of our clients that included a similar scope to this project. Those in **bold** are active GFOA projects.

**Cities:**

- City of Cape Coral
- City of Deerfield Beach
- Islamorada, Village of Islands
- City of Fort Myers
- City of Lady Lake
- Town of Lake Worth Beach**
- City of Orange City
- City of Palm Bay
- Town of Palm Beach**
- City of Palm Coast
- City of Port Orange
- City of Plant City
- City of Riviera Beach
- City of Sarasota
- City of St. Cloud**
- City of St. Petersburg
- City of Tampa
- City of Weston

**Counties:**

- Martin County**
- Hernando County
- Indian River County
- Pinellas County**
- Polk County

**Special Districts / Other**

- Emerald Coast Utility Agency
- Osceola County School Board
- Pasco County School Board
- Volusia County Schools
- Miami-Dade Expressway Authority
- Orlando-Orange Expressway Authority
- Orange County Public Schools
- Orange County Sherrif’s Office**

*\* Current Projects*

**Other Products and Services**

GFOA also provides many services to members and other government managers in addition to consulting services. Our consulting services complement and leverage much of our research knowledge and membership network to deliver current, relevant, and proven strategies. The same consultants who regularly advise clients also research and



write white papers and journal articles, author and edit publications, conduct training, coordinate GFOA's annual conference, and staff best practice committees.

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- **Industry Standard Publications:** GFOA staff prepare the industry's leading publication to guide governmental accountants on all standards and financial reporting guidance. *Governmental Accounting, Auditing, and Financial Reporting* (The "Blue Book") is published by GFOA and GFOA consultants and clients have ready access to GFOA's technical experts throughout the project for any complex accounting or financial reporting questions as we work through business process change, chart of account configuration, or system set up challenges.

- **Government Finance Review:** GFOA consultants also regularly contribute articles and serve as reviewers for GFOA's bi-monthly publication, The Government Finance Review, along with other leading journals, books, and white papers. Each issue had articles written about GFOA's experience with ERP projects. Articles for each issue are available at [www.gfoa.org/gfr](http://www.gfoa.org/gfr).



- **Rethinking Budgeting Initiative:** Local governments have long relied on incremental, line-item budgeting where last year's budget becomes next year's budget with changes around the margin. Though this form of budgeting has its advantages and can be useful under circumstances of stability, it also has important disadvantages. The primary disadvantage is that it causes local governments to be slow to adapt to changing conditions. The premise of the Rethinking Budgeting initiative is that the public finance profession has an opportunity to update local government budgeting practices to take advantage of new ways of thinking, new technologies, and to better meet the changing needs of communities. GFOA has been working to challenge the status quo of common budgeting practices, identify where governments have ability to take a new approach, and document innovative approaches that can be used to assist with planning, budgeting, and implementation of new programs. Research for this initiative has also provide tools to assist with accounting, procurement, position control, and other areas of financial management.



- **Best Practice Committees:** GFOA has seven standing committees made up of leading finance professionals from governments throughout the United States and Canada that meet regularly to develop best practices to promote and guide sound financial and overall government management.
- **Annual Conference and Training:** GFOA's Annual Conference attracts approximately 5,000-7,000 government finance professionals and provides a forum to discuss innovative practices, learn best practice examples, network with peers, and interact with exhibitors. GFOA also provides ongoing training seminars throughout the country to assist members with continued professional development. GFOA consultants are regular trainers at these seminars including seminars on ERP procurement, project management, and best practices in ERP implementation.



## Section II – GFOA Approach

The scope of work proposed for the City of Ocala meets all conditions of the RFP released by Mono County for “Internal Business Process Review and Project Management Consulting Services in Support of Replacing the County’s ERP System due on April 15, 2024. The scope of work included:

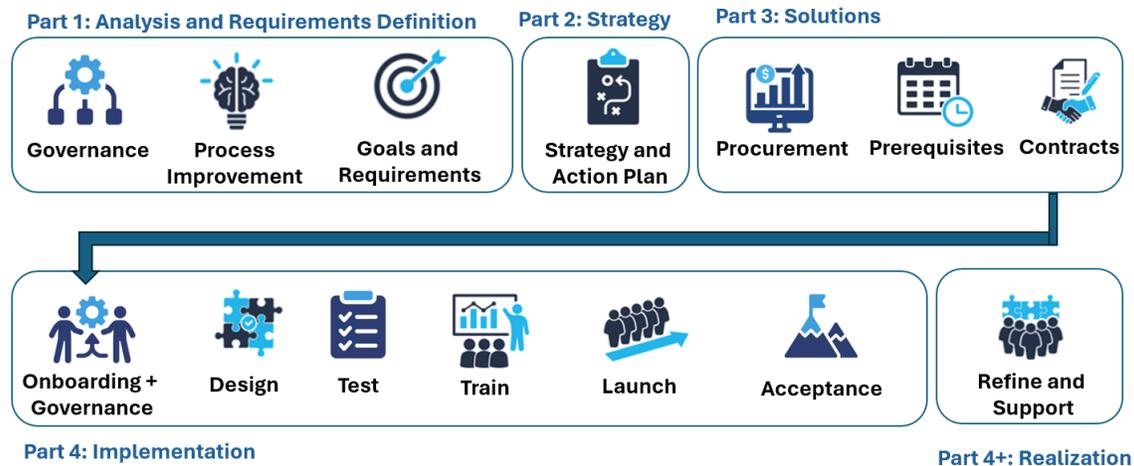
- A. Develop and document existing (as is) and proposed (to be) functional data requirements, including business process workflow, for all County departments utilizing the new ERP software. This analysis should include any third-party applications recommended for integration into the new ERP system.
- B. Prepare a Request for Proposal (RFP) that the County will issue for new ERP software and implementation services that allow for a thorough comparison of all qualified vendors.
- C. Lead the County through the ERP software selection process, including coordinating software demonstrations and on-site visits. This includes assisting the County with identifying potential risks, issues, and budget impacts to ensure it makes a quality selection decision that achieves its ERP requirements.
- D. Participate in contract negotiations with the selected ERP software vendor to ensure a performance-based contract that includes milestones and associated target dates for accomplishment.
- E. Act as the County's project manager, guiding the County through implementing the selected ERP software package and assisting with identifying and assessing process change necessary for a successful ERP software installation.

