



# Finance/Personnel Committee

## Regular Meeting

335 South Broadway  
De Pere, WI 54115  
[www.deperewi.gov](http://www.deperewi.gov)

## Agenda

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**Tuesday, May 12, 2026**

**7:30 PM**

**Council Chambers and Virtual**

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Pursuant to Wisconsin Statute 19.84, Notice is hereby given to the public that a meeting of the **Finance/Personnel Committee** of the City of De Pere will be held on **May 12, 2026 at 7:30 PM** in the **COUNCIL CHAMBERS, 2ND FLOOR CITY HALL, 335 S. BROADWAY STREET. DE PERE.**

**Electronic Meeting Access:**

<https://www.gotomeet.me/DePere>

**Telephonic Meeting Access:**

1 (866) 899 4679 -or- 1 (312) 757-3117  
Access Code: 154-883-285

1. CALL TO ORDER
  - A. Roll Call
  - B. Election of the Vice Chair of the Finance/Personnel Committee.
2. PUBLIC COMMENTS

Comments made during the public comment period shall pertain only to matters under the jurisdiction of the Finance/Personnel Committee. §6-3(f) DPMC
3. NEW BUSINESS
  - A. Approval of the Minutes of the April 14, 2026 Regular Meeting of the Finance/Personnel Committee.
  - B. For consideration and possible action on 2026 Non-Benefit Eligible Employees Wage Scale.\*
  - C. For consideration and possible action on revisions to the criteria and structure of the Community Service Grant Program.\*
  - D. For consideration and possible action to select and award a contract to BerryDunn for Enterprise Resource Planning (ERP) Consulting Services.\*
  - E. Cash and Investments Report for March 31, 2026.
  - F. For consideration and possible action to retain Stafford Rosenbaum LLP as outside counsel to provide representation before the Public Service Commission for the extension of utilities to

the southeast area of De Pere.\*

*The Committee may convene in closed session pursuant to Section 19.85(1) (g), Wis. Stats., for the purpose of conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved. The Committee will thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to take action on items discussed in closed session, if appropriate, and to consider the remainder of the agenda.*

4. FUTURE AGENDA ITEMS
5. ADJOURNMENT

Any person wishing to attend this meeting who, because of disability, requires special accommodations should contact the Legal Department at 920-339-4042 by noon on the previous day so that arrangements can be made.

**The Public or Members of the Finance/Personnel Committee, which may count toward an official quorum, may attend the meeting either in person in the Council Chambers or telephonically or electronically via video conferencing or other appropriate technological means.**

*This meeting may also be rebroadcast on TV throughout the week and available on demand at <https://deperewi.portal.civicclerk.com/>.*



**City of De Pere, Wisconsin**

**1.B**

**Request for Finance/Personnel  
Committee Action**

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**Meeting Date:** May 12, 2026

**Department:** Administration

**From:** Amy Darnick, Administrative Assistant

**Subject:** Election of the Vice Chair of the Finance/Personnel Committee.

**Recommendation:** Section 6-4(c) of the De Pere Municipal Code requires the Committee to annually elect a vice chair.

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**Attachments:**  
None



**City of De Pere, Wisconsin**

3.A

**Request for Finance/Personnel  
Committee Action**

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**Meeting Date:** May 12, 2026  
**Department:** Administration  
**From:** Amy Darnick, Administrative Assistant  
**Subject:** Approval of the Minutes of the April 14, 2026 Regular Meeting of the Finance/Personnel Committee.  
**Recommendation:** Motion to approve.

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Minutes

**Attachments:**  
April 14, 2026 Minutes



# Finance/Personnel Committee

Regular Meeting

335 South Broadway  
De Pere, WI 54115  
[www.deperewi.gov](http://www.deperewi.gov)

## Minutes

Tuesday, April 14, 2026

7:30 PM

### 1. CALL TO ORDER

#### A. Roll Call

Also present: City Manager Kim Flom, City Attorney Eric Erdman, Economic Development Planner Quasan Shaw, Communications & Marketing Manager Andrew Pantzloff, Development Services Director Dan Lindstrom, Health Department Director/Officer Chrystal Woller, Finance Director Pam Manley, Administrative Assistant Amy Darnick, numerous development contractors, and Information Technology Director Steve Massey is remote,

#### B. Approval of the Minutes of the March 10, 2026 Regular Meeting of the Finance/Personnel Committee.

|                  |   |
|------------------|---|
| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Amy Kundinger   |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

### 2. PUBLIC COMMENTS

Comments made during the public comment period shall pertain only to matters under the jurisdiction of the Finance/Personnel Committee. §6-3(f) DPMC

None

### 3. NEW BUSINESS

#### A. For Consideration and Possible Action on a lab services agreement with Quest Diagnostics.\*

Present to talk about this item is Health Director/Officer Chrystal Woller. We needed a new agreement because of the acquisition. This is an agreement that we utilize to do communicable disease control if there is a positive tuberculosis case.

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| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Pamela Gantz  |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

#### B. For Consideration and Possible Action on Increasing Municipal Court Citation Costs.\*

Assistant City Attorney Eric Erdman was present to talk about this agenda item.

It was recently signed into law for a Municipal court to be able to collect an increased fee for each municipal court citation. The old fee was \$38 and the current allowed new rate is \$48. Under a prior resolution, the Council established \$38 as the applicable court cost. We are moving to adopt the higher maximum allowed citation fee. It may take a little bit to get into the Police Department system once it gets approved.

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|------------------|---|
| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | Devin Perock  |
| <b>SECONDER:</b> | Amy Kundinger   |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

- C. For Consideration and Possible Action to approve the selection of Govstack for Website Provider Services with the funding of \$15,204 coming from unassigned reserves.\*

Communications & Marketing Manager Andy Pantzlaff was present to speak on this item.

Information Technology Director Steve Massey is also present remotely to answer any questions. We were informed at the beginning of the year that we needed to switch website providers because our current provider is sunsetting at the end of 2026. We've had this provider for around 10 years. There is an increasing load to manage, but to make this intuitive for the organization would be a big benefit. We believe that govstack would help with this best.

We looked at numerous different vendors and met with each one to see what they can provide. We were very thorough and did demos with each vendor. Govstack has the most robust features for the cost, which includes accessibility for community members with disabilities.

This vendor falls in the middle of the price range, the best value and best long-term solution.

We have to migrate all of our information. It will be a big undertaking and our entire web interface will be different.

The use for unassigned reserves would be for the initial set up. There is a larger upfront fee this year. Annual fees will be rolled into our budget process going forward.

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| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Amy Kundinger   |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kundinger, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

- D. For Consideration and Possible Action to approve the Chase Paymentech Merchant application and agreement.\*

Finance Director Pam Manley was present to speak on this item.

This is for the Perkofski boat launch machine to replace this. We have been trying to find the right replacement. We are going through this merchant service company because it is the one that works with the machine. Hoping to get it installed before the end of the year.

Mayor Boyd asked why it is only Perkofski boat launch and not the others. Manley said that is the one

they are having the most issues with currently.

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|------------------|---|
| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Pamela Gantz  |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kunding, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

- E. For Consideration and Possible Action on Sale and Development Agreement Terms with Ehlinger Properties LLC for a 5.9-acre portion of Parcel WD-L492-B-5 (American BLVD) for business relocation and expansion.\*

Economic Development Planner Quasan Shaw was present to speak on this item.

We have 2 agenda items that will go together. It is a larger parcel.

In May 2025, we approved a 30-month planning option for Ehlinger Properties, which included the northern part of this parcel.

Over the past year, Quality Insulators finalized their concept plan. They've reached back out to us and said they are looking to start their building process. Another developer was looking at the same site. We sat down with both, looked at the adjoining parcel, and they did a parcel swap.

Quality Insulators will now take the southern part, while Lighthouse productions will take the northern part.

64,000 square feet. 4.9 million building value. 71,340 guaranteed annual tax payment. Site assembly grant & project cost reimbursement grant.

Final assessment by January 1, 2028.

Staff is recommending approval of the proposed terms on the drafted agreement.

John Ehlinger & Steve Larson from Ehlinger Properties. They are currently at around 75 employees, hoping to get around 100 over the next couple of years. 2 companies that have been around for over 40 years. Quality Insulators does mechanical insulation, not residential. The other company is ARI Environmental, which removes asbestos, lead and mold abatement and light demolition.

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| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Amy Kunding   |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kunding, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

- F. For Consideration and Possible Action on Sale and Development Agreement Terms with Lighthouse Production for development of 4.1 acre portion of Parcel WD-L492-B-5 on American BLVD in the West Business Park.\*

Economic Development Planner Quasan Shaw and Development Services Director Dan Lindstrom are present to speak on this agenda item as well. This one is related with 3E.

This is working with Keller as well as Lighthouse Productions to find them a new location. They have an existing location that they outgrew and would need a new place.

Looked around our business park and landed on this site.

40,000 square foot facility with possible expansion space. Looking for a larger office facility. 4.1 acre parcel. \$53,000 guaranteed annual tax payment. Site assembly grant and project cost reimbursement

grant. The potential new building value is 3.4 million dollars. The goal is to fix the berm before they break ground. We are recommending approval of 13% of the value. Final assessment by January 1, 2028. Recommend approval, amend the blvd for 2 way traffic.

Lighthouse Productions had people present. The business was started in De Pere, a classic small company, and now have expanded. 5th venue in Brown Co. They have 30 full-time employees and bring on an additional 15 seasonal. They will continue to expand.

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| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Pamela Gantz  |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kunding, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

- G. For Consideration and possible action on a development term with Fore Development and Commercial Horizons, Inc. and/or Entity TBD for the development of approximately 4.4 acres of WD-L281-1 and WD-D0037, generally located off Lawrence Drive and Southbridge Road, for the construction of an 82-unit multifamily development.\*

Development Services Director Dan Lindstrom is present to speak on this item. This is a multi-family project. The building itself is the revenue generation. 2 pieces of property that were acquired by commercial horizons. They are looking at doing a multi-fazed development, with the possibility of commercial development. The discussions right now are just the first steps. Concept plan coming off of Lawrence Drive. 2 access drives would be required. A sizable growth on the West side for multi-family market. 4.4 acre parcel. They are requesting a funding gap coverage project cost reimbursement of 1.6 million. PAYGO of 1.1 million. Timeline for final assessed value of January 1, 2030.

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| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | Casey Nelson  |
| <b>SECONDER:</b> | Pamela Gantz  |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kunding, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

- H. For Consideration and Possible Action on the Bridge Connector Tax Increment District (TID) Funding Analysis 2026 Update.

Development Services Director Dan Linstrom was present to speak on this agenda item.

5 segments on the Bridge connector. We are able to completely fund the first 3 segments via various TIDs. 1.9 million dollar funding gap on segment 4 and 3.7 million dollars on segment 5. That would require general fund borrowing to 5.7 million dollars. It helps when we have powerhouse businesses and helping with growth to not have to borrow so much, or any at all within that segment. We recommend that we revise Brown County's agreements. The agreements are that Brown County and the Municipality split 50/50 on cost. We recommend that the City funds all of GV15, GV16, and Brown Co would fund GV18, and an additional 4% of GV17. That would drop our bonding coverage to 1.8 million in borrowing. Ammend TID 12 to include an additional parcel to be able to stretch the boundary to get more gap coverage. Recommendations to approach Brown Co. for modifications to our agreement.

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|------------------|---|
| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Amy Kunding   |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kunding, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

I. Cash and Investments Report for February 28th, 2026.

|                  |   |
|------------------|---|
| <b>RESULT:</b>   | <b>Passed</b>   |
| <b>MOVER:</b>    | James Boyd  |
| <b>SECONDER:</b> | Pamela Gantz  |
| <b>AYES:</b>     | James Boyd, Pamela Gantz, Amy Kunding, Casey Nelson, Devin Perock |
| <b>NAYS:</b>     | None  |

4. FUTURE AGENDA ITEMS

None

5. ADJOURNMENT

Mayor Boyd made a motion to adjourn. It was seconded by Alderperson Perock. Adjourned at 8:30 pm.

Respectfully submitted,  
Amy Darnick



**City of De Pere, Wisconsin**

**3.B**

**Request for Finance/Personnel  
Committee Action**

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**Meeting Date:** May 12, 2026

**Department:** Human Resources

**From:** Tracy Hood, Human Resources Generalist

**Subject:** For consideration and possible action on 2026 Non-Benefit Eligible Employees Wage Scale.\*

**Recommendation:** Motion to approve.

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**Attachments:**

Finance-Personnel Committee Memo - 5.2026, 2026 Seasonal Part-time-Non-Benefit Eligible- Employee Wage Schedule-DRAFT 5.2026

# CITY OF DE PERE MEMO



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To: Finance/Personnel Committee  
From: Tracy Hood, Human Resources Generalist  
Date: May 12, 2026

RE: Consideration and Possible Action on 2026 Non-Benefit Eligible Employees Wage Scale\*

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We recommend adding a Flag Football Site Supervisor position to the Non-Benefit Eligible Employees Wage Scale. The position would provide oversight for officials (who are primarily high school students), ensure coverage when staff are absent due to illness – reducing the risk of solo officiated games – and alleviate weekend scheduling demands for full-time staff.

Because the responsibilities align closely with the existing Basketball Supervisor role, we recommend placing the position at Level 6 on the wage scale.

The anticipated additional staff cost is \$46 for the season and has been budgeted for.

Attached please find the 2026 pay recommendations for the Seasonal/Part Time (Non-Benefit Eligible) Employee Wage Scale with Flag Football Supervisor added.

Please feel free to contact me at 339-4045 if you have questions prior to the meeting.

Thank you.

## 2026 Seasonal/Part Time (Non-Benefit Eligible) Employee Wage Scale

Effective: **May 20, 2026**

Updated **05/20/2026**

| Position   | Step 1<br>(Starting Wage) | Step 2  | Step 3  | Step 4  | Employment Period  |
|--|---------------------------|---------|---------|---------|--|
| <b>Level 1</b><br>- Event Server^^<br>- Assistant Instructor   | \$14.00                   | \$15.00 | \$15.50 | \$16.00 | Summer<br>Year Round   |
| <b>Level 2</b><br>- Pool Facility Attendant<br>- Election Inspector  | \$15.00                   | \$16.00 | \$16.50 | \$17.00 | Summer<br>As needed  |
| <b>Level 3</b><br>- Playground Leader<br>- Community Center Facility Attendant<br>- Community Service Officer<br>- Environmental Health Intern   | \$16.00                   | \$17.00 | \$17.50 | \$18.00 | Summer<br>Year Round<br>Year Round<br>Summer   |
| <b>Level 4</b><br>- Camp Counselors<br>- Kidz Zone<br>- Community Center Maintenance<br>- Fitness Instructor<br>- Event Manager^^<br>- Lifeguard/Swim Instructor***<br>- Tennis Instructor<br>- Art/Theatre Instructor<br>- Sport Site Supervisor<br>- Park, Street & Water Maintenance Laborer<br>- Tae Kwon Do Instructor/Tai Chi Instructor<br>- Youth Activity Instructor<br>- Election Specialist<br>- Tax Collection Assistant | \$17.00                   | \$18.00 | \$18.50 | \$19.00 | Summer<br>Fall-Spring<br>Year Round<br>Year Round<br>Summer<br>Summer<br>Summer<br>Summer<br>Year Round<br>Summer<br>Year Round<br>Year Round<br>As Needed<br>Winter |
| <b>Level 5</b><br>- Assistant Pool Manager ^^<br>- Water Fitness Instructor<br>- Parent Child Aquatics Instructor<br>- Dance, Pom, Twirling & Tumbling Instructor<br>- Enrichment Instructor<br>- Sign Maintenance Aide<br>- Water Department Intern<br>- Development Services Intern<br>- Chief Election Inspector  | \$18.00                   | \$19.00 | \$19.50 | \$20.00 | Summer<br>Year Round<br>Year Round<br>Year Round<br>Year Round<br>Summer<br>As Needed<br>As Needed<br>As Needed  |
| <b>Level 6</b><br>- Basketball Supervisor<br>- Crossing Guard*****<br>- <b>Flag Football Supervisor</b><br>- Paid On Call Firefighter****<br>- Paid On Premise Firefighter**** / *****   | \$19.00                   | \$20.00 | \$20.50 | \$21.00 | Fall-Winter<br>Year Round<br><b>Fall</b><br>Year Round<br>Year Round   |
| <b>Level 7</b><br>- Recreation Office Assistant<br>- Pool Manager^^<br>- Band Director<br>- Video Production Assistant^  | \$20.00                   | \$21.00 | \$21.50 | \$22.00 | Year Round<br>Summer<br>Spring-Summer<br>Year Round  |
| <b>Level 8</b><br>- Yoga/Pilates/Zumba with basic certification *<br>- Engineering Aide<br>- Spring/Fall Maintenance<br>- Rubbish Site Attendant   | \$21.00                   | \$22.00 | \$22.50 | \$23.00 | Year Round<br>Summer<br>Spring/Fall<br>Year Round  |
| <b>Level 9</b>   | \$22.00                   | \$23.00 | \$23.50 | \$24.00 |  |
| <b>Level 10</b>  | \$23.00                   | \$24.00 | \$24.50 | \$25.00 |  |

| Position   | Step 1<br>(Starting Wage)  | Step 2   | Step 3   | Step 4   | Employment Period   |
|--|--|--|--|--|---|
| <b>Level 11</b><br>- Training & Safety Officer (Fire)**** / *****<br>- Senior Pool Manager***<br>- Yoga/Pilates/Zumba with advance certification after 1yr. employment unless approved by Mgr. (ACE, AFAA, E-RYT 500 hrs) *<br>- Snow Plow Driver<br>- Seasonal Maintenance Worker (CDL Req'd) | \$24.00  | \$25.00  | \$25.50  | \$26.00  | Year Round<br>Summer<br>Year Round<br><br>Winter<br>Spring & Fall                         |
| <b>Level 12</b>  | \$36.00  | \$37.00  | \$37.50  | \$38.00  |   |
| <b>Non-Classified Wage Rates</b><br>- Scorekeeper<br>- Court Monitor<br>- Kickball Official**<br>- Flag Football Official<br>- Slow/Co-ed Softball Umpire**<br>- Basketball Official**<br>- WIAA Certified Basketball Official**   | \$15.00/ga<br>\$17.00/ga<br>\$21.00/ga<br>\$21.00/ga<br>\$41.00/ga<br>\$41.00/ga<br>\$46.00/ga | \$16.00/ga<br>\$18.00/ga<br>\$22.00/ga<br>\$22.00/ga<br>\$42.00/ga<br>\$42.00/ga<br>\$47.00/ga | \$16.50/ga<br>\$18.50/ga<br>\$22.50/ga<br>\$22.50/ga<br>\$42.50/ga<br>\$42.50/ga<br>\$47.50/ga | \$17.00/ga<br>\$19.00/ga<br>\$23.00/ga<br>\$23.00/ga<br>\$43.00/ga<br>\$43.00/ga<br>\$48.00/ga | Fall-Winter<br>Fall-Winter<br>Summer<br>Fall<br>Summer-Fall<br>Fall-Winter<br>Fall-Winter |

The step scale is designed to reward employees for good work performance and continual years of service. Employees are given a step increase with supervisor approval, for each year they return to same employment or each January 1st with satisfactory work performance. (New hires hired after June 30th will receive an increase the second January 1st after start date or when returning for a second season, whichever happens first)

Note: When a position is reclassified or the entire wage schedule is adjusted (excluding any across the board cost of living increase), current/returning employees in affected positions would start at Step 1 regardless of how many years they have been employed with the City. The exception to this is if placing a returning employee at Step 1 would either reduce their wage or not give them an increase, those employees should be placed at the step closest to their current wage that would provide an increase.

