



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

PUBLIC NOTICE OF A REGULAR MEETING

The **Executive Committee of the Michigan Municipal Services Authority** (Authority) will hold a regular meeting on the following date, at the following time, and at the following location:

<u>Date</u>	<u>Time</u>	<u>Location</u>
Thursday, May 14, 2015	1:30 PM	Capitol View Building 201 Townsend St Suite 900 Lansing, MI 48933

The meeting is open to the public and this notice is provided under the Open Meetings Act, 1976 PA 267, MCL 15.261 to 15.275.

The meeting location is barrier-free and accessible to individuals with special needs. Individuals needing special accommodations or assistance to attend or address the meeting should contact the Authority at (248) 925-9295 prior to the meeting to assure compliance with Subtitle A of Title II of the Americans with Disabilities Act of 1990, Public Law 101-336, and 42 USC 12131 to 12134.

A copy of the proposed meeting minutes will be available for public inspection at the principal office of the Authority within 8 business days. A copy of the approved minutes of the meeting, including any corrections, will be available for public inspection at the principal office of the Authority within 5 business days after approval.

Conference Call



- Dial-in Number: (605) 562-0020
- Meeting ID: 730-118-780

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Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

**EXECUTIVE COMMITTEE
REGULAR MEETING**

Thursday, May 14, 2015 at 1:30 PM

201 Townsend St Suite 900
Lansing, MI 48933

AGENDA

- I. Call to Order**
- II. Roll Call**
- III. Approval of Agenda**
- IV. Approval of Minutes**
 - a. Minutes of the March 12, 2015 regular Executive Committee meeting
 - b. Minutes of the April 9, 2015 regular Executive Committee meeting
- V. Administrative Report**
- VI. New Business**
 - a. Resolution 2015-06 Disbursement Policy
 - b. Resolution 2015-07 FMS Grant Agreements
 - c. Resolution 2015-08 Procurement of FMS Project Management Services
 - d. Resolution 2015-09 Virtual Workplace Policy
 - e. Resolution 2015-10 Procurement of Website Services
- VII. Public Comment**
- VIII. Other Business**
- IX. Adjournment**

A copy of the proposed minutes of the meeting will be available for public inspection at the principal office of the Authority within 8 business days. A copy of the approved minutes of the meeting, including any corrections, will be available for public inspection at the principal office of the Authority within 5 business days after approval.



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

**EXECUTIVE COMMITTEE
REGULAR MEETING**

Thursday, March 12, 2015 at 2:00 PM

201 Townsend St Suite 900
Lansing, MI 48933

MINUTES

Proposed Minutes Approved Minutes

MEETING TYPE: Regular Special

I. Call to Order

The meeting was called to order at 2:06 PM by the Chairperson.

II. Roll Call

Executive Committee Member Attendance:

Stacie Behler, Chairperson	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
James Cambridge, Secretary	<input type="checkbox"/> Present	<input checked="" type="checkbox"/> Absent
Eric DeLong, Treasurer	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Al Vanderberg, Member*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Vacant		

*Participation by phone

Other attendees:

- Robert Bruner, Michigan Municipal Services Authority
- Scott Buhner, City of Grand Rapids
- Ashley Gelisse, Treasury
- Steve Liedel, Dykema
- Jessica Moy, DTMB

III. Approval of Agenda

Moved by: DeLong
Supported by: Vanderberg

Yes: X No: ___

IV. Approval of Minutes from January 2, 2015 Regular Meeting of Executive Committee

Moved by: DeLong
Supported by: Vanderberg

Yes: X No: ___

V. Administrative Report

None.

VI. Audit Reports

None.

VII. Committee Reports

None.

VIII. Old Business

None.

IX. New Business

a. Resolution 2015-03 Regular Meeting Schedule Amendment

The Executive Committee changed the Thursday, September 24, 2015 meeting location to 70 Ionia Ave SW #400, Grand Rapids MI 49503 and adopted Resolution 2015-03 amending the 2015 Regular Meeting Schedule.

Moved by: Vanderberg
Supported by: DeLong

Yes: X No: ___

b. Schedule special meeting

The Chairperson of the Executive Committee determined to call a special meeting of the Executive Committee pursuant to Section 4.6 of the Bylaws of the Authority in Grand Rapids on Thursday March 26.

X. Public Comment

None.

XI. Other Business

None.

XII. Adjournment

Moved by: Vanderberg
Supported by: DeLong

Yes: No:

Meeting adjourned at 2:16 PM

Certification of Minutes

Approved by the Executive Committee on May 14, 2015.