GFOA proposed our standard project approach that is continually refined based on past project experience and ongoing research. Where services have been enhanced or where the scope of the project proposed to the City of Ocala differs from the Mono County RFP or GFOA’s agreement with Mono County, we have provided explanation.

ERP system implementations offer much promise for improving business processes, empowering employees with tools to become more effective, and ultimately transforming the entire organization. With improvements in technology and market trends favoring “cloud technologies,” this shift not only includes business process, but also risk management, organizational roles, and governance. However, implementation of these systems is a complex effort and many organizations struggle to realize many of the promised benefits. GFOA understands that the City had recently implemented a Tyler Munis ERP system and uses related systems from other vendors including UKG. We also understand that the City is not completely satisfied with these investments and looking to evaluate options and take advantage of improvement opportunities. GFOA’s role with this project will be to assess all current administrative systems related to finance, procurement, human resources, payroll, and time entry to develop a high-level



strategy for future system use and alignment with best practices. The scope of GFOA’s assessment will consider a broad enough perspective so GFOA to properly advise the organization on both short term and long-term options and needs to connect systems to improve business process efficiency.



GFOA’s scope and services for this proposal are organized into major phases (Part 1-4). Within each phase we have identified major tasks and each task includes deliverables and milestone payments that are defined below. GFOA views every project as a partnership with our client and we aim to work together as a team to address project risks, issues, recommendations and build a strategic path forward along with organizational momentum for the ERP implementation. We also understand that the specific plan depends on future analysis and strategic decisions by the City that will occur during the project. As part of the project, GFOA will revise the plan and approach as needed based on needs of the project and goals of the City.

**Phase 1 – Analysis and Requirements Definition**

- Task 1: Governance and Project Management
- Task 2: Process Improvement
- Task 3: Goals and Requirements

**Phase 2 – Strategy**

- Task 4: Strategy and Action Plan
- Task 5: RFP Development

**Phase 3 – Solutions**

- Task 6: Procurement
  - Evaluation Plan
  - System and Vendor Selection
- Task 7: Prerequisites for Implementation
- Task 8: Contract Negotiations

**Phase 4 – Implementation Project Management Services**

- Task 9: Implementation Advisory Services



**Phase 4+ - Sustained Change**

Task 10: Post Project Assessments

*NOTE: The overall scope of work proposed for the City of Ocala matches the scope of work for Mono County, but GFOA has made slight adjustments to our approach to emphasize the importance of certain readiness tasks. GFOA’s proposal for the City of Ocala represents the latest improvement made to our approach and includes:*

- *Separate Task 3 to identify goals and requirements (previously was part of Task 5)*
- *New Task 7 to provide more services to help complete prerequisite activities to prepare for implementation.*

*GFOA has also included optional services for implementation advisory services (Task 9 and 10) to comply with requirements from the Mono County RFP.*

**Task 1: Governance and Project Management**

Working together, GFOA and the City project manager will prepare the following tools that will be essential to project coordination. In preparing all project planning and management plans, we will work to work this project into the structure that already exists within the organization.

- **Governance Support** – GFOA recognizes that the success of any change project depends on the ability to adapt to the changes that technology brings to both business process and organizational culture. We also understand that any enterprise system is not owned or controlled by one department in the



organization. We are proposing to assist the City with the development of a governance structure for the project to establish clear roles, identify responsibilities, and communicate how key stakeholders will work together to manage the project. The project governance structure will also establish clear roles for executive support, managing change, decision making, and escalation of any potential issues. If the City already has a governance structure in place, GFOA will document the existing governance structure and make recommendations based on GFOA’s past experience.

GFOA’s recommended governance structure includes a steering committee, project team, and other staff necessary for business process improvement or project readiness functions. The governance structure will contain considerations for potential scope options that the City is considering. We have also found that governance of a future ERP system needs to be enterprise-wide



and will work to develop a collaborative model that works for all stakeholders. Our Financial Foundations Framework identifies five (5) key pillars of effective and sustainable (change) management. Each pillar includes different leadership strategies and/or institutional design principles that we have found translate exceptionally well to ERP governance. For more information, please visit <http://gfoa.org/financial-foundations>.

- **Staffing Plans** - GFOA will help the City identify a project team and prepare individuals to work through business process change as part of this project and the eventual ERP implementation. GFOA’s approach is focused on developing cross-department teams organized by business function. Ideally, these teams will start meeting prior to the implementation to complete essential readiness tasks related to process improvement, policy modernization, and implementation preparation.
- **Project Plan** – GFOA will prepare a project plan that lists tasks and milestones. We then track the project in a collaboration tool (Microsoft Teams or similar). GFOA also will prepare project dashboards, issue lists, and communication tools that will be used throughout the project.
- **Project Management** – GFOA will participate in regular project management meetings and provide a regular (monthly or more frequently as desired) status report for the project. We expect our project manager to serve as a coach, guide, and advisor throughout the project. They will maintain regular communication to address issues, point out risks, provide lessons learned, and ultimately work to help the project be a success. Ongoing costs and effort for all project management activities are built into GFOA’s milestones and deliverables. As part of our ongoing project management services, we will help prepare any communications, attend council meetings, or help delivery key messages stakeholders.
- **Project Management Coaching** – GFOA offers coaching services to project management staff. Often, ERP project managers step into a new role – taking on additional responsibilities and a position of authority within the organization. For some new or inexperienced project managers, this can be quite intimidating. For experienced project managers, this project may represent new challenges related to communications, conflict resolution, diverse teams, or change management. GFOA has established an executive coaching program that brings together a cohort of project managers from across GFOA’s ERP projects. The program is optional, but provides resources and support that past clients have found useful. Meetings occur monthly (or as necessary) and include both live and on-demand training services.