If an employee retires from the City and returns to work seasonally in a similar position to the one they retired from, the employee may be brought back at the wage they were at when they retired. These employees would be eligible for the annual across the board increase if they return from one season to the next.

- First year employees in any classified level shall start at Step 1, unless approved otherwise approved by the department head.

\* Eligible to earn incentive pay based upon number of participants enrolled. Incentive pay ranges an additional .25 hours to 1.25 hours per class.

\*\* Umpires or officials that are scheduled with a partner and work a game alone will be paid at 1.5 times the game rate.

\*\*\* The City of will reimburse employees the cost of certification or recertification, up to the average cost of certification or recertification for the area, for positions that require lifeguard certification. The City will reimburse the cost for the Lifeguard Instructor certification for the Senior Pool Manager employee.

\*\*\*\* Receives \$50/month on-call pay if meet minimum response requirements for emergency incidents and duty crew. Responses will be reviewed annually by department.

\*\*\*\*\* Receives \$20/month gas stipend for regular assigned guards. This benefit is discontinued for guards assigned to a regular position on or after April 1, 2019.

\*\*\*\*\* Receives \$0.25/hour for each of the following certifications: Firefighter II, Fire Inspector, Driver Operator Pumper, Driver Operator Aerial, Emergency Services Instructor, Fire Officer I, Fire Officer II; Receives \$1.00/hour for EMT-P Licensure

^ Paid at least a minimum of 2 hours each day worked

^^ Bartenders License required and shall be reimbursed by the City upon successful attendance of at least three events.

^^^ When an employee is promoted to Assistant Pool Manager or Pool Manager, the employee will be placed in the step closest to what their returning wage would have been that will provide an increase.



## City of De Pere, Wisconsin

3.C

### Request for Finance/Personnel Committee Action

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|                        |   |
|------------------------|---|
| <b>Meeting Date:</b>   | May 12, 2026  |
| <b>Department:</b>     | City Clerk  |
| <b>From:</b>           | Carey Danen, City Clerk   |
| <b>Subject:</b>        | For consideration and possible action on revisions to the criteria and structure of the Community Service Grant Program.* |
| <b>Recommendation:</b> | Motion to approve.  |

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At its March 17 meeting, the Common Council discussed potential guidelines for the Community Service Grant program and requested that staff research comparable programs in other Wisconsin municipalities. To gather this information, staff submitted an inquiry to the statewide Wisconsin Municipal Clerk's listserv. No responses or examples of similar grant structures or criteria were received. In the absence of external models, staff met internally to brainstorm ideas and build upon the suggestions raised at the Council meeting.

To guide the development of program criteria, staff revisited the original intent of the Community Service Grant Program. When the program was established, the goal was to encourage individuals and small local groups to take an active role in improving the community. Specifically, the program was designed to support projects that:

- Contribute to community infrastructure
- Enhance public safety
- Promote community awareness
- Improve the aesthetic quality of the City
- Strengthen City culture and the overall sense of community

These principles reflect the City's commitment to fostering civic engagement and empowering residents to make meaningful, visible contributions to De Pere's public spaces and community life. The modest grant amount was intentionally structured to support grassroots, volunteer-driven initiatives rather than large-scale projects.

Based on these discussions, staff recommends the following criteria and structural

adjustments for the program:

- **Applicant Eligibility**

Applications must be submitted by a De Pere-based organization, or the proposed project must occur within the municipal boundaries of the City of De Pere.

- **Preference for First-Time Applicants**

To encourage broad community participation, preference may be given to applicants who have not previously received a Community Service Grant.

- **Annual Application Window**

Staff recommends shifting from the current twice-per-year award cycle (June and December) to a single annual application window. The specific timing of the application period and award date would be determined based on what best aligns with community needs and program goals. Under this structure, the Council could award up to five \$600 grants using the amount currently budgeted for the program.

If the Council supports these recommendations, staff will update the program materials, application form, and public communications to reflect the programs' revised structure and criteria. Consideration will be needed regarding whether the transition to a single annual award cycle should occur this year or begin in 2027, as two applications have already been submitted in anticipation of a June award date.

Staff welcomes Council feedback on the proposed criteria and any additional considerations the Council would like incorporated into the program.

**Attachments:**

None



**City of De Pere, Wisconsin**

3.D

**Request for Finance/Personnel  
Committee Action**

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**Meeting Date:** May 12, 2026

**Department:** Finance

**From:** Pamela Manley, Finance Director

**Subject:** For consideration and possible action to select and award a contract to BerryDunn for Enterprise Resource Planning (ERP) Consulting Services.\*

**Recommendation:** Staff recommends approval.

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See attached staff memo.

**Attachments:**

ERP Consulting - Memo, Berry, Dunn, McNeil & Parker - Proposal, Berry, Dunn, McNeil & Parker - Presentation

# CITY OF DE PERE MEMO



To: Honorable Mayor and Members of the Finance Committee  
 Kim Flom, City Manager

From: Pam Manley, Finance Director

Date: May 12, 2026

RE: Consideration and Possible Action to select and award a contract to BerryDunn for Enterprise Resource Planning (ERP) Consulting Services

The City issued a Request for Proposals (RFP) for Enterprise Resource Planning (ERP) Consulting Services in March. This is the first step to replacing our current financial and HRIS systems as we have outgrown our current system, Incode. The selected consultant will work with the City to prepare a Needs Assessment and Request for Proposals in order to solicit the best software solution. In 2024, the Finance Department budget included \$60,000 for this service. Those funds have been requested and approved to be carried forward in the past two years.

We received 13 responses, all varying in pricing, see below:

|                                |  |
|--------------------------------|--|
| ArtifexIT                      | \$189,000 + Travel                     |
| Avero Advisors                 | \$120,150 + Travel                     |
| BerryDunn                      | \$105,800 + Travel +\$10,000<br>Option |
| CLA                            | \$68,560 + Technology Fee (5%)         |
| Data Climb                     | \$229,178                              |
| Engineering Solutions          | \$58,535                               |
| Executive Option               | \$255,000 + Travel                     |
| Hiten                          | Not Provided                           |
| Integrated Technology Partners | \$185,600 + Travel                     |
| Q&A Consulting                 | \$60,000                               |
| Raftelis                       | \$70,702                               |
| Sapot Systems                  | \$185,000                              |
| Soft Resources                 | \$97,450                               |

The review team—City Manager Flom, HR Director Metzler, Assistant Finance Director Pearson, and me—narrowed the list to the four firms highlighted in grey above for interviews. Following those interviews, our team unanimously recommends entering into a professional services agreement with BerryDunn, pending the Law Department’s review. Their extensive experience,

including work with several Wisconsin clients, along with their depth of resources and proposed methodology, will benefit the City in its selection of a new ERP. Please see revised pricing for BerryDunn below:

| <b>Deliverable</b>  | <b>Fixed-Fee</b>                    |
|---|-------------------------------------|
| Deliverable 0A. Project Charter, Project Management Plan, and Project Schedule                                | \$4,000                             |
| Deliverable 0B. Ongoing Biweekly Status Updates<br>9 Months at \$1,500 per month <del>\$1,750 per month</del> | \$13,500 <del>15,750</del>          |
| Deliverable 1. Needs Assessment Report  | \$29,500 <del>29,900</del>          |
| Deliverable 2. Procurement Strategy and Market Analysis Memo  | \$2,600                             |
| Deliverable 3. Preliminary Functional and Technical Requirements  | \$5,500                             |
| Deliverable 4. Final Functional and Technical Requirements  | \$17,500 <del>19,500</del>          |
| Deliverable 5. RFP Package  | \$5,500                             |
| Deliverable 6. Proposal Summary Memo and Vendor Short-List  | \$6,500                             |
| Deliverable 7. Demonstration Facilitation   | \$16,000 <del>17,800</del>          |
| Deliverable 8. Preferred Vendor Identification  | \$5,200                             |
| <b>Total Cost</b>   | <b>\$105,800 <del>124,250</del></b> |
| Travel expense estimate (billed only if/as incurred)  | \$10,000                            |
| Optional Deliverable 9. Contract Negotiations and Approval Assistance   | \$10,000 <del>12,000</del>          |

To finance this project, we would also like to request the use of unassigned reserves to cover the fixed fee and potential travel expenses, not to exceed \$56,000. In addition, \$10,000 would be added to our 2027 budget for Optional Deliverable 9-Contract negotiations and Approval Assistance.

Please feel free to contact any of us prior to the meeting with any questions.

**PROPOSAL FOR:**

## City of De Pere

Enterprise Resource Planning  
Consulting Services

**SUBMITTED BY:**

Berry, Dunn, McNeil & Parker, LLC  
2211 Congress Street, Portland, ME  
04102

**Ryan Doil, Project Principal**

Berry, Dunn, McNeil & Parker, LLC  
[rdoil@berrydunn.com](mailto:rdoil@berrydunn.com)

**David Ledbetter, Engagement  
Manager**

Berry, Dunn, McNeil & Parker, LLC  
[dledbetter@berrydunn.com](mailto:dledbetter@berrydunn.com)

**Corey Clafin, Project Manager**

Berry, Dunn, McNeil & Parker, LLC  
[cclafin@berrydunn.com](mailto:cclafin@berrydunn.com)

**SUBMITTED BY:**

April 6, 2026 by 12 p.m. CDT

# 1. Cover Letter

April 6, 2026

City of De Pere  
Finance Department  
335 S. Broadway  
De Pere, WI 54115

Dear Members of the Selection Committee:

On behalf of Berry, Dunn, McNeil & Parker, LLC ("BerryDunn," "we," "our"), I am pleased to submit this proposal in response to the City of De Pere's (the City's) request for proposals (RFP) for Enterprise Resource Planning (ERP) Consulting Services. We have read the City's request and reviewed its terms, conditions, and the contents presented therein. Our proposal is a firm and irrevocable offer valid for 120 days from the submission deadline of April 6, 2026.

## a. Firm Introduction

BerryDunn is a nationally recognized professional services firm headquartered in Portland, Maine, with nine office locations. We are focused on **inspiring organizations to transform and innovate** and have preserved our reputation for excellence throughout our 52-year history. Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. We proudly tailor each of our projects to recognize the work our clients do every day. **We care about what we do, and we care about the people impacted by our work—including City staff and constituents.**

As it relates to the City's requested services, we would like to highlight the following unique attributes offered by our proposed team:



Demonstrated independence and vendor-neutral ERP selection process



Deep municipal Finance and Human Resources Information System (HRIS) expertise



Experience with Tyler Technologies migrations, including Incode/ERP Pro



Local government experience, including in Wisconsin (the State)

## Requested, Negotiable Exceptions

As it relates to the City's RFP and the Sample Agreement, we have three requested negotiable exceptions we wish to present.

**Sample Agreement, Section VII: Indemnification:** BerryDunn has a robust professional liability policy for acts or omissions of BerryDunn, our agents, employees and subcontractors. Our professional liability insurance pays directly to a client who brings a claim based on negligence in professional services. This policy contains language within it that states that it will not apply if BerryDunn takes on additional liabilities under contract, such as the agreement to indemnify for anything other than our own professional negligence.

**Sample Agreement, Section VIII: Insurance:** BerryDunn carries a policy whereby any deficits in the requested insurance coverages are made up by an umbrella policy (such as carrying a general liability

BerryDunn is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide services. Berry, Dunn, McNeil & Parker, LLC provides tax, advisory, and consulting services. BDMP Assurance, LLP, a licensed CPA firm, provides attest services.

with \$1 million per occurrence and leveraging an umbrella policy above/beyond that amount as contrasted with the requested \$2 million per occurrence coverage).

**Sample Agreement, Section XXVI, Termination of Work:** As it relates to the sample termination clause, we would respectfully request that the resulting contract include language allowing for a reasonable notice for cure procedure. While we would not expect to experience the need to leverage such a cure period, the nature of professional services often lends itself to a collaborative process to cure any non-conforming services in a timely manner. Sample language is as follows: Either party may terminate this Agreement upon written notice to the other party in the event of substantial failure by the other party to perform in accordance with the terms of this Agreement through no fault of the terminating party; provided, however, that the terminating party has first given the other party written notice of the reason for such termination and the other party has failed to cure or rectify the issue or matter within fifteen (15) days of receipt of such notice.

We appreciate the opportunity to propose, and the time and consideration taken by the City to review our submission. As a principal in BerryDunn's Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. **If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.**

Sincerely,



**Ryan Doil, Project Principal**

Berry, Dunn, McNeil & Parker, LLC

BerryDunn, 2211 Congress Street, Portland, ME 04102

Tel: 207.541.2343 | Email: [rdoil@berrydunn.com](mailto:rdoil@berrydunn.com)

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## 2. Firm Information

BerryDunn is a nationally recognized professional services firm focused on inspiring organizations to transform and innovate. With 76 principals and 35 owners, BerryDunn employs more than 990 staff across nine offices nationally. Our Consulting Services Team employs more than 400 staff and has been serving state, local, and quasi-governmental agencies for over 40 years. From extensive project experience for more than 900 state, local, and quasi-governmental agencies, our team brings valuable perspectives to every engagement. Our firm provides a full range of professional services that supports our ability to complete tasks outlined by the City on this initiative. These include:

**Berry, Dunn, McNeil & Parker LLC**  
 Headquarters: 2211 Congress Street  
 Portland, ME 04102  
[www.berrydunn.com](http://www.berrydunn.com)  
 52 years in Business

**Point of Contact**  
 Ryan Doil, Principal  
[rdoil@berrydunn.com](mailto:rdoil@berrydunn.com)  
 207.541.2343

- **Software Planning and Procurement**
- **Software Implementation Project Management and Oversight**
- **Business Process Reviews**
- **Organizational Change Management (OCM)**
- Organizational, Operational, and Staffing Analyses
- Performance Analyses
- Enterprise and Departmental Strategic Planning
- Leadership and Organization Development
- Master Planning
- Cost of Service and Fee Studies
- Project Assessments and Remediation
- IT Assessments
- IT Strategic Planning

Figure 1 illustrates the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting more than 600 local government clients in solving some of their biggest challenges and planning for success. Our consultants have experience serving state and local government agencies, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents City serves.

Figure 1: Local Government Practice Group Specialization



### Our Highly Specialized Enterprise Digital Transformation Practice

Of note to the City, we have a dedicated **Enterprise Digital Transformation (EDT) Practice** that focuses on providing advisory services that address clients' technological and business process modernization needs. The EDT Practice offers more than 40 years of relevant consulting experience, as well as firsthand insights gained from team members' prior experience serving within local government

organizations. Leadership and subject matter experts (SMEs) within the EDT Practice are aligned with focus areas that allow them to specialize and offer customized approaches based on a client's geographic area and community, size and resources, technical environment, stakeholder groups, and industry. For instance, our experience with ERP projects, our familiarity with Tyler Technologies, and work with clients of similar size will benefit the City on this work effort. Having conducted more than 200 projects that span the system replacement life cycle or include business process improvement as a core focal point or part of a larger initiative, we bring unique insights and industry best practices to every engagement. We understand the functionality of local government organizations, and we understand the processes, policies, people, and technology that support it. It is through this and our independence and objectivity that we serve as trusted advisors to our clients and strong proponents to the projects they conduct.

## BerryDunn Bridge and Our Independence



BerryDunn Bridge is a program facilitated by our Local Government Practice Group. This program was developed to promote information sharing between public-sector software providers and our consultants and helps continually expand our own—and our clients’—understanding of the public-sector software landscape. BerryDunn Bridge provides opportunities to share our clients’ needs with the software vendor community and gain knowledge of upcoming technological trends, recent product developments, and find target markets for software providers.

Public-sector software providers opt into this program to establish a cadence of meetings between their team members and our own to keep up to date on industry and client trends. This includes knowledge-sharing opportunities ranging from focused discussions between management teams to software demonstrations with a broader audience of consulting staff. As a result of this program, we can best serve our clients and pass on our knowledge gained—including modern software system capabilities not currently being utilized or perhaps even previously contemplated by our clients.

BerryDunn is not affiliated with any specific vendor, allowing us to provide truly independent advisory services to our clients. In that respect, we recognize the importance of networking and continuous market research to help ensure we are apprised of industry best practices, emerging trends, and updates in the software vendor community.

## 3. Experience Overview

### a. Needs Assessment Experience

Our approach to the needs assessment is intentionally foundational

Our firm brings deep experience in conducting needs assessments that directly translate into well-aligned ERP solutions and, ultimately, successful implementations. Examples of this work are provided in **Section c.ii**.

Our approach to the needs assessment is intentionally foundational. The insights and analysis developed during this phase carry forward through the entire system selection lifecycle and into implementation. Specifically, the needs assessment informs the development of clear, traceable functional and technical requirements that serve as the baseline for evaluating ERP solutions and structuring vendor demonstrations. This continuity helps ensure that solution evaluation remains grounded in the City's operational realities and long-term objectives, rather than discrete feature comparisons.

We also emphasize examining current and future-state business processes as part of the needs assessment. By encouraging clients to thoughtfully consider process improvements and operational changes early, the selection process becomes an opportunity to evaluate true software-enabled transformation, setting the stage for a smoother implementation and greater long-term value realization.

### b. Key Personnel

#### Organizational Chart

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of the City. **These project team members will remain committed, available, and assigned to perform the City's requested work effort.**

Figure 2 describes the organizational structure of our project team, followed by a listing of project staff. It should be noted we do not intend to subcontract any portion of the City's desired scope of work.

Figure 2: Organizational Chart



About 70% of our consulting work comes from repeat business with clients. This speaks to our team’s ability to build strong working relationships that drive client satisfaction with our services and work products.

### i. Capabilities and Experience of Project Team

Below and on the following pages, we list our project team members’ experience, qualifications, and expertise as they relate to projects of this nature and work with comparable local government clients. Many have worked on Wisconsin engagements and are knowledgeable about negotiating ERP contracts, governmental accounting standards, and State laws and practices. Our project team members’ full resumes can be found on [the following pages](#) for further review.



**Ryan Doil, MBA, Prosci® CCP, CPPB, NIGP-CPP | Project Principal**

Ryan is a principal in the Local Government Practice Group with over 16 years’ experience who focuses on ERP system selection and implementation activities – having been involved in over 130 municipal software system planning and implementation projects. He is a Certified Professional Public Buyer (CPPB), Certified Procurement Professional (NIGP-CPP), and member of the National Institute of Government Procurement (NIGP). Ryan brings more than five years of experience in a federal procurement role and has managed projects similar in scope and size to the services requested by the City for a number of BerryDunn clients. Ryan is skilled in managing the challenges and constraints for complex, enterprise-wide projects, such as the one planned by the City. He has led and assisted in the assessment of current environments, helped define future system requirements through a collaborative and structured system evaluation process, and been involved in overseeing the implementation of a variety of software systems.