Authority Secretary

Date



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

**EXECUTIVE COMMITTEE
REGULAR MEETING**

Thursday, April 9, 2015 at 1:30 PM

201 Townsend St Suite 900
Lansing, MI 48933

MINUTES

Proposed Minutes Approved Minutes

MEETING TYPE: Regular Special

I. Call to Order

II. Roll Call

Executive Committee Member Attendance:

Stacie Behler, Chairperson	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
James Cambridge, Secretary*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Eric DeLong, Treasurer*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Doug Smith, Member	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Al Vanderberg, Member*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent

Other attendees:

- Robert Bruner, Michigan Municipal Services Authority
- Scott Buhner, City of Grand Rapids
- Steve Liedel, Dykema

III. Approval of Agenda

Moved by: Cambridge

Supported by: Smith

Yes: X No:

IV. Approval of Minutes

- a. Minutes of the March 12, 2015 regular Executive Committee meeting

Withdrawn

- b. Minutes of the March 26, 2015 special Executive Committee meeting

Moved by: Cambridge

Supported by: Smith

Yes: No:

- c. Minutes of the March 31, 2015 special Executive Committee meeting

Moved by: Cambridge

Supported by: Smith

Yes: No:

V. New Business

- a. Resolution 2015-05 Approval of FMS Business Plan

Moved by: Cambridge

Supported by: Smith

Yes: No:

VI. Administrative Report

CEO Robert Bruner presented the Administrative Report.

VII. Public Comment

None

VIII. Other Business

IX. None

X. Adjournment

Moved by: Cambridge
Supported by: DeLong

Yes: X No: ___

Meeting adjourned at 2:37 PM

Certification of Minutes

Approved by the Executive Committee on May 15, 2015.

Authority Secretary

Date

PROPOSED



Michigan Municipal Services Authority

May 12, 2015

Administrative Report

Administrative Report

Executive Assistant Position

- Section 4.12 of the Interlocal Agreement gives the CEO the authority to administer personnel subject to oversight by the Executive Committee.
- FY 2014-2015 General Appropriations Act includes \$60,000 (plus taxes) for an Executive Assistant Position.
- Position will be posted in May.
- Employment agreement will be presented to Executive Committee in June.

Financial Report

MMSA Administrative Report

**Michigan Municipal Services Authority
Balance Sheet
As of April 30, 2015**

ASSETS

CURRENT ASSETS

Cash in Bank \$ 230,162.82

Total Current Assets 230,162.82

PROPERTY AND EQUIPMENT

TOTAL ASSETS \$ 230,162.82

CURRENT LIABILITIES

Accrued State W/H \$ 333.46
Accrued Federal W/H 1,150.00
Accrued FICA 1,388.77
Accrued MESC 28.14

Total Current Liabilities 2,900.37

LONG-TERM LIABILITIES

Total Liabilities 2,900.37

FUND BALANCE

Fund Balance Retained 163,692.89
Current Revenue over Expenses 63,569.56

Total Fund Balance 227,262.45

**TOTAL LIABILITIES AND
FUND BALANCE** \$ 230,162.82

Michigan Municipal Services Authority
Statement of Income
For the 1 Month and 7 Months Ended April 30, 2015

	<u>1 Month Ended</u> <u>April 30, 2015</u>	<u>7 Months Ended</u> <u>April 30, 2015</u>
Revenues		
Contract Revenue	\$ 210,926.68	\$ 1,452,062.19
Operating Expenses		
Salary & Wages	\$ 9,076.92	\$ 68,076.90
Outside Service Contractors	105,528.80	1,108,081.43
Payroll Taxes	694.38	5,207.85
MESC Taxes	0.00	680.27
FUTA Taxes	0.00	42.00
Office Expense	35.05	678.33
Legal & Accounting	46,176.45	196,256.54
Insurance - General	0.00	1,716.00
Insurance - Worker's Comp	0.00	648.00
Mileage Reimbursement	694.56	1,424.60
Travel Expenses	750.05	4,564.20
Bank Service Charges	240.18	1,116.51
	<hr/>	<hr/>
Total Operating Expenses	163,196.39	1,388,492.63
Revenues over Expenses	<u>\$ 47,730.29</u>	<u>\$ 63,569.56</u>