**Task 1: Project Planning and Management**

<b>Duration</b>	<ul style="list-style-type: none"> <li>• 1 Month + Ongoing Throughout Project</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• As Necessary</li> </ul>

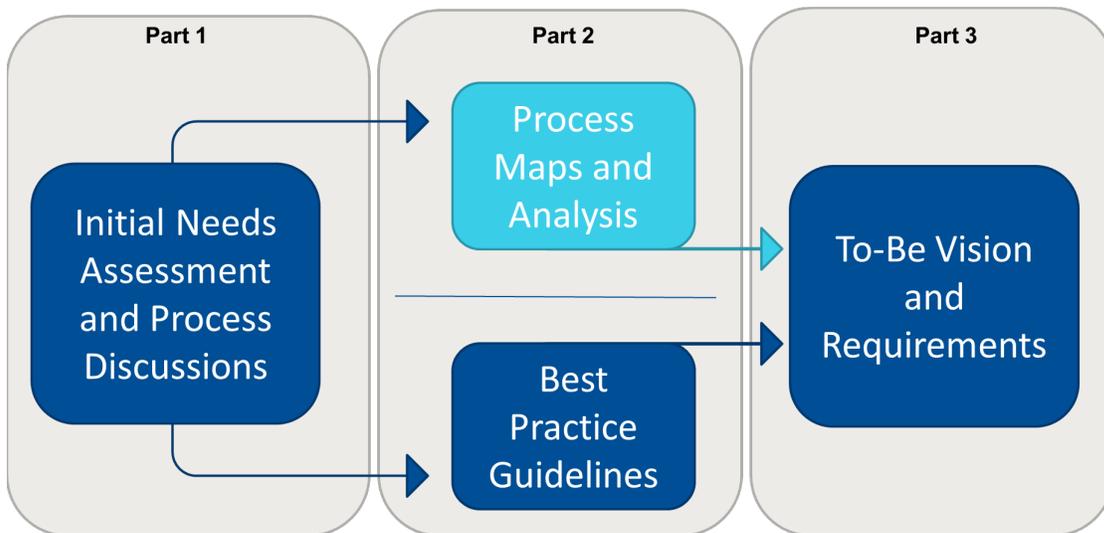


**Deliverables**

- Project Governance / Project Charter
- Project Plan
- Staffing Readiness
- Status Report Template
- Set Up of Project Collaboration Site
- Additional Update As Required

**Task 2: Process Improvement**

GFOA will take a lead role in identifying potential business process changes along with preparing a strategic vision for each functional area in scope. While we will look at opportunities for system improvements, we also want to consider business process and policies – as the most impactful changes occur when system and process/policy change occur together.



GFOA will meet with stakeholders and gather information on how the current systems are being used and how it supports business processes. GFOA will also use any information from prior consulting engagements, the city’s own data collection, or the initial system implementation. Through a series of business process workshops, GFOA consultants will work collaboratively to begin ERP readiness and change management efforts. This process will include both opportunities for how modern systems work within local government, and also changes to business process or policy – as the most impactful changes occur when system and process/policy change occur together. Processes discussed are listed in the table below.

Process List	
Process	Task / Topics
Accounting	<ul style="list-style-type: none"> <li>• Chart of Accounts</li> <li>• General Ledger Transactions</li> <li>• Activity Costing*</li> </ul>



Process List	
	<ul style="list-style-type: none"> <li>• Internal Service Charges*</li> <li>• Grant / Project Tracking</li> <li>• Closing*</li> <li>• Financial Reporting</li> </ul>
Budget	<ul style="list-style-type: none"> <li>• Operating Budget</li> <li>• Capital Improvement Planning (CIP)</li> <li>• Capital Budget</li> <li>• Budget Adjustments / Amendments</li> <li>• Long-Term Financial Planning*</li> <li>• Public Reporting *</li> </ul>
Procure – Pay	<ul style="list-style-type: none"> <li>• Supplier Management</li> <li>• Purchase Requisitions / Purchase Orders</li> <li>• Contract Management</li> <li>• RFP / Bid Process</li> <li>• Change Order</li> <li>• Receiving</li> <li>• Accounts Payable</li> <li>• Invoice Processing</li> <li>• 1099*</li> <li>• Refunds*</li> </ul>
Inventory *	<ul style="list-style-type: none"> <li>• Warehouse Management*</li> <li>• Inventory Requisition*</li> <li>• Physical Counting*</li> <li>• Replenishment*</li> </ul>
Customer Billing	<ul style="list-style-type: none"> <li>• Customer File</li> <li>• Billing</li> <li>• Payment Processing               <ul style="list-style-type: none"> <li>○ Online</li> <li>○ Cashiering Station*</li> </ul> </li> <li>• Accounts Receivable               <ul style="list-style-type: none"> <li>○ Aging*</li> <li>○ Collections*</li> </ul> </li> <li>• Write-off*</li> </ul>
Treasury	<ul style="list-style-type: none"> <li>• Receipts</li> <li>• Disbursements</li> <li>• Interest Allocation</li> <li>• Bank Reconciliation</li> <li>• Investments*</li> <li>• Debt Management*</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>• Asset Acquisition</li> <li>• Asset Lifecycle               <ul style="list-style-type: none"> <li>○ Service Request</li> <li>○ Work Order</li> <li>○ Inventory</li> </ul> </li> <li>• Depreciation</li> <li>• Transfer / Disposal / Retirement</li> <li>• Preventative Maintenance</li> <li>• Repair/Replace</li> </ul>
Human Resources – Core	<ul style="list-style-type: none"> <li>• Job Class Maintenance*</li> </ul>