As the **project principal**, Ryan will have overall responsibility for the services we have proposed to the City. He will help ensure commitment of our firm and appropriate resource allocation and will review and approve all deliverables in accordance with BerryDunn's quality assurance processes. He will also provide leadership support to our project lead and project team, as needed.



**David Ledbetter, PMP®, Prosci® CCP | Engagement Manager**

David is a senior manager in our Local Government Practice Group with over 10 years' experience in systems planning, selection, and implementation engagement with local government clients. He focuses on finance and administration-related projects, including business process analysis, system selection and implementation, and OCM activities. He has managed more than 65 implementations and brings a unique set of qualifications to this role, having experience serving as finance administrator for Whitman County, WA. As finance administrator, David served as liaison for the county auditor to implement a new ERP software suite, prepare financial reports, and lead change management initiatives.

As the **engagement manager**, David will work with the project manager to monitor the project's progress, track the initiation and completion of tasks and milestones, and oversee the work of our project team.

**Your Dedicated Project Manager**



**Kate Offerdahl-Joyce, NIGP-CPP | Procurement Lead**

Kate is a manager in our Local Government Practice Group who is an experienced project manager with a focus on procurement and contract analysis, having led more than 30 municipal clients through comparable system selection projects. They bring more than 15 years of procurement, process improvement, and recommendation implementation experience. Through work with Wisconsin clients including the City of Superior, Madison Metropolitan Sewerage District, and Outagamie and Waukesha counties, Kate is familiar with governmental accounting standards and knowledgeable about State laws and practices. With a strong background in project management, Kate has hands-on experience working with a wide array of teams and organizations to improve business processes to be more efficient, user-friendly, and time and cost-effective. Kate is also a National Institute of Governmental Purchasing Certified Procurement Professional.

As the **project manager**, Kate will act as primary liaison with the City and will be responsible for maintaining a constructive and clear line of communication between City staff and BerryDunn. Kate will monitor project progress, track the initiation and completion of tasks and milestones, and facilitate our meetings and project activities. In addition, they will oversee the RFP processes with the City as well as provide perspective on procurement process, contract negotiations and approval process, and best practices.



**Corey Clafin | Lead Business Analyst**

Corey Clafin is a manager in BerryDunn's Local Government Practice Group who leads technology projects—such as needs assessments, system selections and implementations—and organizational development initiatives—such as strategic plans and executive coaching. Corey specializes in carefully crafting teams of SMEs and executing an approach that is tailored to the unique needs of each client. Corey served as project manager of the City of Superior's ERP selection project and led a systems replacement project with Outagamie County.

As the **lead business analyst**, Corey will provide business analysis support to the project team as it relates to facilitating meetings, preparing status reports, and developing project deliverables in a timely

manner. Corey will also help assess the City's current environment, develop requirements, and form recommendations across functional areas.



**Louisa Hennecart | Business Analyst**

Louisa is a consultant in BerryDunn's Local Government Practice Group with experience in program and project management and coordination. She has a proven ability to support project managers by overseeing project setup, budgeting, and use of financial tracking tools. Further, Louisa is skilled in facilitating cross-departmental collaboration, managing vendor relationships, and coordinating meetings.



**Michelle Graham, MS, MBTI, CPM | Business Analyst**

Michelle is a senior consultant in our Local Government Practice Group with experience managing and executing various types of projects and initiatives while maintaining a constant focus on organizational development and human capital management (HCM). Prior to joining BerryDunn, Michelle held various leadership roles for the City of Pearland, Texas, for more than 20 years. Her experience includes six years of as director of HR and more than 15 years of parks and recreation leadership. She has a proven track record in employee retention and has earned multiple departmental and individual awards for her initiatives. She utilizes her professional skills, abilities, ethics, experience, and education to focus on the clients' needs and provide for meaningful work.



**Ronny Heredia | Business Analyst**

Ronny is a member of BerryDunn's Local Government Practice Group with experience supporting public-sector organizations through financial management, systems modernization, and compliance oversight. Ronny has led initiatives involving process improvement, automation, and the development of enterprise reporting and management tools, and has worked with senior leadership to improve transparency, strengthen controls, and support long-term fiscal sustainability.

As the **business analysts**, Louisa, Michelle and Ronny will provide general business analysis support to the project team as it relates to facilitating meetings, preparing status reports, and developing project deliverables in a timely manner, and help assess the City's current environment, develop requirements, and form recommendations across functional areas.

## Ryan Doil



MBA, Prosci® CCP, CPPB, NIGP-CPP

**Principal** | Berry, Dunn, McNeil & Parker, LLC

### EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

MBA, University of Southern Maine

BA, Political Science and History, University of Vermont

Prosci® Certified Change Practitioner

Certified Professional Public Buyer (CPPB)

Certified Procurement Professional (NIGP-CPP)

National Institute of Government Procurement (NIGP), member

**Ryan Doil brings more than five years of experience working in a federal procurement role and 16 years working with the public sector. Through this work, Ryan offers a valuable perspective on the effective oversight of complex, multi-organizational government information systems management, procurement processes and compliance, and organizational change.**

### EXPERIENCE

**ERP System Selection and Implementation:** Ryan has extensive experience leading organizations through ERP system selection projects. In each, Ryan has worked with all stakeholder groups to confirm current environment challenges and business drivers for the project, document future system requirements, and lead the client through a collaborative and structured system evaluation process.

**RFP Development:** Leveraging his public-sector procurement experience, as well as his knowledge of project and software systems, Ryan is uniquely situated to facilitate the development and issuance of effective and thorough RFPs. Working jointly with client staff, Ryan has facilitated the development and issuance of more than 150 public-sector RFPs for software system selection initiatives.

**Contract Negotiation:** Ryan has been involved in more than 120 public sector contract negotiation processes involving large, and complex, software and implementation services scope. Leveraging his public sector background, best practices learned as a CPPB and NIGP-CPP, as well as experience in managing software implementations, Ryan is uniquely situated to draw on this knowledge and experience to assist clients.

### CLIENT LIST

Calumet County, WI

Chicago Metropolitan Agency for Planning, IL

City and County IT Commission, WI

City of Cleveland, OH

City of Detroit, MI

City of Lawrence, KS

City of Shoreline, WA

City of Snoqualmie, WA

City of Spokane Valley, WA

City of Stillwater, OK

City of Superior, WI

Gallatin County, MT

Morrow County, OR

Outagamie County, WI

Peoria County, IL

Saginaw County, MI

Washtenaw County, MI

Waste Commission of Scott County, IA

# David Ledbetter



PMP®, Prosci® CCP

Senior Manager | Berry, Dunn, McNeil & Parker, LLC

## EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

BBA, Finance, Eastern Washington University

Certified Project Management Professional® (PMP®)

Prosci® Certified Change Practitioner

**David Ledbetter is a senior manager in our Local Government Practice Group with more than 10 years of experience in systems planning, selection, and implementation engagements with local government clients. His experience includes software implementation, project management, OCM, knowledge transfer, risk management and requirements development, as well as accounting technology and government finance as finance administrator for Whitman County, Washington**

## EXPERIENCE

**Business Process Analysis:** As an engagement and project manager with BerryDunn, and in prior roles as an implementation consultant and project manager with Tyler Technologies, David partnered with clients to gain a comprehensive understanding of business processes and technical requirements to help ensure that system functionality addressed all client needs. His experience includes current environment assessments and existing data documentation analyses and has resulted in his ability to identify challenges with existing processes and provide recommendations.

**System Assessment, Selection, and Implementation:** David is an active engagement and project manager on enterprise-wide projects, focusing on system selection and implementation. His experience encompasses the full system life cycle—needs assessments, requirements definition, RFP development, contract negotiations and implementation. His experience includes delivering high-quality knowledge transfer services to clients, allowing them to use complex software products efficiently and effectively to achieve daily operations.

## CLIENT LIST

|   |                           |                            |
|---|---------------------------|----------------------------|
| Central Texas Regional Mobility Authority, TX | City of Independence, MO  | City of Snoqualmie, WA     |
| City of Alameda, CA                           | City of Irvine, CA        | City of Spokane Valley, WA |
| City of Auburn, WA                            | City of Lawrence, KS      | City of St. Charles, MO    |
| City of Bettendorf, IA                        | City of Livermore, CA     | City of Wheat Ridge, CO    |
| City of Corona, CA                            | City of Long Beach, CA    | City of Woodbury, MN       |
| City of Creswell, OR                          | City of Mercer Island, WA | Community Transit, WA      |
| City of El Monte, CA                          | City of Oxnard, CA        | Klickitat County, WA       |
| City of Fort Collins, CO                      | City of Redding, CA       | Mesa County, CO            |
| City of Fountain Valley, CA                   | City of Richland, WA      | Morrow County, OR          |
| City of Galveston, TX                         | City of San Leandro, CA   | Pitkin County, CO          |
| City of Helena, MT                            | City of Santa Cruz, CA    | Waukesha County, WI        |
|   | City of Santa Fe, NM      | Washington County, OR      |

# Kate Offerdahl-Joyce



NIGP-CPP

**Manager** | Berry, Dunn, McNeil & Parker, LLC

## EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

BA, History, University of MN – Twin Cities

Master's Certificates in Government Contracting, Commercial Contracting, and IT/Information Security

Project Management, Villanova University

National Institute of Governmental Purchasing Certified Procurement Professional (NIGP-CPP)

**Kate Offerdahl-Joyce is a manager in the Local Government Practice Group who focuses on procurement and contract analysis. They bring more than 15 years of procurement, process improvement, and recommendation implementation experience. With a strong background in project management, Kate has hands-on experience working with a wide array of teams and organizations to improve business processes to be more efficient, user-friendly, and time- and cost-effective. Kate is also a National Institute of Governmental Purchasing Certified Procurement Professional.**

## EXPERIENCE

**Project Management:** Kate's project management experience is extensive and wide-reaching. They have worked in various capacities, including across departments, with IT and supporting sales and product development. In their project management engagements, Kate has led all aspects of project management, including inception, discovery, planning, implementation, and execution. In all that they do, they seek to identify opportunities to improve, implement effective change, and help ensure successful partnerships.

**Government Procurement:** Kate has over 15 years of experience with state and local government procurement. This experience includes RFP writing, vendor evaluation, and response development. They also are well-versed in eProcurement, reporting, and process improvement. While the IT Project Manager for National Association of State Procurement Officials (NASPO) ValuePoint, they worked with many public-sector offices, departments, and organizations, leading the implementation of a national eProcurement software as a service (SaaS) solution, improving business processes, and supporting onboarding and training activities.

## CLIENT LIST

Athens-Clark County, GA  
City of Amarillo, TX  
City of Auburn, WA  
City of Cedar Falls, IA  
City of Corona, CA  
City of Galveston, TX  
City of Irvine, CA  
City of Jacksonville, NC  
City of Lakeville, MN

City of Redding, CA  
City of San Leandro, CA  
City of Santa Cruz, CA  
City of Scottsdale, AZ  
City of St. Charles, MO  
City of Superior, WI  
City of Tempe, AZ  
City of Weatherford, TX  
City of Wilmington, NC

Hamilton County, IN  
Harford County, MD  
Jefferson Parish, LA  
Madison Metropolitan Sewerage District, WI  
McLean County, IL  
Outagamie County, WI  
Scott County, IA  
Waukesha County, WI

# Corey Claflin



CAPM®, COBIT

**Manager** | Berry, Dunn, McNeil & Parker, LLC

## EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

BA, Economics and Political Science, University of Maine

Certified Associate in Project Management® (CAPM®)

COBIT 2019 Foundations Certified, ISACA

**Corey Claflin is a manager in BerryDunn’s Local Government Practice Group who has extensive experience in leading city and county level public-sector client through complex initiatives including software procurements and implementations and strategic planning.**

## EXPERIENCE

**Project Management:** Corey is an experienced project manager. He has led projects through the full life cycle—from software assessments to procurement and vendor evaluation through implementation project management and OCM. This includes serving as project manager of the City of Superior, Wisconsin’s ERP selection project and leading a systems replacement project with Outagamie County, Wisconsin. He is adept at stakeholder engagement and buy-in and experienced in identifying project risks and deploying mitigation strategies.

**Strategic Planning:** Corey has assisted in the development of numerous IT strategic plans for public-sector organizations. He regularly leads research and fact-finding efforts, interviews, and focus groups with the goal of understanding the organization’s current state, policies, practices, challenges, and opportunities. He synthesizes data and community input and assists in developing final deliverables.

## CLIENT LIST

- |  |  |   |
|--|--|---|
| Adams County, CO                             | Douglas County, NE   | Peoria County, IL                                       |
| City of Allen, TX                            | Galveston County, TX   | Powhatan County, VA                                     |
| City of Bettendorf, IA                       | Hamilton County, IN  | Sonoma Resource Conservation District, CA               |
| City of Bloomington, MN                      | Louisville Metro Public Health and Wellness, KY              | Town of Scarborough, ME                                 |
| City of Detroit, MI                          | Maui County, HI  | Tri-County Health Department, CO                        |
| City of Irvine, CA                           | Metro Parks Tacoma, WA                                       | Village of Downers Grove, IL                            |
| City of Midvale, UT                          | Mobile County Health Department, AL                          | Wake County Health and Human Services Department, NC    |
| City of Pasadena, CA                         | Outagamie County Department of Health and Human Services, WI | Yamhill County Health and Human Services Department, OR |
| City of Superior, WI                         |  |   |
| City of Worcester, MA                        |  |   |
| Clark County Department of Public Health, WA |  |   |

# Louisa Hennecart



**Consultant** | Berry, Dunn, McNeil & Parker, LLC

## EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

BS, International Politics, American University of Paris  
Certificate, A/E/C Project Management, PSMJ

**Louisa Hennecart is a consultant in BerryDunn’s Local Government Practice Group with experience in program and project management and marketing coordination. She has proven ability to support project managers by overseeing project setup, budgeting, and use of financial tracking tools. Further, Louisa is skilled in facilitating cross-departmental collaboration, managing vendor relationships, and coordinating meetings.**

## EXPERIENCE

**Business Analysis:** Louisa supports project managers in project setup and ongoing management, helping ensure accurate financial tracking and performance reporting across engagements. Louisa prepares project reports, including through the use of S curves, cash flow forecasts, and backlog summaries, to inform strategic decision-making and highlight performance trends. She has coordinated contracts, proposals, and project documentation while developing business analytics and financial summaries using Power BI and Excel. Louisa has managed invoicing, performed timesheet reconciliation, and conducted quality assurance/quality control reviews to maintain accuracy and compliance. She facilitates cross-departmental communication by organizing meetings, strengthening collaboration and operational efficiency.

**Artificial Intelligence (AI):** Louisa uses her background in AI to assist clients with their vision for use of AI and machine learning in enterprise systems. As a solutions program manager for a data translation and localization company that specializes in creating high-quality linguistic datasets for AI and natural language processing (NLP) models, Louisa managed the creation and acquisition of datasets used for AI engine training and oversaw global operational logistics for an AI-related team. She supported solution architecture efforts for new clients and AI-enhanced services and helped establish communication protocols, documentation, and deployment of new processes. She brings a background in AI bias reduction, operationalizing AI workflows, and coordinating teams and processes that support AI engine development.

## CLIENT LIST

City of Arlington, TX  
City of Honolulu, HI

Sonoma County, CA

Town of Parker, CO

# Michelle Graham



MBTI®, CPM, LSSGB

**Senior Consultant** | Berry, Dunn, McNeil & Parker, LLC

## EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

MS, Recreation and Leisure Studies, Southern Connecticut State University

BA, Speech Communication, Sam Houston State University

Certified Myers-Briggs Type Indicator® (MBTI®) Practitioner and Trainer

Certified Public Manager (CPM)

Lean Six Sigma Green Belt Certified (LSSGB)

Member, Public Sector Human Resources Association (PSHRA)

Member, Society of Human Resources Management (SHRM)

**Michelle Graham is a senior consultant in the Local Government Practice Group. She has experience managing and executing various types of projects and initiatives while maintaining a constant focus on organizational development and HCM. Prior to joining BerryDunn, Michelle held various leadership roles for the City of Pearland, Texas for more than 20 years. Her experience includes six years of as director of human resources and more than 15 years of parks and recreation leadership. She has a proven track record in employee retention and has earned multiple departmental and individual awards for her initiatives. She utilizes her professional skills, abilities, ethics, experience, and education to focus on the clients' needs and provide for meaningful work.**

## EXPERIENCE

**HCM:** During her tenure with BerryDunn, Michelle has provided project management services for numerous public-sector clients, including system selection and implementation projects for both financial and HCM software systems. Prior to joining BerryDunn and while working for the City of Pearland, Texas, Michelle initiated employee engagement efforts over three years, resulting in her employer being recognized as a Top Workplace in 2019. Additionally, she kickstarted multiple successful development programs to grow staff through low-cost professional development opportunities. With an eye for growth and career advancement, Michelle has mentored and coached many employees resulting in their growth and career advancement while serving as director of human resources. In addition, she initiated and created multiple engagement opportunities for staff at various levels, including a women's affinity group; a Lean process improvement team; and an employee recognition team. Over the course of two years, she increased the retention rate of seasonal employees from 8.7% to 30.4%.

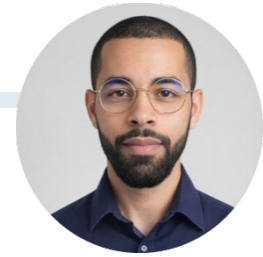
## CLIENT LIST

City of Bettendorf, IA  
City of Cleveland, OH  
City of Beaverton, OR  
City of Bettendorf, IA  
City of Carrollton, TX  
City of Cleveland, OH

City of Peoria, IL  
City of Redding, CA  
Cumberland County, PA  
Klickitat County, WA  
Lancaster County, NE  
Marion County, OR

Omaha-Council Bluffs  
Metropolitan Area Planning  
Agency, NE  
Sheboygan County, WI  
Village of Northbrook, IL  
Waukesha County, WI

# Ronny Heredia



**Senior Consultant** | Berry, Dunn, McNeil & Parker, LLC

## **EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS**

Masters, Public Administration, University of Connecticut

Bachelor of Arts, History and Urban Studies

**Ronny is a member of BerryDunn’s Local Government Practice Group. He brings to the firm over eight years of experience supporting public-sector organizations through financial management, systems modernization, and compliance oversight. His experience includes operational capital planning, grant administration, financial systems audits, and the design and implementation of enterprise level reporting and management tools. Ronny has led initiatives involving process improvement, automation, and the development of enterprise reporting and management tools, and has worked with senior leadership to improve transparency, strengthen controls, and support long-term fiscal sustainability.**

## **EXPERIENCE**

**Project Management:** Ronny has served as a Project Manager with a high volume of projects to conduct. He has directed cross-functional teams and orchestrated project lifecycles from acquisition to sale. He coordinated municipal inspections, permitting, and quality assurance to meet project deadlines.

**Financial Systems Improvement:** Ronny has led complex financial systems and organizational improvement initiatives focused on grants, capital planning, and compliance. His work includes evaluating current-state financial processes, identifying systemic risk and inefficiencies, and designing future-state solutions. These processes are supported by data analytics, automation, and custom systems. These efforts resulted in measurable cost avoidance, strengthened compliance, and scalable implementation plans aligned with organizational capacity and long-term operational needs.