See Accountants' Compilation Report

MICHIGAN MUNICIPAL SERVICES AUTHORITY

Summary of Revenues and Expenditures

Date	Check Number	Invoice Number	Description	Check Amount	Deposits/ Other Credits	Account Balance
3/31/15			Beginning Balance			\$ 182,816.07
4/8/15	payroll		direct deposits	\$ 3,449.53		\$ 179,366.54
	5167		Michael A Tawney	\$ 200.00		\$ 179,166.54
4/9/15	eft		Federal Tax Payments	\$ 2,538.76		\$ 176,627.78
	eft		Federal Unemployment Tax	\$ 42.00		\$ 176,585.78
	5164		State of MI UIA	\$ 341.55		\$ 176,244.23
	eft		State of Michigan SUW	\$ 333.46		\$ 175,910.77
4/10/15	Deposit		Deposit		\$ 50,395.84	\$ 226,306.61
	s/c		Bank Service Charge	\$ 240.18		\$ 226,066.43
4/14/15	5168		Abraham & Gaffney	\$ 1,300.00		\$ 224,766.43
	5169		Dykema & Gossett	\$ 5,351.10		\$ 219,415.33
	5170		Robert J Bruner	\$ 785.10		\$ 218,630.23
	5171		Robert J Bruner	\$ 694.56		\$ 217,935.67
4/15/15	Deposit		SOM FACS		\$ 41,086.17	\$ 259,021.84
4/22/15	payroll		direct deposits	\$ 3,449.54		\$ 255,572.30
4/23/15	5173		Dykema & Gossett	\$ 39,325.35		\$ 216,246.95
4/27/15	Deposit		SOM FACS		\$ 9,275.00	\$ 225,521.95
	Deposit		Wire Trans In		\$ 83,588.00	\$ 309,109.95
	5174		Segal Consulting	\$ 15,000.00		\$ 294,109.95
4/29/15	Deposit		Deposit		\$ 19,304.17	\$ 313,414.12
4/30/15	Deposit		Genesee County Payment		\$ 7,277.50	\$ 320,691.62
	5175		Benefits Express	\$ 71,628.80		\$ 249,062.82
	5176		State of Michigan	\$ 18,900.00		\$ 230,162.82
TOTAL MI MUN SERV AUTH CASH BALANCE						\$ 230,162.82



Statement Period Date: 4/1/2015 - 4/30/2015
 Account Type: Comm'l 53 Analyzed
 Account Number: 7166385711

MICHIGAN MUNICIPAL SERVICES AUTHORITY
 430 W ALLEGAN ST
 LANSING MI 48933-1592

Banking Center: Grand Rapids
 Banking Center Phone: 616-653-5440
 Commercial Client Services: 866-475-0729

Account Summary - 7166385711

04/01	Beginning Balance	\$287,076.63	Number of Days in Period	30
8	Checks	\$(97,225.87)		
6	Withdrawals / Debits	\$(10,053.47)		
6	Deposits / Credits	\$210,926.68		
04/30	Ending Balance	\$390,723.97		

Checks

8 checks totaling \$97,225.87

* Indicates gap in check sequence i = Electronic Image s = Substitute Check

Number	Date Paid	Amount	Number	Date Paid	Amount	Number	Date Paid	Amount
5158 i	04/02	200.00	5164*i	04/29	341.55	5170 i	04/28	785.10
5160*i	04/16	79,278.56	5168*i	04/27	1,300.00	5171 i	04/28	694.56
5161 i	04/17	9,275.00	5169 i	04/27	5,351.10			

Withdrawals / Debits

6 items totaling \$10,053.47

Date	Amount	Description
04/08	3,449.53	MICHIGAN MUNICIPAL CSI PAYROLL PAYROLL MICHIGAN MUNICIPAL SER 040815
04/10	240.18	SERVICE CHARGE
04/15	2,538.76	IRS USATAXPYMT 270550501634835 MICHIGAN MUNICIPAL SER 041515
04/20	333.46	STATE OF MICH TAX-PAY 461628814 MICHIGAN MUNICIPAL SER TXP*461628814*01100*150301*T*33346\ 042015
04/22	3,449.54	MICHIGAN MUNICIPAL CSI PAYROLL PAYROLL MICHIGAN MUNICIPAL SER 042215
04/30	42.00	IRS USATAXPYMT 270552055751788 MICHIGAN MUNICIPAL SER 043015

Deposits / Credits

6 items totaling \$210,926.68

Date	Amount	Description
04/10	50,395.84	DEPOSIT
04/15	41,086.17	SOM MAIN FACS PAYMENTS V03000556961401 MICHIGAN MUNICIPAL SER 041515
04/27	9,275.00	SOM MAIN FACS PAYMENTS V03000559201701 MICHIGAN MUNICIPAL SER 042715
04/27	83,588.00	INCOMING WIRE TRANS 042715
04/29	19,304.17	DEPOSIT
04/30	7,277.50	GENESEE COUNTY TRADEPAYMT 297040000000000 MICHIGAN MUNICIPAL SER 043015

Daily Balance Summary

Date	Amount	Date	Amount	Date	Amount
04/02	286,876.63	04/16	292,851.61	04/27	366,005.51
04/08	283,427.10	04/17	283,576.61	04/28	364,525.85
04/10	333,582.76	04/20	283,243.15	04/29	383,488.47
04/15	372,130.17	04/22	279,793.61	04/30	390,723.97