Process List	
	<ul style="list-style-type: none"> <li>• Position Maintenance</li> <li>• Recruitment/Hiring</li> <li>• Pre-Employment Requirements (Conditional Offer)</li> <li>• Onboarding</li> <li>• Employee File</li> <li>• Offboarding/Separation</li> </ul>
Human Resources – Enhanced	<ul style="list-style-type: none"> <li>• Personnel Evaluations</li> <li>• Certification and Training</li> <li>• Performance Improvement Planning/Tracking*</li> <li>• Disciplinary Actions/Grievance*</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>• Plan Administration/Maintenance</li> <li>• Open Enrollment</li> <li>• Ongoing Enrollment</li> <li>• Post Employment*</li> </ul>
Time Entry – Payroll	<ul style="list-style-type: none"> <li>• Time Entry               <ul style="list-style-type: none"> <li>○ Regular</li> <li>○ Special (Projects, FEMA, Special Events, etc.)</li> </ul> </li> <li>• Time Approval</li> <li>• Salary Maintenance</li> <li>• Payroll Calculations</li> <li>• Payroll Processing</li> <li>• Payroll Tax Processing</li> <li>• Regular Leave</li> <li>• Long-Term Leave</li> </ul>

*Note: The process areas identified with an \* were not included in the Mono County contract, but were listed in the original City of Ocala proposal. GFOA has identified an optional price for the expanded set of processes.*

For the first part, GFOA will facilitate initial business process discussions to better understand the current situation and begin discussing expectations and goals for a future system. For most processes, GFOA will create a process map to illustrate what is currently done. We still expect that a major benefit from sessions facilitated by GFOA consultants is that stakeholders will share a common understanding of the current process and can explore together the current challenges, weaknesses, and areas for improvement. By discussing changes in the open, it is also a critical change management strategy to help the organization begin the transition to a new process.

In part 2, GFOA provides recommendations for change, facilitates a discussion around best practice options, and seeks to educate the City on options available with modern systems and improved process and/or policy. After discussion of options, GFOA will facilitate part 3, which includes documentation of any major project goals, process expectations, and detailed functional requirements.

**Task 2: Process Improvement**



<b>Duration</b>	<ul style="list-style-type: none"> <li>• 2-3 Months</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• 50 %</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Process and System Analysis</li> <li>• To-Be Process Documentation</li> <li>• Functional Requirements</li> </ul>

### **Task 3: Goals and Requirements**

GFOA focuses functional requirements development on business process and will prepare requirements in the form of testable use cases that will have value throughout the project. At each step in the business process we will determine both the system requirements and implementation requirements and document those using a Microsoft Excel template that is aligned to our process maps that will be included in the eventual RFP. Requirements development focuses on functional requirements that define “what” needs to be completed (such as tasks, outputs, interfaces, calculations, processing, etc.) and not on “how” the system or the organization handles tasks currently. This allows for future improvement and full utilization of the system tools and built in processes to make the City more efficient.

<b>Task 3: Goals and Requirements</b>	
<b>Duration</b>	<ul style="list-style-type: none"> <li>• 1 Month</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• 50 %</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Functional Requirements</li> </ul>

### **Task 4: Action Plan and Strategy Development**

GFOA will prepare both a needs assessment report and overall action plan that documents both the internal tasks necessary to ensure organizational readiness for recommended strategies. GFOA will discuss the needs assessment report with City staff to ensure key questions will be answered including:

- Should the City replace its existing ERP system?
- What is the most appropriate scope for the project?
- What is the overall business case for system change?
- What challenges can the City expect?
- What is the estimate budget for the project?
- What can the City do to mitigate risk and better prepare for the project?

Readiness tasks generally identify business process and policy improvement steps that can be initiated prior to the software implementation and help prepare the organization for success. The plan will also include any steps necessary to move forward with the City’s procurement strategy including considerations for scope, RFP guidelines, or market strategy. GFOA’s project plan will take into account past lesson’s learned on



projects and identify several milestones or benchmarks for the organization to measure its readiness progress against. GFOA’s readiness plan will cover overall issues related to:

- Project scope
- Change management
- Policy Change
- Governance
- Project management
- Staff planning
- Budgeting for the project
- Project communications
- Project prerequisites

Task 4: Action Plan	
<b>Duration:</b>	<ul style="list-style-type: none"> <li>• 1 Month</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• Approximately 50% Onsite</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Needs Assessment</li> <li>• Action Plan</li> </ul>

**Task 5: Develop Request for Proposal (RFP)**

In this phase, GFOA will develop a detailed Request for Proposals (RFP) document for the City (or multiple RFPs depending on the procurement strategy). The GFOA RFP format is designed to remove disparity between proposals and to provide as close to an apples-to-apples comparison as possible. In addition, GFOA develops all RFP’s with the end goal in mind – a successful contract that mitigates risk and leads to a successful project. One essential component of the RFP is to establish the scope for implementation and set clear acceptance standards that can be used to hold ERP firms accountable for project outcomes.

GFOA has a template RFP that was specifically designed for ERP procurements and follows current best practices for public procurement. We have continually updated as required by changes in the ERP market and strive to reduce bias, provide proper focus on ERP risk areas, and facilitate effective decision making and contract negotiations. GFOA is also working to develop standardized functional requirements that serve as a baseline for a successful ERP implementation and provides accountability for major areas within a core system. We plan to work collaboratively with the City’s procurement team to include any terms and conditions from the City’s standard documents, decide on the procurement process, and ensure compliance with any other the City requirements.