**Financial Analysis:** Ronny has provided financial and operational leadership for a large, complex capital initiative, overseeing funding strategy, forecasting, and compliance across multiple stakeholder groups. His work has included developing long-range financial plans, producing tailored reporting for academic, corporate, and federal partners, and managing integrated financial and HR operations. He also supports organizational objectives through program development, including the design and implementation of a diversity-focused internship initiative that combined professional development, engagement, and workforce pipeline goals.

## c. References and Comparables

### i. Relevant References

The greatest testament of our high-quality work is the expressed satisfaction shared by our clients. Below, we describe and provide contact information for several recent projects for the City's consideration. These clients can speak well to the quality and satisfaction we deliver on comparable engagements.

#### City of Superior, Wisconsin

ERP Software Selection Advisory Services

06/2024 – Present

Nick Rhinehart, Finance Director

715.395.7291 | [rhinehartn@superiorwi.gov](mailto:rhinehartn@superiorwi.gov)



The City engaged BerryDunn to assist with assessing its current software systems and plan for the selection of a future ERP solution. BerryDunn conducted project planning, data collection, and fact-finding activities with City departments and technical staff to review and document existing business processes, system functionality, and integration considerations. Based on this work, we developed a needs assessment that identified current challenges, future-state goals, and key decision points to help ensure alignment between business requirements and system capabilities. BerryDunn then supported the City through market research, requirements development, and preparation of a comprehensive solicitation package, and assisted with vendor evaluation activities, demonstrations, and contract negotiations to help ensure the City selected a solution that supports sustainable operations moving forward. We are currently providing full-time project management of the implementation of the City's chosen solution, Oracle Netsuite.

#### Waukesha County, Wisconsin

ERP and HCM System Study

12/2022 – 01/2024

Amber Botsch, Project Manager

262.896.8368 | [abotsch@waukeshacounty.gov](mailto:abotsch@waukeshacounty.gov)



Waukesha County retained BerryDunn to assist with assessing current software systems and processes to identify future business software needs. We conducted fact-finding and business process analysis meetings with the goal of reviewing, evaluating, and documenting the County's existing processes followed by the development of business process diagrams. Our team used its understanding of the County's current environment and industry best practices to help make recommendations for future-state business process workflows. Our recommendations were included in a needs assessment and gap analysis report to serve as the basis of research, analysis, to-be process identification, and recommendations development. We assisted the County with future-state planning to incorporate sustainable processes and software systems moving forward as the County implemented the Workday system.

## Morrow County, Oregon

ERP Selection Services and Implementation Assistance

12/2023 – Present

Kevin Ince, Finance Director

541.676.5615 | [kince@co.morrow.or.us](mailto:kince@co.morrow.or.us)



The County retained BerryDunn to assist with incorporating a centralized ERP system to replace its aging Tyler Incode financial system. We assisted the County with requirements gathering and development of an RFP for a replacement system with increased functionality and better integration with its HRIS, and selection of a new asset management solution. We then facilitated vendor demonstrations and the County's review of vendor proposals, and contract negotiations with the selected vendor. We are currently serving as the County's project manager as it implements a new ERP solution, Tyler Enterprise ERP, and asset management solution.

## ii. Comparable Projects

### *Commitment to the State*

The City will benefit from BerryDunn's demonstrated commitment to serving public-sector clients in the State of Wisconsin (the State), including counties. We have developed a strong understanding of the public-sector landscape in the State through recent or ongoing consulting engagements with the clients listed on the following page. Those where we performed similar work are in **bold**.

- **Calumet County**
- City of Janesville
- City of La Crosse
- **City of Superior**
- City of Waukesha
- **City-County Information Technology Commission (City of Wausau and Marathon County)**
- Madison Metropolitan Sewerage District
- Milwaukee County
- North Central Health Care
- **Outagamie County**
- **Sheboygan County**
- **Vilas County**
- **Waukesha County**
- Waukesha County Auditor's Office

### *Systems Consulting*

BerryDunn has extensive experience in providing a variety of system consulting services to clients similar in size and complexity to the City. In Table 1, we have included a summary of select public-sector system consulting projects with which our firm has assisted. We have also provided population data for additional context. The table details identifies where we have performed needs assessments, requirements definition, request for information (RFI) or RFP development, evaluation criteria development, vendor selection, contract negotiations and approval assistance, and implementation assistance. Given the volume of clients, we cannot list the proposed ERP systems or status of implementation for each but would be pleased to offer more specific information at the City's request at the appropriate time. Clients where we assisted with Incode are in **bold**.

Table 1: Systems Consulting Experience

|   | BerryDunn's Involvement |                         |                     |                                 |                  |                                    |                           |
|---|-------------------------|-------------------------|---------------------|---------------------------------|------------------|------------------------------------|---------------------------|
|   | Needs Assessment        | Requirements Definition | RFI/RFP Development | Evaluation Criteria Development | Vendor Selection | Contract Negotiations and Approval | Implementation Assistance |
| <b>Counties and Regional Governments</b>        |                         |                         |                     |                                 |                  |                                    |                           |
| Adams County, Colorado (519,570)                | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Berks County, Pennsylvania (415,000)            | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Calumet County, Wisconsin (53,000)              | •                       | •                       | •                   |                                 |                  |                                    |                           |
| Carver County, Minnesota (102,100)              |                         |                         |                     |                                 |                  | •                                  | •                         |
| Chesterfield County, Virginia (353,000)         | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Clark County, Washington (488,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Coconino County, Arizona (140,000)              |                         |                         |                     |                                 |                  | •                                  | •                         |
| Doña Ana County, New Mexico (218,000)           | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Ellis County, Texas (185,000)                   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Fauquier County, Virginia (75,600)              |                         |                         |                     |                                 |                  | •                                  | •                         |
| Goochland County, Virginia (23,000)             | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Hamilton County, Indiana (338,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Henrico County, Virginia (325,000)              | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Imperial County, California (180,000)           | •                       | •                       | •                   |                                 |                  |                                    |                           |
| Kaua'i County, Hawai'i (72,000)                 | •                       | •                       | •                   | •                               | •                |                                    |                           |
| King George County, Virginia (28,000)           | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Maui County, Hawai'i (167,000)                  | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| McLean County, Illinois (170,000)               | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Mesa County, Colorado (162,000)                 | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Middlesex County, Virginia (10,900)             | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| <b>Minnehaha County, South Dakota (183,000)</b> | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Mobile County Health Dept, Alabama (415,000)    | •                       | •                       | •                   | •                               | •                | •                                  | •                         |

|   | BerryDunn's Involvement |                         |                     |                                 |                  |                                    |                           |
|---|-------------------------|-------------------------|---------------------|---------------------------------|------------------|------------------------------------|---------------------------|
|   | Needs Assessment        | Requirements Definition | RFI/RFP Development | Evaluation Criteria Development | Vendor Selection | Contract Negotiations and Approval | Implementation Assistance |
| Monroe County, Florida (74,000)           | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Montgomery County, Pennsylvania (831,000) | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| <b>Morrow County, Oregon (12,000)</b>     | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Outagamie County, Wisconsin (184,000)     | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Peoria County, Illinois (179,000)         | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Person County, North Carolina (39,000)    |                         |                         |                     |                                 |                  |                                    | •                         |
| Saginaw County, Michigan (191,000)        | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Scott County, Iowa (166,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Sonoma County, California (488,000)       | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Sheboygan County, Wisconsin (118,000)     |                         |                         |                     |                                 |                  | •                                  | •                         |
| Stearns County, Minnesota (164,000)       | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Sussex County, Delaware (200,000)         | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Wake County, North Carolina (1,129,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Waukesha County, Wisconsin (407,000)      | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Williamson County, Texas (727,000)        | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Yamhill County, Oregon (107,000)          | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| <b>Municipalities</b>                     |                         |                         |                     |                                 |                  |                                    |                           |
| City of Alameda, California (79,000)      |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Amarillo, Texas (199,000)         | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Arlington, Texas (394,000)        | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Aurora, Colorado (369,000)        | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Avondale, Arizona (85,000)        | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Beaverton, Oregon (97,000)        | •                       | •                       | •                   | •                               | •                | •                                  | •                         |

|   | BerryDunn's Involvement |                         |                     |                                 |                  |                                    |                           |
|---|-------------------------|-------------------------|---------------------|---------------------------------|------------------|------------------------------------|---------------------------|
|   | Needs Assessment        | Requirements Definition | RFI/RFP Development | Evaluation Criteria Development | Vendor Selection | Contract Negotiations and Approval | Implementation Assistance |
| City of Bettendorf, Iowa (40,000)                   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Boca Raton, Florida (91,000)                | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Boulder, Colorado (105,000)                 |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Brighton, Colorado (40,000)                 | •                       |                         |                     |                                 |                  |                                    |                           |
| City of Broken Arrow, Oklahoma (112,000)            | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Burlington, Vermont (43,000)                |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Cedar Falls, Iowa (41,000)                  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Cedar Park, Texas (77,600)                  | •                       | •                       |                     |                                 |                  |                                    |                           |
| City of Cleveland, Ohio (365,000)                   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Coral Springs, Florida (128,000)            | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Corona, California (161,500)                | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Danville, Virginia (41,000)                 | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Denton, Texas (170,000)                     | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of DeSoto, Texas (53,000)                      | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Detroit, Michigan (675,000)                 | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Dover, Delaware (37,453)                    | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Duncanville, Texas (40,000)                 |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Edina, Minnesota (52,000)                   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of El Monte, California (109,000)              |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Fargo, North Dakota (122,000)               | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Farmers Branch, Texas (35,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Fort Collins, Colorado (165,000)            | •                       | •                       |                     |                                 |                  |                                    |                           |
| <b>City of Fountain Valley, California (56,000)</b> | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Frisco, Texas (177,000)                     | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Gahanna, Ohio (35,000)                      | •                       | •                       | •                   | •                               | •                | •                                  | •                         |

|  | BerryDunn's Involvement |                         |                     |                                 |                  |                                    |                           |
|--|-------------------------|-------------------------|---------------------|---------------------------------|------------------|------------------------------------|---------------------------|
|  | Needs Assessment        | Requirements Definition | RFI/RFP Development | Evaluation Criteria Development | Vendor Selection | Contract Negotiations and Approval | Implementation Assistance |
| City of Gaithersburg, Maryland (68,000)        | •                       |                         |                     |                                 |                  |                                    |                           |
| City of Galveston, Texas (53,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Garland, Texas (238,000)               | •                       |                         |                     |                                 |                  |                                    |                           |
| City of Glendale, Arizona (237,000)            | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Grand Prairie, Texas (193,837)         |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Helena, Montana (32,000)               | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Independence, Missouri (117,000)       | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Irvine, California (273,000)           | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Irving, Texas (230,000)                | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Jacksonville, North Carolina (73,000)  | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of La Mesa, California (60,000)           | •                       |                         |                     |                                 |                  |                                    |                           |
| City of Lakeville, Minnesota (64,000)          | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Lawrence, Kansas (96,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Livermore, California (90,000)         | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Long Beach, California (470,000)       |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Mansfield, Texas (70,000)              | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Mesquite, Texas (147,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Midland, Texas (119,000)               | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Minot, North Dakota (48,000)           |                         |                         |                     |                                 |                  | •                                  | •                         |
| City of Ormond Beach, Florida (42,000)         |                         |                         |                     |                                 |                  |                                    | •                         |
| City of Pasadena, California (140,000)         | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Pearland, Texas (127,000)              | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Philadelphia, Pennsylvania (1,581,000) | •                       | •                       |                     |                                 |                  |                                    | •                         |
| City of Plano, Texas (287,000)                 | •                       | •                       | •                   | •                               | •                | •                                  | •                         |

|   | BerryDunn's Involvement |                         |                     |                                 |                  |                                    |                           |
|---|-------------------------|-------------------------|---------------------|---------------------------------|------------------|------------------------------------|---------------------------|
|   | Needs Assessment        | Requirements Definition | RFI/RFP Development | Evaluation Criteria Development | Vendor Selection | Contract Negotiations and Approval | Implementation Assistance |
| City of Puyallup, Washington (41,000)   |                         |                         |                     |                                 |                  | •                                  | •                         |
| City of Redding, California (92,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Richland, Washington (53,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of San Leandro, California (90,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Santa Cruz, California (63,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Santa Fe, New Mexico (70,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Simi Valley, California (126,000)   |                         |                         |                     |                                 |                  |                                    | •                         |
| City Spokane Valley, Washington (98,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of St. Charles, Missouri (70,000)  | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Stillwater, Oklahoma (50,000)   | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Sugar Land, Texas (89,000)  |                         |                         | •                   | •                               | •                | •                                  | •                         |
| City of Surprise, Arizona (121,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Tampa, Florida (388,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Toledo, Ohio (265,000)  | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Tucson, Arizona (525,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| <b>City of Weatherford, Texas (31,000)</b>  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City of Wheat Ridge, Colorado (31,000)  | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| City of Wilmington, North Carolina (117,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Town of Front Royal, Virginia (16,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Village of Oak Park, Illinois (52,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| <b>Regional and Special Purpose</b>   |                         |                         |                     |                                 |                  |                                    |                           |
| Coachella Valley Association of Governments, California (represents 10 cities, one county, and four Native American tribes) | •                       | •                       | •                   | •                               | •                | •                                  | •                         |

|  | BerryDunn's Involvement |                         |                     |                                 |                  |                                    |                           |
|--|-------------------------|-------------------------|---------------------|---------------------------------|------------------|------------------------------------|---------------------------|
|  | Needs Assessment        | Requirements Definition | RFI/RFP Development | Evaluation Criteria Development | Vendor Selection | Contract Negotiations and Approval | Implementation Assistance |
| Chicago Metropolitan Agency for Planning, Illinois (CMAP) (2,710,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| City-County Information Technology Commission (CCITC), Wisconsin (serves Marathon County, the City of Wausau, three counties' healthcare, four police departments, and Marathon public library system) | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Consumnes Community Services District, California (210,000)  | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Lafayette Consolidated Government, Louisiana (242,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Louisville/Jefferson County Metro, Kentucky (740,000)  | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Loveland Housing Authority, Colorado (organization assists 1,200 households)   | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Madison Metropolitan Sewer District, Wisconsin (429,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| Metropolitan Government of Nashville and Davidson County, Tennessee (684,000)  | •                       | •                       | •                   |                                 |                  |                                    | •                         |
| Omaha-Council Bluffs Metropolitan Area Planning Agency, Nebraska (968,000)   | •                       | •                       | •                   | •                               | •                | •                                  |                           |
| Tri-County Health Department, Colorado (1,400,000)   | •                       | •                       | •                   | •                               | •                | •                                  | •                         |
| <b>Waste Commission of Scott County, Iowa (175,000)</b>  | •                       | •                       | •                   | •                               | •                | •                                  |                           |

### *Enterprise System Familiarity*

BerryDunn has extensive experience assisting clients in every stage of the enterprise system planning, selection, and implementation life cycle; experience and familiarity with most systems and their associated modules in the marketplace; and lack of affiliation with any specific vendor. Our experience assessing a wide variety of vendors means that we understand the capabilities and limitations of today's systems. Enterprise systems that we have reviewed as part of system planning engagements and those that clients have selected for implementation are included in Figure 3 below. While BerryDunn does not

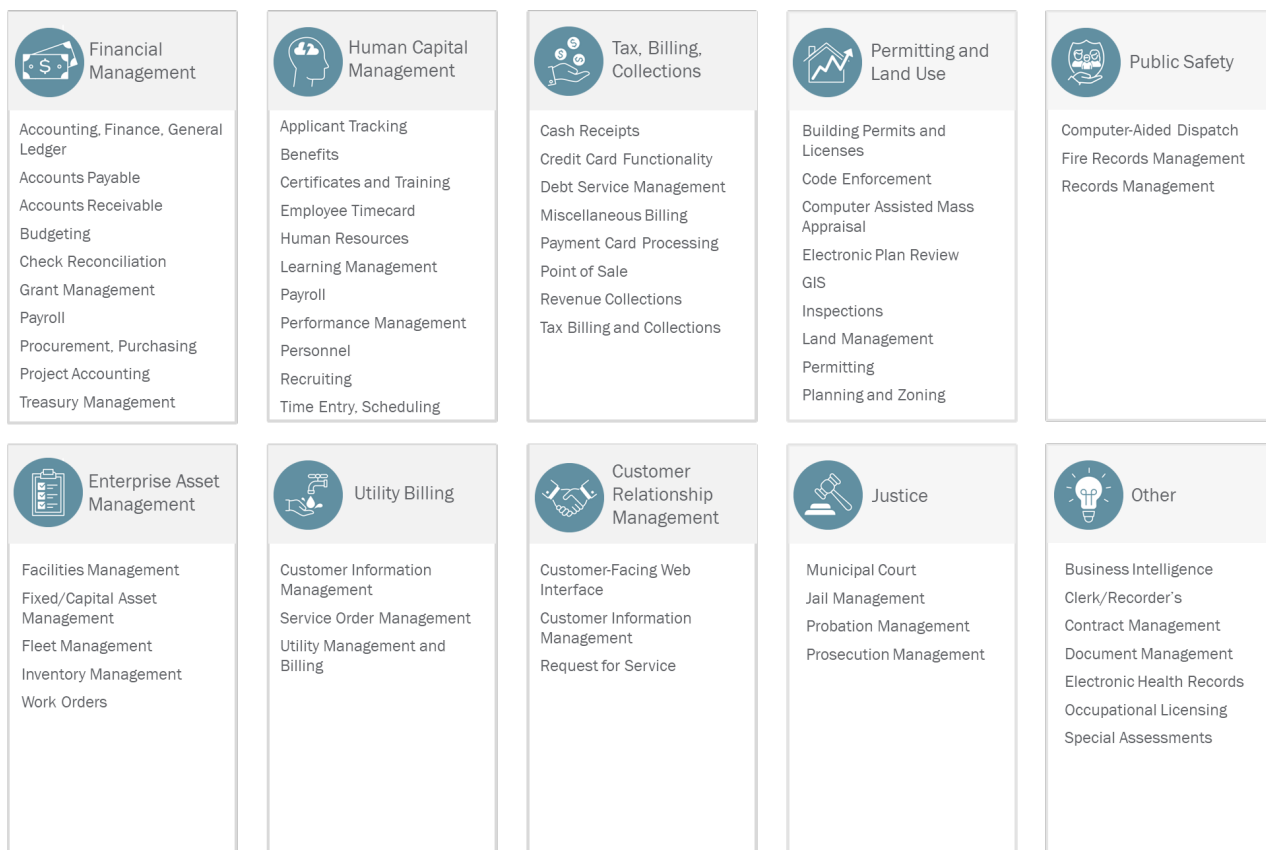
recommend particular systems, we provide clients with the information, education, and tools needed to feel confident in the decision they make for moving forward with future solutions.

Figure 3: Enterprise System Vendors



The City will be pleased to notice that we have experience with all in-scope modules, described in Figure 4, thereby helping ensure a thorough and insightful process.

Figure 4: Functional Modules



### iii. Our Experience with Tyler Incode

Please refer to **Sections c.i and c.ii** for select projects that involved Tyler Incode.

# 4. Proposed Methodology

## Project Understanding

The City delivers a wide range of municipal services that depend on effective financial, HR, permitting, and operational systems. While the City’s current ERP environment supports core functions, system limitations have resulted in manual work-arounds, fragmented processes, and limited reporting. As these challenges affect efficiency, data access, integration between systems, and access to timely information, the City is now evaluating how its enterprise systems can better support day-to-day operations and long-term needs.