When complete, the RFP document will incorporate information developed with many of the other deliverables from this project including:



- 1) Guidelines / expectations for the procurement
- 2) Key Objectives / Goals / Critical Success Factors for the Project
- 3) Detailed project scope including future business process vision
- 4) Process expectations and functional requirements
- 5) Interface definitions
- 6) Data conversion expectations
- 7) Detailed vendor response templates
- 8) Procurement terms and conditions

GFOA’s preferred RFP strategy is to solicit proposals for both ERP software and ERP implementation services at the same time. We believe this provides for not only a higher quality response, but also a faster timeline. The initial RFP will identify a clear scope, project objectives, and expectations for the project. Vendor responses can then be evaluated against relevant criteria and vendors can be held accountable to promised results.

Task 5: RFP Development	
<b>Duration:</b>	<ul style="list-style-type: none"> <li>• 1 Month</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• Approximately 50% Onsite</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• RFP Document</li> </ul>

**Task 6-A: Identify Evaluation Criteria**

GFOA’s system selection and procurement methodology relies on principles of fairness, attention to detail, and competition, yet remains flexible enough to adapt to local procurement laws or other unique situations. Our approach considers how best to use the procurement process to facilitate a statement of work and contract that holds the vendor accountable, ensures a quality implementation, and makes expectations clear. In addition, the approach is continually enhanced by feedback from the hundreds of public sector clients that we work with, our own staff experience, and the vendor community. Recently, GFOA has been working to incorporate our research on decision architecture and behavioral science into our approach for ERP RFP evaluations. GFOA will work with staff from the City to develop an evaluation strategy and work to define clear evaluation criteria. Once established, GFOA will prepare a guide for evaluators and conduct training alongside procurement staff from the City.

Task 5: Identify Evaluation Criteria	
<b>Duration:</b>	<ul style="list-style-type: none"> <li>• 1 Month</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• Minimal Onsite</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Evaluation Guidebook</li> </ul>



## **Task 6-B: Selection of Vendor**

Through defined steps, vendors will be evaluated and scored according to pre-defined criteria with the top vendors moving on to compete at the next step. Each step is an opportunity to negotiate terms, address risks, and provide methods for holding stakeholders accountable. Overall, our approach is focused on identifying and mitigating risks throughout the procurement process. GFOA's RFP template provides the opportunity to focus the evaluation on key risk factors in the implementation and separates actual proposal from marketing buzzwords. GFOA's standard evaluation process includes the steps described below.

### ***Step 1: Proposal Assessment***

Upon receiving the written proposals from vendors, the City's project team will begin an assessment and analysis of all proposals. GFOA will assist with this assessment by reviewing proposals and providing high level comments on potential risks, issues, and any significant weaknesses/gaps and/or strengths. GFOA recommends that the City incorporate an anonymous review for initial sections that can be evaluated without knowledge of the vendor name. This provides an opportunity to consider the merits of each proposal free from preconceived bias of evaluators.

GFOA has also learned over the years that it can be difficult to evaluate a best fit vendor or the proposal that provides the best value for the City by only looking at a written response. Vendors are quite good at marketing in proposals and proposals may not actually reflect what it's like to work with a firm. GFOA's approach tries to mitigate this misleading presentation by providing multiple opportunities to meet the actual consultants who will be working on the project and supporting the relationship. GFOA will also structure the analysis to try and remove instances of evaluator bias or marketing misrepresentations from the vendors.

After conducting an initial review of anonymous portion of proposals, the City will invite potentially viable solutions for a short virtual presentation (60 minutes). GFOA expects that the number of vendors elevate be based on the number of proposals the City receives, but potentially could include 8-10 vendors. By providing each a short time to present their proposal, the City will be able to evaluate what the differentiating features of each vendor's proposal actually are. It also will give the City a chance to meet representatives for each firm.

After presentations are complete, GFOA and the City's project team will complete the full proposal analysis, which now will include vendor names. GFOA can also leverage our extensive experience to compare each proposal to industry standards. All key findings will be documented in a brief proposal assessment report that identifies GFOA's findings. This report will also identify additional information that will be needed from vendors going forward.



GFOA expects that after reviewing proposals, the City elevates a limited number of vendors for onsite demos/interviews.

**Step 2: Software Demos and Team Interviews**

GFOA staff will develop detailed demo scripts for each vendor. Demo scripts are based heavily on the requirements and business process decisions built in early tasks. Also, GFOA’s approach to software demos provides a focus on implementation activities. GFOA believes that it is critical for vendors to explain HOW the software will be implemented along with the features of the software. The greatest system in the world will not be useful if it is not configured and implemented correctly to meet the needs of the organization.

Our approach to software demos and interviews differentiates GFOA and demonstrates our dedication to continually evolve our approach to a changing ERP market. As software features become more mature, it is less important for governments to evaluate “if” it will work. However, since most of the risk comes from implementation, we work through a series of business process case studies, sample “workshops,” and implementation resource interviews to make sure you can effectively evaluate the knowledge and skills of the proposed implementation team.

GFOA will also facilitate a combination of remote and in-person demos and interviews with each vendor. In this role, GFOA would ensure compliance with the demo scripts, take notes, and point out differentiators. GFOA expects that after this first round of software demos and interviews, the City elevate two vendors.

**Step 3: Discovery**

Discovery acts as another opportunity for the City to clarify unresolved issues before it makes its final elevation. Prior to Discovery, GFOA will develop a Request for Clarification (RFC) letter for each vendor that was elevated. Then, during Discovery, each remaining vendor is invited back on-site for one more day of presentation. During this presentation, any remaining issues with software functionality, implementation approach, data conversion, or scope are clarified and vendors are asked to make any necessary revisions to their proposal. The main focus of this session is to plan the implementation so that the City and vendor can later develop a detailed statement of work. GFOA will facilitate the Discovery session for two proposal teams. Additionally, by clarifying outstanding issues at Discovery, development of the statement of work becomes easier. At the conclusion of Discovery, the City will enter contract negotiations with one vendor.