The City recognizes that a modern ERP environment can help ensure stronger integration across finance, HRIS and permitting—with possible consideration of additional modules while reducing reliance on paper-driven processes and disconnected systems. Improved workflows, standardized time entry, and more accessible data can help ensure staff focuses on service delivery rather than work-arounds. At the same time, enhanced reporting and budgeting capabilities can help ensure leadership has the information needed to make informed decisions.

BerryDunn understands that the City seeks a vendor-neutral partner to help assess its current environment and define a clear path forward. Working closely with City leadership and staff, BerryDunn would document current-state processes, identify opportunities for optimization, and define future requirements grounded in operational realities. This approach helps ensure that technology recommendations are informed by business needs and that the City is positioned to move forward confidently with ERP procurement and implementation planning.

## How BerryDunn Can Help

With the City’s goals and objectives in mind, we feel certain that we are well-positioned to partner with the City on this engagement. Below, we outline several attributes that we hope the City will consider as it determines the best path forward.



**Deep municipal Finance and HRIS Experience.** BerryDunn brings extensive experience supporting municipal Finance and Human Resources functions across the full enterprise system life cycle, from current-state assessment and business process analysis through system selection and implementation support. Our consultants have worked with cities, counties, and other public-sector organizations to modernize core financial management, payroll, budgeting, and human capital systems, and many of our team members bring firsthand experience from serving in municipal finance and HR leadership roles. This depth of functional and operational understanding allows us to quickly grasp the interdependencies between Finance and HRIS processes, identify opportunities for improvement, and help ensure future systems are aligned with public-sector requirements, internal controls, and workforce needs.



**Experience with Tyler Technologies migrations, including Incode/ERP Pro.** BerryDunn has supported numerous public-sector organizations as they plan for and transition away from Tyler Technologies environments, including Incode/ERP Pro, as part of broader system replacement initiatives. We understand the operational, data, and integration considerations unique to Tyler-based Finance and HR environments and have applied this knowledge in assessments, requirements development, and migration planning efforts. Our familiarity with Tyler solutions such as Incode, combined with our independent, vendor-neutral advisory role, allows us to objectively evaluate replacement options and help

clients plan for a successful transition that minimizes disruptions and supports long-term operational and reporting needs.



**Our demonstrated independence and vendor-neutral ERP selection approach.**

Central to our identity is the preservation of our independence and objectivity. Our team has many years of large-scale enterprise business process, system advisory, and implementation experience, but our firm does not sell, develop, or provide staff augmentation services for software, hardware, or implementation vendors. We do not have any preferred vendors, and the City will not find our name listed as partners, affiliates, or sponsors of any vendor, nor does BerryDunn sell hardware or software products. This—along with our BerryDunn Bridge program—allows us to provide unbiased system selection consulting services and work in the City’s best interests. Our ability to objectively advise the City on considerations related to evaluating system functionality will be critical to the City’s initiative to migrate to a more connected and integrated ecosystem.



**Our commitment to local government and demonstrated commitment to serving clients in the State.**

All our project team members exclusively serve local government clients, and the majority have prior experience working in local government organizations prior to joining BerryDunn. Having served hundreds of local governments across the country, our team has a deep understanding of local government organizations and government accounting standards, as well as the opportunities and constraints associated with the region’s public-sector landscape. Further, we have developed a strong understanding of the State’s municipal landscape through recent and/or ongoing engagements with numerous clients, including work with the Cities of Janesville, Waukesha and Wausau and the Counties of Calumet, Outagamie, and Waukesha. We are also actively supporting the City of Superior in its migration to a new software solution after supporting the City through a comparable ERP assessment and selection process, which Corey, Kate, and Ryan led. This will help ensure we bring firsthand insights, as well as industry, regional, and national best practices to this project.

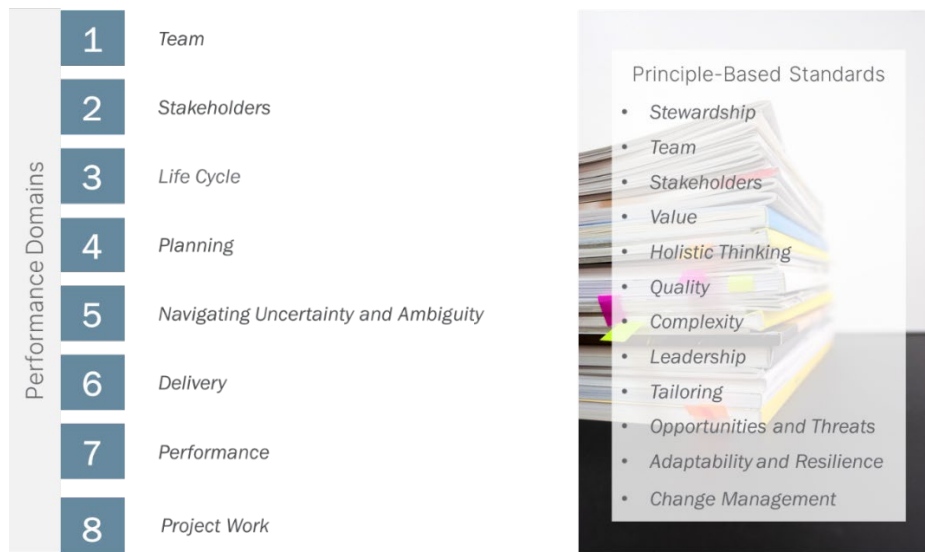
## a. Providing and Managing Services

### Project Management

To help ensure that project objectives are met, and initiation and completion of project work are conducted in a timely manner, each BerryDunn project is led by an experienced project manager who understands and utilizes project management best practices. Our Consulting Services Team employs project management best practices from the Project Management Institute®’s (PMI®’s) A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

Figure 5 illustrates the standards of project management as defined by performance domains and project delivery principles that are critical for effective delivery of project outcomes.

Figure 5: Performance Domains and Project Management Guiding Principles | PMBOK® Guide

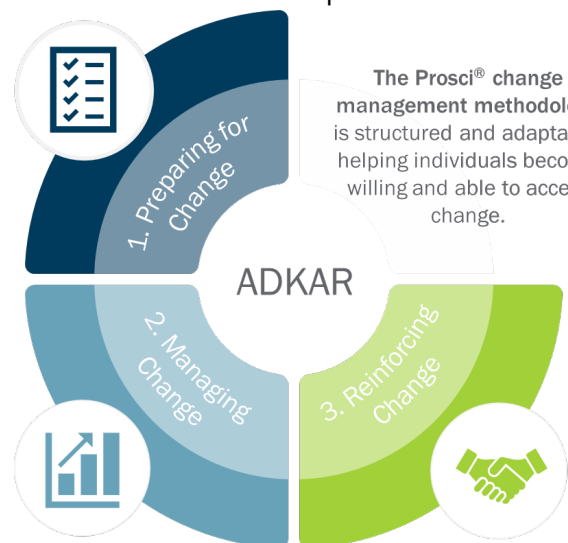


## Change Management

Stakeholders' willingness to adopt new processes and tools plays a significant role in the success—or failure—of system replacement projects. BerryDunn has observed resistance to change in virtually all our engagements. As such, our project management approach is carefully integrated with change management methodologies to promote buy-in and consensus for the project. We will work with you to proactively address resistance by:

- Engaging stakeholders at the right level throughout the project—from initial planning through implementation—to build understanding for the need for change and gain support from the people who will be using the future solutions and who are most familiar with current processes
- Developing and executing a communications plan that considers the information needs of each stakeholder group
- Documenting business processes and working with stakeholders to understand how their work will be performed in the future environment
- Monitoring training activities to help ensure that users will be prepared on day one

We have adopted the Prosci® change management methodology and trained **over 100 consultants to become Prosci® Certified Change Practitioners (CCPs)**. A central focus of the Prosci® change management approach is the belief that, in order for change to work in an organization, individuals must be willing to change and understand change. Based on this belief, Prosci® developed the awareness, desire, knowledge, ability, and reinforcement (ADKAR) change management approach, defined above.



Consistent with the Prosci® methodology, the City can expect our change management approach to involve three stages, as described on the following page.

### 1: Preparing for Change

Involves developing of change management strategies, based on input from the City stakeholders on the existing environment.

### 2: Managing Change

Involves overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan.

### 3: Reinforcing Change

Involves evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes.

The City can be confident in our flexibility while developing and executing our change management approach. We understand that no two engagements are exactly alike, and we believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.

Additionally, according to research conducted by Prosci®, the likelihood of project success increases significantly and in alignment with the level of change management focus applied to the project. Figure 6, below, shows that even small increases in focus on change management, from “poor” to “fair,” are likely to have a positive impact on system adoption and project success.

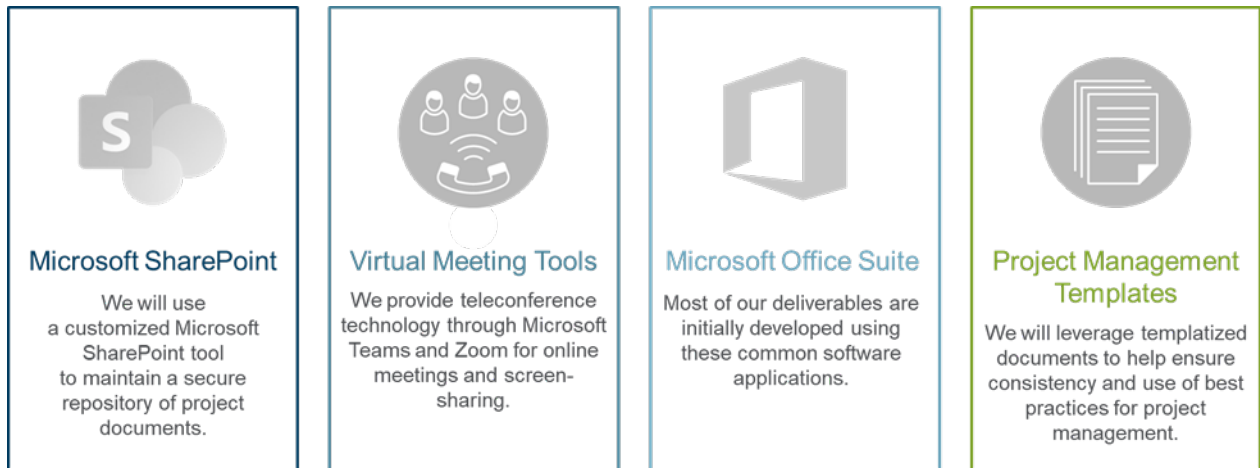
Figure 6: Change Management's Impact on Project Success



## b. Coordination and Communication with City Staff

For the daily management and undertaking of project tasks, we strive to avoid unnecessary delays, enhance productivity, promote collaboration, and minimize barriers to participation. To that end, we utilize technology that is familiar or intuitive to most users in addition to our project resources assembled from years of public-sector consulting, as detailed in Figure 7.

Figure 7: BerryDunn’s Tool Kit for Daily Project Management



### c. Expected Involvement from City Staff

Commitment from all project participants is critical to producing a successful outcome; however, we understand that the project participants have regular commitments outside this project. Therefore, we will work as independently as possible, plan and communicate well, and bring in City staff and stakeholders as needed and in a manner that facilitates tangible contributions and results.

Table 2, on the following pages, outlines the roles, responsibilities, and estimated time commitments we anticipate from City personnel in this system selection process. We will be able to better estimate City involvement in the eventual implementation effort when the City nears closer to selecting its preferred vendor.

Table 2: Estimate of Expected Participation of City Personnel

| Role                   | Description/Responsibilities  | Hours  | Involvement in Major Activities  |
|------------------------|---|--------|--|
| <b>Project Sponsor</b> | <ul style="list-style-type: none"> <li>Provide executive support, sponsorship, and overall direction and tactical vision for the project</li> <li>Commit/assign resources to the project</li> <li>Participate in project kickoff meeting and stress goals and objectives for the project to City staff</li> <li>Provide executive-level decision-making when needed and maintain overall responsibility for the project</li> <li>Distribute communications, as necessary, that support the project and</li> </ul> | 6 – 10 | Project Charter, Project Management Plan, and Schedule Acceptance<br>Project Kickoff |

| Role                   | Description/Responsibilities   | Hours    | Involvement in Major Activities  |
|------------------------|--|----------|--|
|                        | <p>provide it with adequate visibility and priority</p>  |          |  |
| <b>Project Manager</b> | <ul style="list-style-type: none"> <li>• Maintain overall responsibility for the project and act as main point of contact between BerryDunn and the City</li> <li>• Circulate deliverables for review and collect feedback, and provide signoff</li> <li>• Participate in the project kickoff meeting and stress goals and objectives for the project to City constituents</li> <li>• Participate in key work sessions</li> <li>• Assist in collecting background documentation and share with BerryDunn in advance of our work</li> <li>• Provide names and contact information for City employees involved in project</li> </ul> | 70 – 100 | <p>Project Charter, Project Management Plan, and Schedule</p> <p>Project Kickoff</p> <p>Procurement Strategy and Market Analysis Memo review</p> <p>ERP Functional and Technical Requirements RFP Release and Planning Meeting</p> <p>Finalization and Review of District's RFP Package</p> <p>Proposal Executive Summary Memo and Round-One Scoring</p> <p>Demonstration Facilitation and Round-Two Scoring</p> <p>Preferred Vendor Identification</p> <p>Contract Negotiations</p> |
| <b>Project Team</b>    | <ul style="list-style-type: none"> <li>• Provide necessary feedback and subject matter expertise to help inform BerryDunn's project deliverables</li> <li>• Participate in project meetings and work sessions</li> <li>• Review project deliverables</li> </ul>  | 30 – 60  | <p>Project Charter, Project Management Plan, Project Schedule</p> <p>Project Kickoff</p> <p>ERP Functional and Technical Requirements RFP Scoring and Evaluation Team Preparation</p> <p>Finalization and Review of District's RFP Package</p> <p>Proposal Executive Summary Memo and Round-One Scoring</p>  |

| Role                          | Description/Responsibilities   | Hours   | Involvement in Major Activities   |
|-------------------------------|--|---------|---|
|                               |  |         | Demonstration<br>Facilitation and Round-Two Scoring<br>Preferred Vendor Identification  |
| <b>Subject Matter Experts</b> | <ul style="list-style-type: none"> <li>• Complete the web survey</li> <li>• Provide necessary feedback and subject matter expertise to help inform BerryDunn’s project deliverables</li> <li>• Assist with compiling requested documentation</li> <li>• Participate in related fact-finding meetings, joint requirements planning sessions, and software demonstrations</li> </ul> | 20 – 30 | ERP Functional and Technical Requirements<br>Demonstration<br>Facilitation and Round-Two Scoring  |
| <b>Technical Team</b>         | <ul style="list-style-type: none"> <li>• Participate in related fact-finding meetings, joint requirements planning sessions, and software demonstrations</li> <li>• Review project deliverables associated with the analysis phase</li> </ul>  | 10 – 20 | ERP Functional and Technical Requirements<br>Proposal Executive Summary Memo and Round-One Scoring<br>Demonstration<br>Facilitation and Round-Two Scoring |
| <b>Contract/Legal Team</b>    | <ul style="list-style-type: none"> <li>• Participate in contract strategy discussions</li> <li>• Participate in contract negotiations</li> </ul>   | 40 – 60 | Contract Negotiation and Approval Assistance  |

### d. Additional Resources Network

BerryDunn’s Consulting Services Group includes more than 400 consultants, including more than 80 Local Government Practice Group consultants who specialize in supporting public-sector clients. As needed, our project team will draw on the support of our vast pool of business analysts and SMEs. These consultants will provide in-depth knowledge of various aspects of local government and support the project team with efforts related to fact-finding, research, and deliverable development.

## e. Work Plan, Deliverables, Project Schedule and Milestones

### Overview

BerryDunn strives to be flexible when it comes to developing and executing an effective work plan, and our past clients have appreciated our willingness to adapt to their needs. BerryDunn will drive the project forward while balancing the constraints of the City stakeholders. This mindset plays a foundational role in how we measure the success of our portfolio of similar projects.

Our approach to executing the City's project is outlined below and designed to incorporate consistent project management best practices with each of the City's key deliverables and tasks. Our intent is to work with staff to help ensure we make the best use of your time. Ultimately, consistent collaboration can help promote buy-in and understanding for final recommendations.

The overarching benefits the City can expect of our approach include:

- A methodology based on our extensive experience conducting similar projects
- Quality assurance processes that incorporate the City's review and approval of all deliverables and key milestones
- Built-in project and OCM best practices that focus on keeping the project on time, on budget, and progressing at a healthy pace for the City's stakeholders to give input in the information gathering and fact-finding process and understand final recommendations
- A needs assessment that will include all functional areas within scope and focus on how those areas interact with each other and integrate with existing systems
- A focus on taking full advantage of the newest technology and harnessing efficiencies by reviewing business practices or implementing technology to enhance existing business processes performed by individual departments and those performed across the City
- An ability to satisfy all requirements set forth in the City's scope of work

Figure 8 presents an overview of our proposed approach to completing the City's desired scope of work.

*Figure 8: BerryDunn's Proposed Approach*



## Details

Below and on the following pages, we provide details of our work plan to conduct the City's project effectively and efficiently as described in Figure 8.

### Phase 0: Project Planning and Ongoing Project Management

#### The BerryDunn Difference:

- ▲ *We leverage best practices from the PMBOK® Guide to initiate and plan the project to help ensure successful execution.*
- ▲ *We establish an open and consistent line of communication for the duration of the project so that we can effectively manage the project scope, timeline, and mitigate risks and issues.*

**0.1 Conduct initial project planning.** We will conduct an initial project planning work session with the City's project management team to:

- Introduce key team members
- Clarify project scope, goals, objectives, and known project constraints
- Determine what work will take place on-site
- Refine dates and/or tasks, as appropriate
- Identify risks and issues
- Develop an MS Teams and/or SharePoint Collaboration site
- Schedule and plan for a project kickoff meeting and introductory meetings with departmental staff
- Develop the Project Charter, Project Management Plan, and Project Schedule

We will discuss our approach for managing communications between BerryDunn and the City, as well as our approach to scope, risk, and resource management. We will also establish a governance structure including a project steering committee and working groups and assist the City in identifying stakeholders and/or stakeholder groups to include in the assessment process. These discussions will help us to refine our currently proposed Project Charter, Project Management Plan, and Project Schedule, as well as inform introductory meetings with departmental staff. A component of the Project Management Plan is a detailed communication plan that will define the role of BerryDunn and City staff.

**0.2 Develop Project Charter, Project Management Plan, and Project Schedule.** Based on the information gathered from initial project planning, we will draft a Project Charter, Project Management Plan, and Project Schedule. The plan will define the organizational structure of the project, the project team's responsibilities and reporting relationships, and project approach, tasks, milestones, deliverables, and timelines for scope of work for the management of cost, schedule, and resources. The Project Work Plan and Project Schedule will also include agreed-upon procedures between BerryDunn and the City related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, we will facilitate a work session with the City's project team to review the drafts and solicit feedback. We will incorporate the City's feedback and finalize the documentation before distributing it in final form.