Task 6: Selection of a Vendor	
<b>Duration:</b>	<ul style="list-style-type: none"> <li>• 3-4 Months</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• 25-50% Onsite</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Proposal Analysis</li> <li>• Initial Interview Facilitation</li> </ul>



- Demo Scripts and Facilitation
- RFC/Discovery

**Task 7: Project Prerequisites**

ERP projects are made much more difficult by organizations that wait until the software implementation to begin working on tasks that can be completed prior the project start. GFOA has identified several common project prerequisites and will assist the City by facilitating and/or leading City teams to complete tasks. GFOA will determine specific project prerequisites for the City depending on project goals and the specific scope included in the City project, but expects that tasks listed below many be included.

Potential Prerequisites	
Process	Readiness Tasks
Accounting	<ul style="list-style-type: none"> <li>• Chart of Accounts</li> </ul>
Budget	<ul style="list-style-type: none"> <li>• Budget Policies</li> <li>• CIP Policies</li> </ul>
Procure – Pay	<ul style="list-style-type: none"> <li>• Procurement Policies</li> <li>• Process Improvements</li> <li>• Data Conversion</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>• Data Conversions</li> <li>• Asset Management Policies</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Position Control Structure</li> </ul>
Payroll	<ul style="list-style-type: none"> <li>• Pay Calculations</li> <li>• Leave</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• Integrations</li> <li>• Data Conversions</li> <li>• Workflow</li> <li>• Reporting</li> </ul>

Task 7: Project Prerequisites	
<b>Duration:</b>	<ul style="list-style-type: none"> <li>• 1-2 Months</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

**Task 8: Contract Negotiations**

GFOA will be involved with the negotiation of any applicable software license contract, software maintenance agreement, hosting / SaaS agreement or implementation services agreement (or multiple contracts if the City selects multiple vendors) In addition, GFOA will lead the development of the statement of work using GFOA’s statement of work template. Often ERP vendors will start development of their



statement of work from a template that is focused on limiting scope, suggesting change orders, and confusing responsibility or accountability for project outcomes. GFOA’s statement of work template follows the RFP and expectations for all proposals and will serve as a critical document throughout implementation that outlines responsibility for the implementation. GFOA will ensure that the City’s statement of work is defined to a fine level of detail to prevent any unnecessary issues or misunderstandings during implementation.

Also, for cloud contracts, it is essential that the City identify and negotiate appropriate service level agreements and other contractual provisions that establish performance standards and identify role responsibility. GFOA will take the lead in establishing this documentation.

<b>Task 8: Contract Negotiations</b>	
<b>Duration:</b>	<ul style="list-style-type: none"> <li>• 1-2 Months</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• Offsite</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Software Agreement</li> <li>• Services Agreement</li> <li>• Statement of Work</li> <li>• Service Level Agreements</li> <li>• Third Party Agreements</li> </ul>

**Task 9: Implementation Advisory Services**

GFOA can provide a project oversight role throughout the City’s project and work with the City and the City’s selected ERP vendor to achieve the City’s project goals. A project oversight role with GFOA will enable the City to leverage the presence that GFOA has in the public sector technology industry, and will allow the City to benefit from ERP implementation experience and research along with access to our nationwide membership network. GFOA will also continue our role as lead in contract negotiations for any contract amendments and project support to review milestones and invoices.

GFOA has past experience with project oversight on a variety of projects. We are familiar with the implementation approach proposed by most vendors and can use lessons learned to help avoid some of the challenges that previous clients have faced. We expect to provide these lessons learned as well as proactive management of issues to mitigate any risks to the City’s project.

***GFOA can also provide implementation advisory services to assist with implementation of the City of Ocala action plan in the event the City decides not to***



***implement a new ERP system and works to optimize and improve the existing Tyler Technologies system.***

<b>Task 9: Implementation</b>	
<b>Frequency</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>• As Necessary</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Monthly Status Reports</li> <li>• Deliverable Review Reports</li> <li>• Business Process Recommendations</li> <li>• Other Reports As Necessary</li> </ul>

The following services are planned to be in scope for this project. GFOA’s role can take the form of a project manager, although certain tasks (example administrative tasks) are best provided by someone internal to the City. GFOA will take direction from the City on the specific tasks and assignments and will report monthly on hours used. These tasks have been identified based on feedback from City staff. All services are proposed as an hourly fee where GFOA will invoice for hours worked.

If desired, and where appropriate, GFOA would be willing to provide additional fixed fee proposals for “mini-tasks” or “work orders” throughout the project that identify key milestones instead of an hourly rate. With these mini-tasks or work orders, the City project manager and GFOA project manager would agree to the appropriate scope and price for desired work.

***Deliverable Review***

As part of the City’s statement of work with its selected vendor, GFOA will negotiate terms that require the vendor provide several key deliverables/work products. GFOA will work with the City to help set expectations for the vendor, review templates, monitor progress for deliverable completion, and provide a detailed review of the critical deliverables once complete. GFOA will provide a report to the City outlining any issues (either with compliance against the contract or consistency with best practices). To properly review the deliverables, GFOA expects that it have sufficient levels of participation during the development of the deliverables that may include participation in site visits, conference calls, or other information gathering activities. As part of that participation, GFOA will be available to provide further guidance, best practice information, or other lessons learned.

***Note: It is the City’s responsibility to accept all deliverables and milestones. GFOA cannot accept or reject items on behalf of the City.***

***Business Process Design***

GFOA assumes that the City will be moving forward with business process changes and best practice recommendations from GFOA’s process mapping sessions. During the



implementation project, GFOA will participate in the business process design sessions with the ERP vendor when on-site to ensure that the City will deploy best business practices aligned with earlier recommendations rather than “re-creating the old system.” Additionally, as part of the design process, GFOA can provide research into best business practices and communicate both advantages and disadvantages of specific design decisions based on our implementation experience and/or lessons learned from our member network. When GFOA is not able to participate in on-site meetings, we can provide a thorough review of any meeting notes, design documents, or other system or process documentation to review for best practices, process inefficiencies, or other potential issues.