## Phase 0: Project Planning and Ongoing Project Management

### ▲ *Deliverable 0A. Project Charter, Project Management Plan, and Proposed Schedule*

**1.5 Develop Project Status Updates.** Throughout the project, our project team will provide Biweekly Status Updates that describe the activities and accomplishments for the reporting period, plans for the upcoming month, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable. We will meet with the City's project manager to review the status updates. Should there be times in the project where an increased meeting frequency is required, BerryDunn will facilitate those meetings inclusive of our fixed-fee pricing.

### ▲ *Deliverable 0B. Ongoing Biweekly Status Updates*

## Phase 1. ERP Needs Assessment

### **The BerryDunn Difference:**

- ▲ *We utilize multiple methods of engagement to seek feedback and provide staff and stakeholders with meaningful opportunities to participate, fostering stronger buy-in.*
- ▲ *Our Needs Assessment Report will provide detailed analysis and key considerations that will inform the Technical and Functional Requirements*

**1.1 Initiate Project Management Toolkit and Planning Documents.** Based on the initial planning meeting with the City, our team will immediately set out to begin development of the structure and framework for organizing the process of collecting documentation and ongoing collaboration on project deliverables between our teams. This will include provisioning a SharePoint project portal to facilitate management of project documentation and to serve as a primary repository of draft and final work products, mitigating against the confusion that may occur over versioning control as compared to the use of email. To initiate the gathering of preliminary information that will serve as an input into our assessment process, and to facilitate the announcement of the project to a broader section of City staff, we will produce the following initial documentation:

- **Information Request:** We will provide the City with an information request sheet to gather available documentation that will be helpful to us during the project (such as policies, procedural documentation, documentation on existing systems, and available labor/union memoranda of understanding).
- **Functional Area Listing:** We will prepare a functional area listing based on the City's scope of work, expanding upon the related business processes for each functional area to gain alignment and consistency in the use of nomenclature on the project. This will also serve to confirm the scope of business processes that are included in the assessment process.
- **Draft a strengths, weaknesses, opportunities, and threats (SWOT) web survey:** We will prepare a draft SWOT survey that will be used as one of many inputs into our information gathering and assessment process. This SWOT survey is intended to be issued to staff early in the process as a way to both introduce the project and also prompt staff to begin thinking critically about current-state processes, training needs, and areas for future improvements.
- **Project Announcement Memo:** We will prepare a draft project announcement memo that is intended to formally announce the project to City staff, introduce BerryDunn and our role in the

## Phase 1. ERP Needs Assessment

project, and request participation in both the SWOT survey and the fact-finding process described later in our work plan.

Once prepared, we will review these documents in draft format with the City's project management team (PMT) in a work session to solicit feedback before updating them to final.

**1.2 Facilitate kickoff meeting.** We will prepare for and facilitate a project kickoff meeting with all project participants to outline the project schedule, expected participation, discuss intended outcomes, and gain initial feedback and perspectives from the group prior to beginning the in-depth fact-finding meetings.

**1.3 Facilitate fact-finding workshops.** Following the project kickoff meeting, we will conduct a series of interviews with the City's departmental representatives across agreed-upon functional areas to gain a detailed understanding of the systems, strengths and challenges, reporting needs, and tools that currently support the City's operations.

We will provide the City's staff with an outline of topics to be prepared to discuss during the fact-finding meetings, prompting staff to be prepared to discuss system functionality that may not exist in the current environment but they feel should exist in the future environment; impediments created by the current system; potential opportunities for improvement in the use of technology as well as policies and procedures, as well as other topics. Our team is experienced in examining business processes through the lens of identifying root cause factors that contribute to an end user's perspective of a legacy software product—delineating between technology and process or policy factors. This provides us the opportunity to educate our clients, including your staff, on where future-state processes may be more streamlined, while also allowing for sound approaches to current work to be appropriately brought forward into the future ERP system.

We will explore a multitude of business and functional topics with City staff, exploring needs surrounding accounts payable, accounts receivable, building projects, check reconciliation, cash collection, general ledger, payroll, time entry, administration, and other topics as defined in the initial project planning process.

These discussions will inform our analysis of the current environment and lay the groundwork for identifying high-impact opportunities and prioritizing future system requirements that align the City's operational objectives, strategic vision, and available resources.

Where appropriate, we will observe staff conducting business process routines. This can include, but not be limited to, observing back-office and front-office processes, daily and monthly processes, and process workflows in action. We will also meet with representatives from the City's IT staff who support the existing applications to review available system documentation, existing data elements, and data reporting needs. When necessary, the BerryDunn team will accommodate unanticipated scheduling challenges of the City's personnel to make the best use of time. Our approach is to do what we can to accommodate such needs, providing the opportunity for all stakeholders to contribute their thoughts and ideas.

**1.4 Facilitate procurement planning and strategy session.** The goal of this session is to define selection and evaluation team roles for the procurement process, clarify the anticipated time and resource commitments, and establish a clear, strategic approach to managing the procurement process.

## Phase 1. ERP Needs Assessment

### **1.5 Facilitate an interface and data conversion planning session with the City's stakeholders.**

During the initial fact-finding process, we will facilitate an interface session and data conversion discussion. This technical session is to review the third-party systems in place today, such as those listed on page 3 of the City's RFP, and review the potential integrations to the future environment. In our experience, new technology procurements often replace or consolidate multiple legacy solutions. For systems that will be retained or in areas where best-of-breed systems are in place, BerryDunn will review the functionality needed to inform leadership about these potential integration needs and how they will be incorporated into a future RFP.

We will also facilitate a discussion on the approach to data conversion, including:

- Initiating the discussion on what legacy data must be converted in order to support live transaction processing in the future system. The key distinguishing feature is that the City is not defining what data must be converted to align with record retention requirements, but rather what data is required to support transactions within the new system.
- Identifying which items, of those must be converted items, are static and which are dynamic. This will help to determine the quantity of data (e.g., years, counts) that will be converted, and to inform the scoping, analysis, and, later, the proofing process.
- Discussing the City's intended approach to the final disposition of legacy data following the possible migration to a new ERP system.

Early identification of the planned interface and data conversion scope will allow for clearly articulated language and thus more accurate pricing and scoping provided by vendors in later steps of the project.

**1.6 Develop a Needs Assessment Report.** Drawing on the information gathered through our review of documentation, web survey results, and fact-finding sessions, we will prepare a draft Needs Assessment Report. This report will provide a high-level summary of the processes and inputs that contribute to the City's current business processes, use of technology, and future-state functionality needs, and it will identify process-related challenges and opportunities for improvement that should be addressed through the adoption of moving to a new enterprise system. This report will include but not be limited to:

- An inventory and high-level summary description of the current-state business processes, including an assessment on the use of technology and where future-state processes may be optimized through automation
- Primary challenges and areas for improvement provided by a new enterprise system showing how departments could benefit from new technology
- Recommendation of appropriate integration and other applications to capture financial data and document management capabilities
- Recommended key decision points including overall project timeline, implementation phasing considerations, and City goals and objectives for the selection of a new ERP system.

Additionally, key items in the report will confirm technology and system utilization and identify options for the future systems environment.

We will provide a draft of the Needs Assessment Report to the City's project team for review and facilitate a work session to discuss the report, gain feedback, and build consensus related to the presented decision points. We believe that it is important to obtain the City's validation and approval of

## Phase 1. ERP Needs Assessment

these findings, as this information will serve as the basis for future requirements. We will then revise the report and update it to final.

### ▲ *Deliverable 1. Needs Assessment Report*

## Phase 2. RFP Development Assistance and Selection Assistance

### **The BerryDunn Difference:**

- ▲ *We develop a Procurement Strategy and Market Analysis Memo providing a proactive, end-to-end procurement roadmap that blends market insight, realistic resourcing, and flexible evaluation strategies to help the City align stakeholders and make well-informed, unbiased technology decisions.*
- ▲ *We combine our proven requirements library with focused joint requirements planning (JRP) work sessions to help ensure requirements are prioritized and written to support accurate vendor scoping and pricing.*
- ▲ *We develop a clear, well-structured RFP Package with objective evaluation criteria and scoring tools that promote fair, defensible comparison of vendor proposals.*
- ▲ *We actively support the procurement process by managing vendor questions, addenda, and pre-proposal activities to help ensure transparency and consistency.*
- ▲ *We facilitate proposal review, demonstrations, scoring, and reference checks to help the City confidently identify a preferred vendor aligned with functional, technical, and strategic priorities.*
- ▲ *We provide experienced, independent support during contract negotiations to help ensure terms, scope, pricing, and implementation commitments align with the City's requirements and long-term objectives.*
- ▲ *We collaborate with the City's project team, legal counsel, and vendor to support efficient approval and award decisions while helping protect the City's interests and positioning the project for a successful implementation.*

**2.1 Develop a Procurement Strategy and Market Analysis Memo.** Large, complex software procurements often carry significant financial, operational, and organizational risk. The detailed evaluation of proposals received in response to a comprehensive and broad-scoped RFP such as that contemplated by the City requires thorough planning, clear guidance, and active participation of all parties.

Our firm leverages its deep presence in the public-sector technology marketplace and extensive procurement planning experience to design an approach that maximizes market responsiveness and strategic clarity based on the findings of our Needs Assessment Report. The City is seeking a trusted partner that will help lend best practices, recommendations, and tailored guidance that fits the specific needs of the City and not generalities. BerryDunn will create a Procurement Strategy and Market Analysis Memo, something we feel is unique to our approach for the City. This Memo will include the go-to-market strategy for the procurement of new technology, anticipated timelines and phasing for functional area sets, expected roles and responsibilities for City participants during the RFP solicitation

## Phase 2. RFP Development Assistance and Selection Assistance

process, proposed evaluation criteria for the RFP against which we will collaboratively arrive at point allocations, preliminary budget information, and staffing considerations and resource requirements (hours) for each step in the RFP evaluation process.

This memo will also discuss the intended approach to evaluating best-of-breed (point solution) software proposals that are likely to be submitted. Based on our experience with similarly sized clients that wish to issue a single RFP for all defined areas of need, the RFP should be crafted to allow vendors to submit on specific areas of scope and the resulting proposals should be reviewed based on what the vendor did submit on, and not penalized for what they did not submit on. This memo is intended to help best prepare the City for the software evaluation process and gain consensus on the necessary steps and sequencing of the evaluation, in an effort to adhere to agreed-upon timelines and position the City for meeting its target timelines for the eventual implementation process.

### ▲ *Deliverable 2. Procurement Strategy and Market Analysis Memo*

**2.2 Develop Preliminary Functional and Technical Requirements.** BerryDunn has developed a database of functional and technical requirements based on our experience with other governmental agencies and our knowledge of software system functionality and best practices. Drawing from this database, we will make refinements for those processes that are critical or unique to the City to help formally and thoroughly capture the functions that will need to be addressed using a new ERP system. These requirements will be a critical component to translating the City's current and future needs effectively and allow the new vendor to scope the pricing and technical proposal to align with the City's expectations.

These requirements will support supplemental functionality requirements with key reporting, interface, and conversion enhancements. In our recent experience, those areas have significantly differentiated vendors' solutions and required a specific focus in the selection activities. Our analysis typically results in about 75% of the requirements being defined up front for most of our clients.

These requirements will be provided to the City in a draft format using Microsoft Excel, along with tailored guidance on how to review the requirements, how the requirements will fit into the process, and how to prepare for sessions to review the requirements with our project team.

### ▲ *Deliverable 3. Preliminary Functional and Technical Requirements*

**2.3 Facilitate JRP work sessions.** We will facilitate a series of JRP work sessions with the City's stakeholders and our project team members to review the preliminary requirements. We will reconvene many of the same stakeholders, organized by system/functional area that met during fact-finding activities to discuss the future system capabilities. These sessions will also include one focused on the technical aspects involved with the City's project. Using the preliminary list, we will review and confirm each item and assign a relative criticality to communicate to vendors responding to the list as part of their RFP responses. We will also facilitate similar meetings to review potential interfaces and data conversion objects. Once these have been reviewed, we will update the list to final.

Our role in facilitating the JRP work sessions is to contribute our focused knowledge of the vendor marketplace and align the items requested in the list with the goals and objectives of the project. For example, we might comment that functionality being requested is beyond the core capabilities of vendors and might represent a cost increase. Conversely, we can help recommend requirements to include that might be commonplace today, but beyond the familiarity of the City's stakeholders.

## Phase 2. RFP Development Assistance and Selection Assistance

Similarly, we will challenge staff to not only think about how things are done today, but to reimagine how new software may be able to drive increased efficiencies.

### ▲ *Deliverable 4. Final Functional and Technical Requirements*

**2.4 RFP Release and Planning Meeting.** We will facilitate a session with the evaluation committee to define selection/evaluation team roles for the procurement process, clarify time and resource commitments, go through the release schedule, and establish a clear, strategic approach to managing the procurement process.

**2.5 Develop an RFP Package.** We will develop a draft RFP Package using a proven format that incorporates information pertaining to the history of the project; a high-level description of the City's current environment, desired approach to implementing a new ERP solution, and functional and technical requirements; and a structured list of points for vendors to address in their responses. Our project team will also work with the City to develop objective evaluation criteria to include in the RFP. We will then prepare a scoring matrix to track significant strengths and limitations of each proposal reviewed. Upon completion, we will coordinate a work session with the City's project team to review the draft RFP Package and collect any feedback or additional terms for inclusion before updating to final. We will provide the final RFP to the City's project for distribution through standard channels. For added guidance in distribution, we will provide a list that includes most of the major vendors in the market.

### ▲ *Deliverable 5: RFP Package*

**2.6 Assist with responding to vendor questions and developing addenda.** Once the RFP has been posted, our team will align with City procurement on our role and responsibility in assisting with the questions and answers process. We have planned to take an active role in reviewing vendor questions submitted in response to the RFP, developing draft responses for the City's project team to review, and helping to develop any corresponding addenda.

**2.7 Assist with facilitating a vendor pre-proposal conference.** Our project team will coordinate, plan, and lead a pre-proposal teleconference for interested vendors, facilitating the question-and-answer portion of the meeting. We will compile a list of questions raised and prepare suggested responses. These will be provided in a format that the City's project team can review, revise, and publish as an addendum to the RFP, as determined by procurement staff.

**2.8 Perform an initial completeness review of vendor proposals received, identify items for clarification, and develop a Proposal Executive Summary Memo.** Our project team will perform an initial completeness review of vendor proposals to confirm required information has been submitted and identify any initial items requiring clarification. We will facilitate the proposal review process and synthesize results into a single Proposal Executive Summary Memo. The memo will highlight key areas for consideration by the City's evaluation team, including each vendor's ability to meet minimum requirements and their alignment with the evaluation criteria within the RFP. This memo will also include a comparison of vendor responses to the Functional and Technical Requirements.

**2.9 Facilitate round-one scoring meeting to identify short-listed vendors and items needing clarification.** We will meet with the evaluation team to review the proposal summaries, discuss each proposal received, assist in the scoring process, and collect scores to identify the top preferred

## Phase 2. RFP Development Assistance and Selection Assistance

vendors to invite for demonstrations. We will clarify any open items with these short-list vendors before issuing invitations for demonstrations.

### ▲ *Deliverable 6. Proposal Executive Summary Memo and Vendor Short-List*

#### **2.10 Assist the City's PMT in planning for demonstrations and writing demonstration scripts.**

We will facilitate a demonstration planning work session with the City's project team to discuss the format of vendor demonstrations and software demonstration scripts. We will develop a tailored demonstration script template designed to highlight functionality most relevant to the project goals and evaluation criteria. The draft script will be reviewed with the City's project team and finalized prior to distribution to participating vendors.

**2.11 Develop demonstration scenarios based on the meeting with City staff.** These structured scenarios will be used to help guide the demonstrating software providers with the flow of presentations as well as the scope of what should be shared with the City. This will help mitigate against an open sales presentation and focus the evaluation on as comparable presentations as feasible.

**2.12 Facilitate vendor demonstrations.** One of our project team members will attend demonstrations and assist the City's PMT with facilitation for a period of up to six days. Our project team's extensive background in the demonstration process will provide the City's PMT with a unique perspective on how to score, prepare, evaluate, and participate in vendor demonstrations.

**2.13 Facilitate a round-two scoring meeting to identify preferred vendors.** We will participate in the second round of vendor scoring immediately following the final demonstration to identify the vendor or vendors that the City's PMT should perform its reference checks on.

**2.14 Assist in planning for reference checks and site visits.** We will assist the City's project team with identifying tasks that should be accomplished prior to meeting at each site visit. We will also coordinate with the City's PMT to discuss the suggested approach for the reference checks.

### ▲ *Deliverable 7: Demonstration Facilitation*

**2.15 Facilitate a final scoring meeting.** We will participate in the final scoring meeting via teleconference following the completion of reference checks and site visits. The objective will be to identify a preferred vendor and a second-choice vendor should contract negotiations with the first be unsuccessful.

### ▲ *Deliverable 8: Preferred Vendor Identification*

**2.16 Support the City in the contract negotiations and approval process with its preferred vendor.** At the conclusion of final scoring activities, should the City desire, we are able to support the City with the contract negotiations and approval process when and where it will benefit the City most. We have been involved in this process from the client, vendor, and independent consultant perspectives and understand how the associated support needs vary and how the contract impacts the eventual implementation process. In conducting contract approval and negotiations activities, we will

## Phase 2. RFP Development Assistance and Selection Assistance

draw on these experiences to help ensure the City's best interests are met and project goals and objectives are achieved.

Working collaboratively with the City's project team, legal counsel, and preferred vendor, among other stakeholders, we will take part in various activities, including but not limited to:

- Developing a draft contract, using the City's contracting procedures and the vendor's proposal as starting points
- Reviewing the contract documents with the City's PMT to help ensure that requirements are clearly defined and to establish that the City agrees to the schedule, implementation process, fee arrangement, scope of services, vendor resources, deliverables, costs, acceptance criteria, and terms and conditions
- Participating during negotiations with the preferred vendor
- Supporting presentation development and delivery to City leadership as it relates to receiving approval and contract execution

Should it become clear at any point during contract approval and negotiations that the preferred vendor's solution or contract terms will not meet the needs of the City we might recommend halting the process with that vendor and commencing efforts with the second-choice vendor.

In recognition of the many variables not yet known related to the contract approval and negotiation timeline and work effort, should the City desire this optional task, we plan to commit up to 40 hours toward this effort on a fixed-fee basis.