### ***Participation in Project Meetings***

GFOA’s team will participate in project management meetings and steering committee meetings to provide updates to key stakeholders and help resolve any outstanding issues. If GFOA is not scheduled to be on-site, GFOA will be available to participate remotely (if required).

### ***Periodic Project Reviews***

GFOA will conduct project reviews at set milestones in the project. Each review will be completed by GFOA’s Director of Research and Consulting or GFOA’s Consulting Practice Manager (or a similar senior level representative from GFOA as approved by the City). For the review, GFOA representatives will be on-site and will conduct interviews with project stakeholders and key members of the project governance structure (including vendor staff). GFOA will also review project deliverables, project progress, status reports, and other relevant information. These Periodic Project Reviews will provide a regular and independent assessment of project progress and project health.

The review may include any relevant issue with the project, but is likely to cover project goals, ongoing risks, contract compliance, best practice implementation, business process review, project communications, project decision making, project management, change management, and training strategies, and testing plans.

After the review is complete, GFOA will provide a brief project review report summarizing issues. It is also expected that GFOA would be available to participate in a meeting (either on-site or by phone) to discuss project issues and findings in the project review report.

### ***Overall Project Oversight***

Essentially, GFOA’s role is to provide an “early warning mechanism,” to the City at key points in the implementation process by tracking the progress of activities within the project plan and identifying risk areas.

Development of a thorough implementation plan is an important component to the development of an effective project structure. Furthermore, throughout an ERP system



implementation, plans must be revised and appropriate controls must be present as part of effective project management to minimize deviations from the timeline and/or budget. GFOA will work with the City's vendor and the City project/program managers to monitor project status, resolve project scope and approach issues, and provide input on improving the logic of the overall plan if necessary. We will also work to keep the vendor on-track with the overall objectives of the organization as established in the contract agreements.

Primary activities for overall oversight will include contract monitoring, ongoing change management, support for the City's steering committee, managing the issues log, or other project tasks as may be necessary.

*GFOA will provide a monthly status report throughout the duration of the project. The City and GFOA will agree on a format and due date for the status report.*

Additional tasks as part of overall project oversight could include:

### ***Contract Monitoring***

GFOA has in-depth detailed knowledge of the contract and statement of work and will continue to track project progress against acceptance criteria and payment milestones. This is a critical task in ERP implementations. Based on GFOA's experience, ERP vendors often find it convenient to ignore key contract requirements. GFOA will monitor deliverable activity and if necessary can also review project invoices for contract compliance.

In addition, while we believe our procurement approach significantly reduces the chance that contractual issues will arise during implementation, the City must still be prepared. Because of our detailed knowledge of the statement of work, and our contract negotiation experience and expertise, we are often able to resolve issues or negotiate the scope of necessary change orders saving the City both time and money. As part of these services, GFOA will assist as issues are identified. The process used to resolve issues might involve phone calls, site visits, document review, and/or other activities.

### ***Ongoing Change Management***

GFOA will provide support to the overall organizational change management function of the project. GFOA's role in providing overall oversight to the project will enable GFOA to gain an important perspective on project risks, pace of change, and sources of resistance. GFOA will then work with the City staff to develop change management strategies to help overcome project issues. In addition, GFOA feels strongly that change management must focus on a proactive element of good governance, communications, and support for a positive collaborative culture within the project. GFOA will provide assistance and ongoing recommendations in making sure that project leaders are working



to facilitate effective change management tactics throughout the project through their ongoing leadership

### ***Support for the City's Steering Committee and Project Manager***

In addition to participating in the City's Steering Committee meetings, GFOA can provide ongoing support and coaching for the Steering Committee and Project Manager. Throughout the project, GFOA may assist with strategy, project communications, budgeting, establishing an ongoing support structure, and any other overall IT governance tasks.

### ***Management of Issues Log***

Throughout the project, GFOA will work with the City and vendor to identify risks, project issues, and other concerns and proactively log, track, and resolve those issues. GFOA expects that the vendor will maintain an "issues log" and GFOA can assist both the City's project manager and steering committee in actively managing this log.

Additionally, at specific points in the project where City staff may be better utilized on other tasks (like training, testing, go-live support, etc.), GFOA can take over managing the issues log and ensuring there is a sense of urgency to the vendor completing tasks.

### ***Other Tasks***

GFOA is often asked to provide other types of services to clients during implementation. Some of these services have included serving as a subject matter expert, providing additional change management assistance, developing training materials, conducting research, and/or facilitating additional training sessions. If these services are requested, GFOA will work with the City's project manager to develop an appropriate scope within the assumptions of this proposal.

## **Task 10: Sustained Change / Post Project Assessments**

Approximately three to six (3-6) months, or as determined to be an appropriate timeframe after completion of the ERP project (or project phase), GFOA can return to provide a follow up assessment on implementation progress and provide an objective status update on project goals or change progress. GFOA would conduct meetings with stakeholders responsible for implementation and for customer departments most impacted by the implementation to gauge process or evaluate overall success with implementation.

It is expected that GFOA action plan will contain goals/objectives with performance measures to evaluate completion of milestones. GFOA will look at these measures, gather stakeholder input, and if necessary conduct a "mini-assessment" to provide



further recommendations that would enhance or help implementation overcome any present challenges. In the past, GFOA has also used a similar process to review ongoing governance structure, discuss next steps for future improvements, document lessons learned, or provide case study documentation for the project that can be shared.