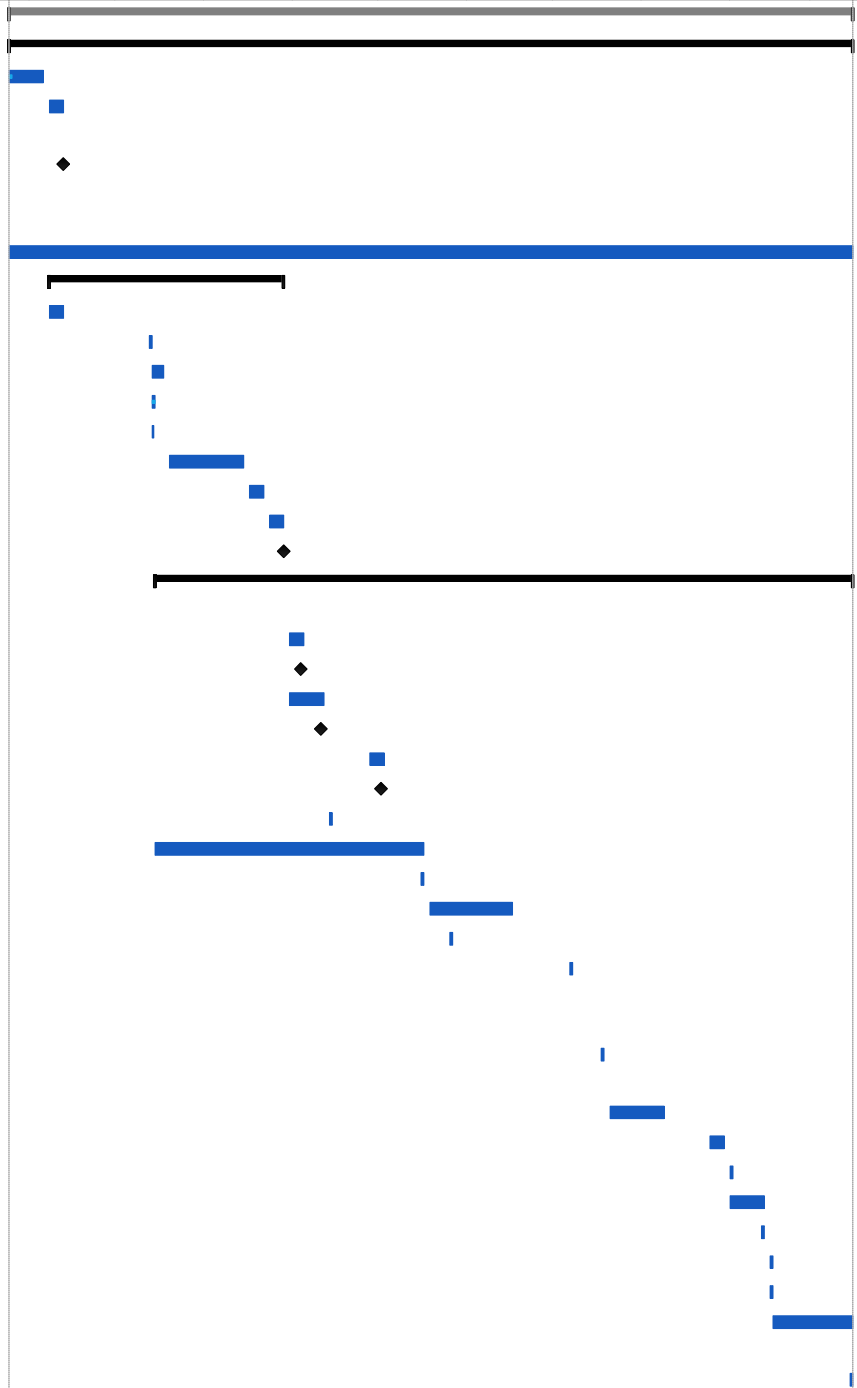
### ▲ *Deliverable 9. Contract Negotiations and Approval Assistance*

## Anticipated Schedule

On the following page, we provide a detailed project schedule with project milestones. We have developed our project approach and schedule to accommodate the City's timeline, and we will confirm key project dates in collaboration with the City during Project Planning and Ongoing Management.

**City of De Pere, WI**  
ERP Consulting Services

| ID        | Task Name   | Start               | Finish              | Predecessors | May '26 | Jun '26 | Jul '26 | Aug '26 | Sep '26 | Oct '26 | Nov '26 | Dec '26 | Jan '27 | Feb '27 | Mar '27 |
|-----------|---|---------------------|---------------------|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>0</b>  | <b>DePere Draft Project Schedule</b>  | <b>Mon 5/25/26</b>  | <b>Mon 3/15/27</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| <b>1</b>  | <b>Phase 0 : Project Planning and Ongoing Project Management</b>  | <b>Mon 5/25/26</b>  | <b>Mon 3/15/27</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| 2         | Conduct initial project planning.   | Mon 5/25/26         | Fri 6/5/26          |              |         |         |         |         |         |         |         |         |         |         |         |
| 3         | Develop draft Project Charter, Project Management Plan, and Project Schedule.   | Mon 6/8/26          | Fri 6/12/26         | 2            |         |         |         |         |         |         |         |         |         |         |         |
| <b>4</b>  | <b>D0A. Project Charter, Project Management Plan, and Project Schedule</b>  | <b>Fri 6/12/26</b>  | <b>Fri 6/12/26</b>  | <b>3</b>     |         |         |         |         |         |         |         |         |         |         |         |
| 5         | Develop Project Status Updates  | Mon 5/25/26         | Mon 3/15/27         | 2SS          |         |         |         |         |         |         |         |         |         |         |         |
| <b>6</b>  | <b>D0B. Ongoing Biweekly Status Updates</b>   | <b>Mon 5/25/26</b>  | <b>Mon 3/15/27</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| <b>7</b>  | <b>Phase 1. ERP Needs Assessment</b>  | <b>Mon 6/8/26</b>   | <b>Fri 8/28/26</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| 8         | Initiate Project Management Toolkit and Planning Document   | Mon 6/8/26          | Fri 6/12/26         | 2            |         |         |         |         |         |         |         |         |         |         |         |
| 9         | Facilitate kickoff meeting.   | Mon 7/13/26         | Mon 7/13/26         |              |         |         |         |         |         |         |         |         |         |         |         |
| 10        | Facilitate fact-finding workshops.  | Tue 7/14/26         | Fri 7/17/26         | 9            |         |         |         |         |         |         |         |         |         |         |         |
| 11        | Facilitate procurement planning and strategy session.   | Tue 7/14/26         | Tue 7/14/26         | 9            |         |         |         |         |         |         |         |         |         |         |         |
| 12        | Facilitate an interface data conversion planning session.   | Tue 7/14/26         | Tue 7/14/26         | 9            |         |         |         |         |         |         |         |         |         |         |         |
| 13        | Develop a Needs Assessment Report.  | Mon 7/20/26         | Fri 8/14/26         | 10           |         |         |         |         |         |         |         |         |         |         |         |
| 14        | City review of draft Needs Assessment Report.   | Mon 8/17/26         | Fri 8/21/26         | 13           |         |         |         |         |         |         |         |         |         |         |         |
| 15        | Finalize Needs Assessment Report.   | Mon 8/24/26         | Fri 8/28/26         | 14           |         |         |         |         |         |         |         |         |         |         |         |
| <b>16</b> | <b>D1. Needs Assessment Report</b>  | <b>Fri 8/28/26</b>  | <b>Fri 8/28/26</b>  | <b>15</b>    |         |         |         |         |         |         |         |         |         |         |         |
| <b>17</b> | <b>Phase 2. RFP Development Assistance and Selection Assistance</b>   | <b>Wed 7/15/26</b>  | <b>Mon 3/15/27</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| 18        | Develop a Procurement Strategy and Market Analysis Memo   | Mon 8/31/26         | Fri 9/4/26          | 16           |         |         |         |         |         |         |         |         |         |         |         |
| <b>19</b> | <b>D2. Procurement Strategy and Market Analysis Memo</b>  | <b>Fri 9/4/26</b>   | <b>Fri 9/4/26</b>   |              |         |         |         |         |         |         |         |         |         |         |         |
| 20        | Develop Preliminary Functional and Technical Requirements   | Mon 8/31/26         | Fri 9/11/26         | 16           |         |         |         |         |         |         |         |         |         |         |         |
| <b>21</b> | <b>D3. Preliminary Functional and Technical Requirements</b>  | <b>Fri 9/11/26</b>  | <b>Fri 9/11/26</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| 22        | Facilitate JRP work sessions.   | Mon 9/28/26         | Fri 10/2/26         | 20FS+10 day  |         |         |         |         |         |         |         |         |         |         |         |
| <b>23</b> | <b>D4. Preliminary Functional and Technical Requirements</b>  | <b>Fri 10/2/26</b>  | <b>Fri 10/2/26</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| 24        | RFP Release and Planning Meeting.   | Mon 9/14/26         | Mon 9/14/26         | 20           |         |         |         |         |         |         |         |         |         |         |         |
| 25        | Develop an RFP Package.   | Wed 7/15/26         | Fri 10/16/26        | 11           |         |         |         |         |         |         |         |         |         |         |         |
| <b>26</b> | <b>D5. RFP Package</b>  | <b>Fri 10/16/26</b> | <b>Fri 10/16/26</b> |              |         |         |         |         |         |         |         |         |         |         |         |
| 27        | Assist with responding to vendor questions and developing a   | Mon 10/19/26        | Mon 11/16/26        | 26           |         |         |         |         |         |         |         |         |         |         |         |
| 28        | Assist with facilitating a vendor pre-proposal conference.  | Mon 10/26/26        | Mon 10/26/26        | 26FS+5 days  |         |         |         |         |         |         |         |         |         |         |         |
| 29        | Perform an initial completion review of vendor proposals received, identify items for clarification, and develop a Proposal Executive Summary Memo. | Mon 12/7/26         | Mon 12/7/26         | 26FS+35 days |         |         |         |         |         |         |         |         |         |         |         |
| 30        | Facilitate round-one scoring meeting to identify short-listed vendors and items needing clarification.  | Fri 12/18/26        | Fri 12/18/26        | 29FS+8 days  |         |         |         |         |         |         |         |         |         |         |         |
| 31        | Develop demonstration scenarios based on the meeting with   | Mon 12/21/26        | Fri 1/8/27          | 30           |         |         |         |         |         |         |         |         |         |         |         |
| 32        | Facilitate vendor demonstrations.   | Mon 1/25/27         | Fri 1/29/27         | 30FS+25 day  |         |         |         |         |         |         |         |         |         |         |         |
| 33        | Facilitate a round-two scoring meeting to identify preferred v  | Mon 2/1/27          | Mon 2/1/27          | 32           |         |         |         |         |         |         |         |         |         |         |         |
| 34        | Assist in planning for reference checks and site visits.  | Mon 2/1/27          | Fri 2/12/27         | 32           |         |         |         |         |         |         |         |         |         |         |         |
| <b>35</b> | <b>D7. Demonstration Facilitation</b>   | <b>Fri 2/12/27</b>  | <b>Fri 2/12/27</b>  |              |         |         |         |         |         |         |         |         |         |         |         |
| 36        | Facilitate a final scoring meeting.   | Mon 2/15/27         | Mon 2/15/27         | 32FS+10 day  |         |         |         |         |         |         |         |         |         |         |         |
| <b>37</b> | <b>D8. Preferred Vendor Identification</b>  | <b>Mon 2/15/27</b>  | <b>Mon 2/15/27</b>  | <b>35</b>    |         |         |         |         |         |         |         |         |         |         |         |
| 38        | Support the City in the contract negotiations and approval process with its preferred vendor.   | Tue 2/16/27         | Mon 3/15/27         | 37           |         |         |         |         |         |         |         |         |         |         |         |
| <b>39</b> | <b>D9. Contract Negotiations and Approval Assistance</b>  | <b>Mon 3/15/27</b>  | <b>Mon 3/15/27</b>  |              |         |         |         |         |         |         |         |         |         |         |         |



## 5. Proposed Fee

Our costs to complete the City’s project are broken down by deliverable below in Table 3. These fees are based on our experience conducting projects of similar size and scope, and the assumption that satisfying a deliverable is based on the City’s signed acceptance. That said, the City will not incur any additional costs associated with the process of reaching deliverable acceptance. We will submit monthly progress invoices based on the work completed toward each deliverable.

*Table 3: Fixed-Fee Project Costs for Phases 0 - 2*

| Phase   | Fixed-Fee       |
|---|-----------------|
| <b>Phase 0: Project Planning and Ongoing Project Management</b><br>Estimated hours: 95      |                 |
| Deliverable 0A. Project Charter, Project Management Plan, and Project Schedule              | \$4,000         |
| Deliverable 0B. Ongoing Biweekly Status Updates<br>9 Months at \$1,750 per month            | \$15,750        |
| <b>Phase 0 Total</b>  | <b>\$19,750</b> |
| <b>Phase 1: ERP Needs Assessment</b><br>Estimated hours: 120                                |                 |
| Deliverable 1. Needs Assessment Report  | \$29,900        |
| <b>Phase 1 Total</b>  | <b>\$29,900</b> |
| <b>Phase 2: RFP Development Assistance and Selection Assistance</b><br>Estimated hours: 270 |                 |
| Deliverable 2. Procurement Strategy and Market Analysis Memo                                | \$2,600         |
| Deliverable 3. Preliminary Functional and Technical Requirements                            | \$5,500         |
| Deliverable 4. Final Functional and Technical Requirements                                  | \$19,500        |
| Deliverable 5. RFP Package  | \$5,500         |
| Deliverable 6. Proposal Summary Memo and Vendor Short-List                                  | \$6,500         |
| Deliverable 7. Demonstration Facilitation   | \$17,800        |
| Deliverable 8. Preferred Vendor Identification  | \$5,200         |

| Phase  | Fixed-Fee        |
|--|------------------|
| Deliverable 9. Contract Negotiations and Approval Assistance | \$12,000         |
| <b>Phase 2 Total</b>   | <b>\$74,600</b>  |
| <b>Total Cost</b>  | <b>\$124,250</b> |
| <i>Travel expense estimation allocation*</i>                 | <i>\$10,000</i>  |

\*Travel expense will only be billed as incurred.

Table 4: Proposed Travel Expenses

| Expense Category                        | Cost  | Units per Trip | Total   |
|---|-------|----------------|---------|
| Airfare                                 | \$750 | 1              | \$750   |
| Lodging                                 | \$150 | 3              | \$450   |
| Ground Transportation                   | \$100 | 4              | \$400   |
| Incidental Expenses                     | \$100 | 4              | \$400   |
| Estimated Per Trip Travel Expense Total |       |                | \$2,000 |

# 6. Work Sample

“BerryDunn” is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.

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We will be utilizing generative AI programs where appropriate and permissible under client contracts and relevant laws. These AI tools are designed to support our team in various aspects of our work, including data analysis and project management. The integration of AI enables us to provide more accurate insights and streamline our processes, ultimately benefiting our clients through enhanced service delivery.

This proposal is the work of Berry, Dunn, McNeil & Parker LLC and is in all respects subject to negotiation, agreement, and signing of specific contracts.



# City of De Pere

## Enterprise Resource Planning Consulting Services

Berry, Dunn, McNeil & Parker, LLC

April 29, 2026

A person with long blonde hair, wearing a light-colored long-sleeved shirt, is sitting at a desk. They are holding a blue pen and writing in a spiral-bound notebook. There are other papers and a laptop on the desk. The background is softly blurred, showing what appears to be an office or meeting room setting.

# Agenda

- 01** Team Introductions and Firm Overview
- 02** Project Approach
- 03** Why BerryDunn?
- 04** Addressing the City's Questions
- 05** Additional Questions and Answers



a. Who will be assigned to our project, and what are their roles? What do they bring to the table that will make this process successful?



Our proposed project team is complemented by access to the breadth and depth of the BerryDunn network. We have more than **400 additional, highly specialized consulting resources** whose support and expertise can be leveraged as needed to benefit the City's project.



g. What do you see as industry best practices or shifts in ERP software for local government?

- Legacy Data - Conversion vs Data Retention
- Process change not just technology acquisition
- Configuration over Customization
- Shift to Cloud: Security and Integration
- Focus on User Experience and Adoption of Software
- Embedded Analytics and Data Transparency



### Enterprise Digital Transformation Practice

- Full range of technological and operational modernization services
- 200+ system life cycle projects
- Independent and objective advisors
- Unique insights and industry best practices at every step

## Inspiring Organizations to Transform and Innovate

Bringing proven strategies and a customized approach that has been refined and perfected over decades of relevant experience, we thoroughly assess our clients' current environments and develop realistic and actionable recommendations that yield sustainable, long-term change and support enhanced service delivery.

### Unparalleled Expertise to Local Governments



*Community Development and Utility Operations*



*Parks, Recreation, Libraries*



*Enterprise Organizational Developments*



*Technology Management*



*Health and Community Services*



*Justice and Public Safety*

# Project Work Plan Overview

## Project Planning and Ongoing Project Management

D0A. Project Charter, Project Management Plan, and Proposed Schedule

D0B. Ongoing Biweekly Status Updates

## ERP Needs Assessment

D1. Needs Assessment Report

## RFP Development Assistance and Selection Assistance

D2. Procurement Strategy and Market Analysis Memo

D3. Preliminary Functional and Technical Requirements

D4. RFP Package

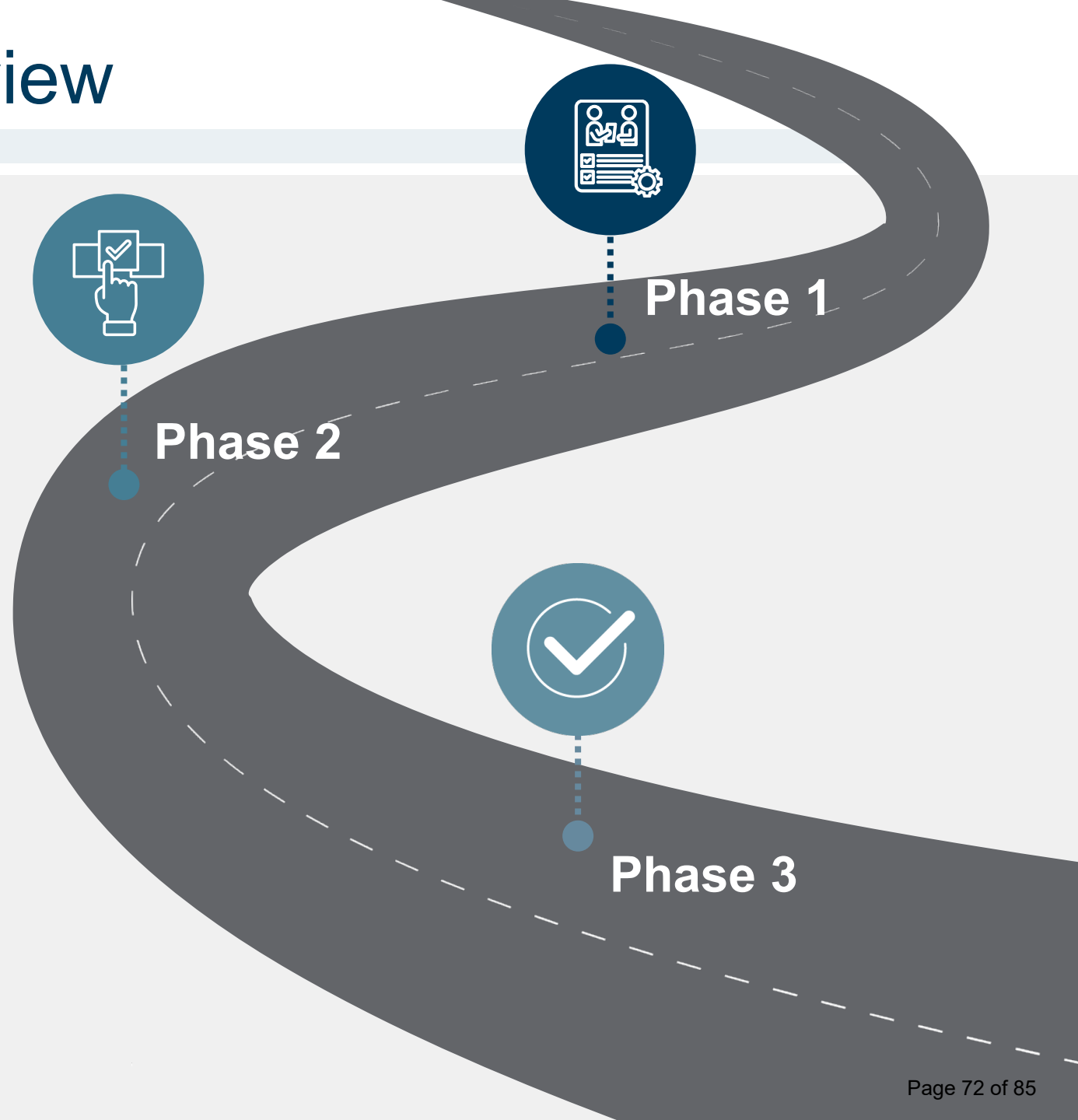
D5. Final Functional and Technical Requirements

D6. Proposal Executive Summary Memo and Vendor Short-List

D7. Demonstration Facilitation

D8. Preferred Vendor Identification

D9. Contract Negotiations and Approval Assistance





b. In your experience, what role does the needs assessment play in the selection of an ERP. What are critical components of a needs assessment? What do you see as the biggest risks or challenges for an organization like ours during ERP selection?