<b>Task 9: Post Project Reviews</b>	
<b><i>Frequency</i></b>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
<b><i>On-Site Presence</i></b>	<ul style="list-style-type: none"><li>• As Necessary</li></ul>
<b><i>Deliverables</i></b>	<ul style="list-style-type: none"><li>• Post Project Review</li></ul>



## Project Schedule

Below is GFOA’s proposed schedule. Assuming a start in January 2026, GFOA would be prepared to release a potential RFP in summer of 2026 and plan for ERP implementation start in late 2026 or early 2027.

Proposed Schedule	Project Start = January 2026															
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
Task 1: Project Management	■															
Task 2: Process Improvement		■	■	■												
Task 3: Goals and Requirements				■	■											
Task 4: Action Plan					■	■										
Task 5: RFP Development						■	■									
Task 6-A: Evaluation Strategy						■	■									
Task 6-B: Vendor Selection							■	■	■	■						
Task 7: Project Prerequisites					■	■	■	■	■	■	■	■				
Task 8: Contract Negotiations											■	■				
Task 9: Implementation										Q	1		2	0	2	7
Task 10: Post Project Review																

As part of the schedule, GFOA expects to complete working using a mix of remote and on-site meetings. Site visits would include conducting meetings, interviewing staff, conducting other data gathering, or facilitating discussions/workshops on the future plan.



## Section III – Pricing

GFOA’s pricing model is to identify a fixed fee for each deliverable. All travel and expenses are included in the fixed fee cost. GFOA will invoice for deliverables completed each month at the end of the month. Below is a standard list of deliverables for the project.

Task/Deliverable	Milestone	Mono County Contract	Price for Ocala
<b>1</b>	<b>Project Planning</b>		
1-A	Project Management Documents	\$8,000	\$8,000
<b>2</b>	<b>Process Improvement</b>		
2-A	Process Analysis	\$25,000	\$25,000
2-B	Future State Documentation	\$20,000	\$20,000
<b>OPTION – 2-C</b>	Expanded Process List (2-A and 2-B)	Not Included	\$10,000
<b>3</b>	<b>Goals and Requirements</b>		
3	Requirements	\$10,000	\$10,000
<b>4</b>	<b>Action Plan</b>		
4-A	Needs Assessment Report	\$25,000	\$25,000
4-B	Action Plan	\$5,000	\$5,000
<b>5</b>	<b>Develop RFP</b>		
5	RFP	\$10,000	\$10,000
<b>6</b>	<b>Evaluation Strategy</b>		
6	Evaluation Guidebook	\$7,500	\$7,500
<b>6</b>	<b>Evaluation and Selection of Vendor</b>		
6-A	Proposal Assessment	\$25,000	\$25,000
6-B	Demo Scripts and Facilitation	\$15,000	\$15,000
6-C	Request for Clarification / Discovery	\$10,000	\$10,000
<b>7</b>	<b>Prerequisites</b>		
7	Chart of Accounts	\$20,000	\$20,000
7	Hourly at \$275/hour	Not Included	\$30,000
<b>8</b>	<b>Contract Negotiations</b>		
8	Contract Negotiations	\$12,500	\$12,500
<b>TOTAL NOT-TO-EXCEED PRICE for PHASE 1, 2 and 3</b>		<b>\$193,000</b>	<b>\$233,000</b>
<b>9</b>	<b>Implementation Advisory Services (IAS)*</b>		
9-TE	IAS Services (\$275/hour (estimate 600 hours)	\$165,000	\$165,000
<b>10</b>	<b>Post Project Reviews*</b>		
10-TE	Project Reviews (\$275/hour (estimate 100 hours)	\$27,500	\$27,500
<b>NOT-TO-EXCEED PRICE for PHASE 4</b>		<b>\$385,500</b>	<b>\$415,500</b>
<b>TOTAL PRICE</b>			



## Section IV – Alternative Pricing

In the event that the City selects to not move forward with the procurement of a new ERP system, GFOA will modify pricing to facilitate implementation of GFOA’s action plan focused on business process improvements, policy change, or optimized use of the existing Tyler Technologies ERP system. Below presents an alternative price schedule without procurement of a new system.

Task/Deliverable	Milestone	Mono County Contract	Price for Ocala
<b>1</b>	<b>Project Planning</b>		
1-A	Project Management Documents	\$8,000	\$8,000
<b>2</b>	<b>Process Improvement</b>		
2-A	Process Analysis	\$25,000	\$25,000
2-B	Future State Documentation	\$20,000	\$20,000
<b>3</b>	<b>Goals and Requirements</b>		
3	Requirements	\$10,000	\$10,000
<b>4</b>	<b>Action Plan</b>		
4-A	Needs Assessment Report	\$25,000	\$25,000
4-B	Action Plan	\$5,000	\$5,000
<b>TOTAL NOT-TO-EXCEED PRICE for PHASE 1, 2 and 3</b>		<b>\$93,000</b>	<b>\$93,000</b>
<b>9</b>	<b>Implementation Advisory Services (IAS)*</b>		
9-TE	IAS Services (\$275/hour (estimate 600 hours)	\$165,000	\$165,000
<b>10</b>	<b>Post Project Reviews*</b>		
10-TE	Project Reviews (\$275/hour (estimate 100 hours)	\$27,500	\$27,500
<b>NOT-TO-EXCEED PRICE for PHASE 4</b>		<b>285,500</b>	<b>\$285,500</b>
<b>TOTAL PRICE</b>			

**Notes:**

- GFOA’s proposal is based on rates of \$275 per hour. GFOA will honor a rate of \$275 per hour for all future work on this project, including any potential services provided through the end of the City’s ERP implementation project.
- If any milestones are not met or the City elects to remove services for a task/deliverable, GFOA will not invoice for the applicable milestone. The City is not required to use all services.



- *Note: GFOA's milestone pricing includes travel costs.*

## **Section V – Contract Requirements**

GFOA's proposal is based on contract terms included in GFOA agreement with Mono County. GFOA expects update to terms for any required changes due to State of Florida or City of Ocala contract requirements.