- Establishes a clear, shared understanding of current-state processes and future needs
- Translates business goals into prioritized ERP requirements
- Critical components include stakeholder/process input, requirements prioritization, and data conversion/integration needs
- Risks include stakeholder availability, lack of project governance, and change management/adoption challenges/key person dependency

## Phase 1: ERP Needs Assessment

**The BerryDunn Difference:** *We utilize multiple methods of engagement to seek feedback and provide staff and stakeholders with meaningful opportunities to participate, fostering stronger buy-in. Our Needs Assessment Report will provide detailed analysis and key considerations that will inform the Technical and Functional Requirements.*



d. Tell us about a similar scale/scope project that your team has completed that went very well. What factors influenced success?

## Project Spotlight



**City of Superior, WI**  
ERP Software Selection and Implementation  
Assistance

### Critical success factors:

- Detailed discovery and fact-finding activities
- Market research activities
- Structured procurement approach
  - Highly disciplined evaluation process
- Clear project management and change-focused support model



c. What ERP platforms do you have the most experience evaluating? Please include an example of a transition from Tyler Incode to something new or similar software.

## Project Spotlight



**Morrow County, OR**  
ERP Consulting Services and Implementation Assistance  
*(Transitioned from Incode to EERP)*



# Common Challenges



e. Now tell us about a similar scale/scope that did not go as smoothly as planned. What factors made the situation challenging?

| Challenges                    | Resolutions   |
|-------------------------------|---|
| Change resistance             | <ul style="list-style-type: none"> <li>• Continuous stakeholder involvement including cross-collaboration</li> <li>• Leverage and embed change management services provided by BerryDunn and the ERP provider</li> </ul>                        |
| City resource availability    | <ul style="list-style-type: none"> <li>• Identify resources by functional area</li> <li>• Identify necessary time commitments based on project planning activities</li> <li>• Review options for augmentation (short-term/long-term)</li> </ul> |
| Lack of sponsorship/ownership | <ul style="list-style-type: none"> <li>• Define leadership's role early</li> <li>• Define communication expectations, governance structure, and decision-making model</li> </ul>  |
| Project Schedule              | <ul style="list-style-type: none"> <li>• Align project goals with realistic timelines provided by vendors</li> <li>• Explore deployment methodologies that impact timeline(big bang, phased, etc.)</li> </ul>                                   |
| Lack of decision-making       | <ul style="list-style-type: none"> <li>• Help ensure decision-making is time-bound</li> <li>• Ensure a scoring method is discussed and confirmed early to gather consensus (vendor selection)</li> </ul>  |
| Scope Creep                   | <ul style="list-style-type: none"> <li>• Create a well-defined scope during contract negotiation</li> <li>• Establish a good formal change control process and use it</li> <li>• Avoid over-engineering processes</li> </ul>                    |



f. Our team has limited technical experience related to implementing new ERP software systems. We also have budget limitations that are likely more stringent than other organizations. What advice would you have for us to help craft the best process for this endeavor?



Three decades of experience serving the public sector, including deep municipal Finance and HRIS Experience



Our approach is designed on a fixed fee. Many changes occur during ERP selection and our price should not be one of them.



We don't just execute—we guide, teach, and help build internal capacity for long-term success



Integrated change management best practices that focus on collaborative preparation for new systems and processes and prioritize staff buy-in



Experience with Tyler Technologies migrations, including Incode/ERP Pro



Our commitment to local government and demonstrated commitment to serving clients in the State



# Additional Questions and Answers

# BerryDunn's Alternative Practice Structure

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## City of De Pere, Wisconsin

3.E

### Request for Finance/Personnel Committee Action

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**Meeting Date:** May 12, 2026

**Department:** Finance

**From:** Pamela Manley, Finance Director

**Subject:** Cash and Investments Report for March 31, 2026.

**Recommendation:**

---

I have attached a summary of the City's Cash and Investments for your information and review as of March 31<sup>st</sup>, 2026. I have also attached last year's monthly summary of the accounts, so you can see comparable activity throughout the course of the year for all accounts. The City's interest revenue for March was \$782,719.76. During the month of March, we received a Local Road Improvement Plan payment from the State for \$58,311.64. This was related to DPW Project #24-01. We also received the Lottery credit payments for real property (\$1,140,739.92) and the mobile home lottery credit (\$1,510.21). Both the Associated Bank Trust and Charles Schwab Investments had an overall decrease for the month due to market depreciation. Feel free to contact me should you have any questions about this item.

**Attachments:**

Investment Summary-March 2026, Yearly Summary-March 2026, Yearly Summary-2025

# DE PERE CASH AND INVESTMENTS SUMMARY

MARCH 31, 2026

## CASH ACCOUNTS

| CHECKING ACCOUNTS         | BALANCE            |
|---------------------------|--------------------|
| GENERAL CHECKING**        | \$ 9,177.27        |
| TAX COLLECTION CHECKING** | \$ -               |
| <b>TOTAL CASH</b>         | <b>\$ 9,177.27</b> |

## INVESTMENTS

|                                   | JANUARY 1<br>BALANCE    | MARCH 31<br>BALANCE     | INTEREST AND<br>APPRECIATION | RATE OF<br>RETURN |
|-----------------------------------|-------------------------|-------------------------|------------------------------|-------------------|
| LGIP                              | \$ 11,880,035.71        | \$ 13,639,179.35        | \$ 113,580.25                | 3.69%             |
| ASSOCIATED BANK TRUST             | \$ 5,580,146.36         | \$ 5,602,930.94         | \$ 22,784.58                 | 4.90%             |
| CHARLES SCHWAB INVESTMENTS        | \$ 7,002,013.64         | \$ 7,034,913.31         | \$ 32,899.67                 | 5.64%             |
| INTRAfi CASH SERVICE (ICS)**      | \$ 48,885,340.00        | \$ 59,455,061.78        | \$ 519,065.09                | 3.60%             |
| ICS - TAX ACCOUNT**               | \$ 20,453,558.83        | \$ 7,655.28             | \$ 94,390.17                 | 3.60%             |
| <b>TOTAL INVESTMENTS</b>          | <b>93,801,094.54</b>    | <b>\$ 85,739,740.66</b> | <b>\$ 782,719.76</b>         |                   |
| <b>TOTAL CASH AND INVESTMENTS</b> | <b>\$ 85,748,917.93</b> |                         |                              |                   |

\*\*General & Tax Collection Checking balances sweep and transfer daily to Intrafi Cash Service (ICS) accounts.

Monthly bank fees are netted against the interest.

NOTE: The 2026 Budget included \$2,000,000 in the general fund for interest revenues.

**DE PERE CASH AND INVESTMENT YEARLY SUMMARY**  
**MARCH 31, 2026**

|                                   | 31-Jan-2026              | 28-Feb-2026             | 31-Mar-2026             | 30-Apr-2026 | 31-May-2026 | 30-Jun-2026 |
|-----------------------------------|--------------------------|-------------------------|-------------------------|-------------|-------------|-------------|
| <b>CHECKING ACCOUNTS</b>          |                          |                         |                         |             |             |             |
| GENERAL CHECKING                  | 58,644.51                | 21,238.58               | 9,177.27                | -           | -           | -           |
| TAX COLLECTION CHECKING           | 1,271,397.12             | -                       | -                       | -           | -           | -           |
| <b>TOTAL CASH</b>                 | <b>\$ 1,330,041.63</b>   | <b>\$ 21,238.58</b>     | <b>\$ 9,177.27</b>      | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |
| <b>INVESTMENTS</b>                |                          |                         |                         |             |             |             |
| LGIP                              | 12,363,607.46            | 12,398,620.15           | 13,639,179.35           | -           | -           | -           |
| ASSOCIATED BANK TRUST             | 5,591,454.52             | 5,622,980.31            | 5,602,930.94            | -           | -           | -           |
| CHARLES SCHWAB INVESTMENTS        | 7,012,704.99             | 7,037,657.48            | 7,034,913.31            | -           | -           | -           |
| INTRAFI CASH SERVICE (ICS)        | 59,179,443.60            | 43,657,679.11           | 59,455,061.78           | -           | -           | -           |
| ICS - TAX ACCOUNT                 | 14,962,426.53            | 19,352,100.48           | 7,655.28                | -           | -           | -           |
| <b>TOTAL INVESTMENTS</b>          | <b>\$ 99,109,637.10</b>  | <b>\$ 88,069,037.53</b> | <b>\$ 85,739,740.66</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |
| <b>TOTAL CASH AND INVESTMENTS</b> | <b>\$ 100,439,678.73</b> | <b>\$ 88,090,276.11</b> | <b>\$ 85,748,917.93</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

|                                   | 31-Jul-2026 | 31-Aug-2026 | 30-Sep-2026 | 31-Oct-2026 | 30-Nov-2026 | 31-Dec-2026 |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>CHECKING ACCOUNTS</b>          |             |             |             |             |             |             |
| GENERAL CHECKING                  | -           | -           | -           | -           | -           | -           |
| TAX COLLECTION CHECKING           | -           | -           | -           | -           | -           | -           |
| HEALTH CHECKING                   | -           | -           | -           | -           | -           | -           |
| DENTAL CHECKING                   | -           | -           | -           | -           | -           | -           |
| <b>TOTAL CASH</b>                 | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |
| <b>INVESTMENTS</b>                |             |             |             |             |             |             |
| LGIP                              | -           | -           | -           | -           | -           | -           |
| ASSOCIATED BANK TRUST             | -           | -           | -           | -           | -           | -           |
| CHARLES SCHWAB INVESTMENTS        | -           | -           | -           | -           | -           | -           |
| INTRAFI CASH SERVICE (ICS)        | -           | -           | -           | -           | -           | -           |
| ICS - TAX ACCOUNT                 | -           | -           | -           | -           | -           | -           |
| <b>TOTAL INVESTMENTS</b>          | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |
| <b>TOTAL CASH AND INVESTMENTS</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

**DE PERE CASH AND INVESTMENT YEARLY SUMMARY  
DECEMBER 31, 2025**

|                                   | 31-Jan-2025             | 28-Feb-2025             | 31-Mar-2025             | 30-Apr-2025             | 31-May-2025             | 30-Jun-2025             |
|-----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>CHECKING ACCOUNTS</b>          |                         |                         |                         |                         |                         |                         |
| GENERAL CHECKING                  | 8,755,035.10            | 6,920,951.59            | 9,302,479.39            | 8,078,173.90            | 5,309,622.47            | 2,137,719.43            |
| REAL & PPT TAX CHECKING           | 27,032,373.51           | 12,616,784.81           | 1,000.00                | 1,000.00                | 1,000.00                | 1,000.00                |
| HEALTH CHECKING                   | 474,815.36              | 536,579.01              | 422,196.54              | 365,583.23              | 397,111.37              | 180,410.37              |
| DENTAL CHECKING                   | 87,718.73               | 83,340.12               | 85,387.36               | 84,083.67               | 87,018.03               | 91,711.87               |
| <b>TOTAL CASH</b>                 | <b>\$ 36,349,942.70</b> | <b>\$ 20,157,655.53</b> | <b>\$ 9,811,063.29</b>  | <b>\$ 8,528,840.80</b>  | <b>\$ 5,794,751.87</b>  | <b>\$ 2,410,841.67</b>  |
| <b>INVESTMENTS</b>                |                         |                         |                         |                         |                         |                         |
| LGIP                              | 11,684,103.57           | 11,390,123.60           | 12,812,453.30           | 13,286,611.84           | 15,263,762.16           | 15,280,455.03           |
| ASSOCIATED BANK TRUST             | 5,342,673.83            | 5,377,179.54            | 5,399,549.84            | 5,433,406.27            | 5,433,495.49            | 5,465,004.19            |
| CHARLES SCHWAB INVESTMENTS        | 6,707,443.35            | 6,739,321.78            | 6,768,723.53            | 6,806,423.44            | 6,802,158.53            | 6,853,862.45            |
| MONEY MARKET                      | 3,923,499.08            | 3,936,621.86            | 12,972,700.64           | 13,019,189.17           | 13,067,399.46           | 13,114,213.03           |
| <b>TOTAL INVESTMENTS</b>          | <b>\$ 27,657,719.83</b> | <b>\$ 27,443,246.78</b> | <b>\$ 37,953,427.31</b> | <b>\$ 38,545,630.72</b> | <b>\$ 40,566,815.64</b> | <b>\$ 40,713,534.70</b> |
| <b>TOTAL CASH AND INVESTMENTS</b> | <b>\$ 64,007,662.53</b> | <b>\$ 47,600,902.31</b> | <b>\$ 47,764,490.60</b> | <b>\$ 47,074,471.52</b> | <b>\$ 46,361,567.51</b> | <b>\$ 43,124,376.37</b> |

|                                   | 31-Jul-2025             | 31-Aug-2025             | 30-Sep-2025             | 31-Oct-2025             | 30-Nov-2025             | 31-Dec-2025             |
|-----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>CHECKING ACCOUNTS</b>          |                         |                         |                         |                         |                         |                         |
| GENERAL CHECKING                  | 1,030,579.89            | 977,621.96              | 45,295,158.37           | 39,402,332.57           | 38,235,745.62           | 14,193.44               |
| TAX COLLECTION CHECKING           | 1,000.00                | 1,000.00                | 1,000.00                | 1,000.00                | -                       | 1,969,387.53            |
| HEALTH CHECKING                   | 201,715.26              | 281,295.76              | 330,566.54              | 211,438.27              | -                       | -                       |
| DENTAL CHECKING                   | 92,823.92               | 91,335.28               | 96,951.47               | 94,912.78               | -                       | -                       |
| <b>TOTAL CASH</b>                 | <b>\$ 1,326,119.07</b>  | <b>\$ 1,351,253.00</b>  | <b>\$ 45,723,676.38</b> | <b>\$ 39,709,683.62</b> | <b>\$ 38,235,745.62</b> | <b>\$ 1,983,580.97</b>  |
| <b>INVESTMENTS</b>                |                         |                         |                         |                         |                         |                         |
| LGIP                              | 20,437,619.26           | 9,494,068.12            | 9,528,034.25            | 9,890,909.95            | 11,712,549.80           | 11,880,035.71           |
| ASSOCIATED BANK TRUST             | 5,468,873.73            | 5,510,457.63            | 5,527,356.59            | 5,543,850.67            | 5,567,701.52            | 5,580,146.36            |
| CHARLES SCHWAB INVESTMENTS        | 6,870,468.23            | 6,907,507.96            | 6,930,841.60            | 6,948,630.82            | 6,965,813.61            | 7,002,013.64            |
| MONEY MARKET                      | 12,162,306.27           |                         | -                       | -                       | -                       |                         |
| ICS - TAX ACCOUNT                 |                         |                         |                         |                         | 1,000.73                | 20,453,558.83           |
| INTRAFLI CASH SERVICE (ICS)       |                         | 12,205,863.49           | 12,248,798.69           | 12,291,523.10           | 12,331,646.90           | 48,885,340.00           |
| <b>TOTAL INVESTMENTS</b>          | <b>\$ 44,939,267.49</b> | <b>\$ 34,117,897.20</b> | <b>\$ 34,235,031.13</b> | <b>\$ 34,674,914.54</b> | <b>\$ 36,578,712.56</b> | <b>\$ 93,801,094.54</b> |
| <b>TOTAL CASH AND INVESTMENTS</b> | <b>\$ 46,265,386.56</b> | <b>\$ 35,469,150.20</b> | <b>\$ 79,958,707.51</b> | <b>\$ 74,384,598.16</b> | <b>\$ 74,814,458.18</b> | <b>\$ 95,784,675.51</b> |



**City of De Pere, Wisconsin**

**3.F**

**Request for Finance/Personnel  
Committee Action**

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**Meeting Date:** May 12, 2026

**Department:** City Attorney

**From:** Joanne Bungert, City Attorney

**Subject:** For consideration and possible action to retain Stafford Rosenbaum LLP as outside counsel to provide representation before the Public Service Commission for the extension of utilities to the southeast area of De Pere.\*

*The Committee may convene in closed session pursuant to Section 19.85(1) (g), Wis. Stats., for the purpose of conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved. The Committee will thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to take action on items discussed in closed session, if appropriate, and to consider the remainder of the agenda.*

**Recommendation:** To Approve

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Seeking to retain outside counsel to assist with the petition and hearing process to obtain authority from the Public Service Commission to extend public utility infrastructure to service parcels recently annexed into the City.

**Attachments:**  
05.12.26-Memo to FP - PSC Application and Outside Counsel

# CITY OF DE PERE MEMO



To: Finance & Personnel Committee  
From: Joanne Bungert, City Attorney  
Date: May 12, 2016  
RE: Selection of Stafford Rosenbaum LLP as Outside Counsel for PSC Utility Extension Application and Hearing.

In December 2015, the City annexed several parcels through unanimous consent of the parcel owners from the Town of Rockland. In order to support the intended development of these parcels, certain public service utilities need to be extended and constructed to service these parcels. The process by which this occurs is governed by state statutes and involves filing petitions, applications and hearings before the Public Service Commission. Due to the potentially complex nature of these proceedings, staff is seeking to retain outside counsel that specializes in this area of the law and has the requisite expertise to accomplish the necessary approvals to successfully proceed with the public construction of the utility extension.

Funding for these services will come from the Law Department's Consulting Services Budget. For the initial steps of filing a municipal petition and application to the Public Service Commission, the budgeted costs range from \$7,500 - \$14,000. If the petition is denied or the application is contested, additional costs would be involved, which could potentially require a request from unassigned reserves. Law Department will oversee and manage outside counsel as well as the legal strategy involved in order to appropriately represent the City's interests throughout the matter. Additionally, we will seek additional authority from Council and provide litigation updates as necessary.

The Law Department met with and obtained two proposals from law firms regarding the provision of outside counsel services. Based on our review of the scope of work and the potential costs and fees, the recommendation is to select and retain Stafford Rosenbaum LLP.