Michigan Municipal Services Authority
Check Register

Check Number	Check Date	Payee	Amount
Checks			
5162	04/09/15	EFTPS - FICA	2,538.76
5163	04/09/15	EFTPS - FUTA	42.00
5164	04/09/15	State of Michigan - MESA	341.55
5165	04/09/15	State of Michigan - WH	333.46
5166	04/09/15	Robert J. Bruner Jr.	0.00
5167	04/08/15	Michael A. Tawney & Co PC	200.00
5168	04/14/15	Abraham & Gaffney, PC	1,300.00
5169	04/14/15	Dykema Gossett PLLC	5,351.10
5170	04/14/15	Robert J. Bruner Jr.	785.10
5171	04/14/15	Robert J. Bruner Jr.	694.56
5172	04/23/15	Robert J. Bruner Jr.	0.00
5173	04/22/15	Dykema Gossett PLLC	39,325.35
5174	04/27/15	Segal Consulting	15,000.00
5175	04/30/15	Benefit Express Services LLC	71,628.80
5176	04/30/15	State of Michigan	18,900.00
Total checks	15		<u>156,440.68</u>
		Total	<u>156,440.68</u>

Q2 Budget Variance Report

MMSA Administrative Report

Fund 101 Administration

Fund	Activity	Object	Name	FYE 2015 Adopted	FYE 2015 Q1-Q2 Actual
101	000	401	Taxes	\$ -	\$ -
101	000	450	Licenses and Permits	\$ -	\$ -
101	000	501	Federal Grants	\$ -	\$ -
101	000	539	State Grants	\$ -	\$ -
101	000	580	Contribution From Local Units	\$ -	\$ -
101	000	600	Charges for Services	\$ -	\$ -
101	000	655	Fines and Forfeits	\$ -	\$ -
101	000	664	Interest and Rents	\$ -	\$ -
101	000	671	Other Revenue	\$ -	\$ -
		699	Transfers In	\$ 330,228	\$ 139,411
Operating revenues:				\$ 330,228	\$ 139,411
101	000	505	Outside Service Contracts	\$ 93,400	\$ -
101	000	701	Personal Services	\$ 208,128	\$ 64,239
101	000	726	Supplies	\$ 11,400	\$ 1,428
101	000	800	Other Services and Charges	\$ 17,300	\$ 73,743
101	000	970	Capital Outlay	\$ -	\$ -
101	000	990	Debt Service	\$ -	\$ -
101	000	999	Appropriation (Operating) Transfers (Out)	\$ -	\$ -
			Contingency	\$ -	\$ -
Operating expenses:				\$ 330,228	\$ 139,411
Changes in net position:				\$ -	\$ -

Fund 501 VHWM

Fund	Activity	Object Name	FYE 2015 Adopted	FYE 2015 Q1-Q2 Actual
501	000	401 Taxes	\$ -	\$ -
501	000	450 Licenses and Permits	\$ -	\$ -
501	000	501 Federal Grants	\$ -	\$ -
501	000	539 State Grants	\$ -	\$ -
501	000	580 Contribution From Local Units	\$ -	\$ -
501	000	600 Charges for Services	\$ 1,111,776	\$ 1,140,660
501	000	655 Fines and Forfeits	\$ -	\$ -
501	000	664 Interest and Rents	\$ -	\$ -
501	000	671 Other Revenue	\$ -	\$ -
		699 Transfers In		
Operating revenues:			\$ 1,111,776	\$ 1,140,660
501	000	505 Outside Service Contracts	\$ 930,060	\$ -
501	000	701 Personal Services	\$ -	\$ -
501	000	726 Supplies	\$ -	\$ -
501	000	800 Other Services and Charges	\$ -	\$ 741,513
501	000	970 Capital Outlay	\$ -	\$ -
501	000	990 Debt Service	\$ -	\$ -
501	000	999 Appropriation (Operating) Transfers (Out)	\$ 165,114	\$ 69,705
		Contingency	\$ 10,000	\$ -
Operating expenses:			\$ 1,105,174	\$ 811,218
Changes in net position:			\$ 6,602	\$ 329,442

Fund 502 FMS

Fund	Activity	Object	Name	FYE 2015 Adopted	FYE 2015 Q1-Q2 Actual
502	000	401	Taxes	\$ -	\$ -
502	000	450	Licenses and Permits	\$ -	\$ -
502	000	501	Federal Grants	\$ -	\$ -
502	000	539	State Grants	\$ -	\$ -
502	000	580	Contribution From Local Units	\$ -	\$ -
502	000	600	Charges for Services	\$ 345,765	\$ 208,061
502	000	655	Fines and Forfeits	\$ -	\$ -
502	000	664	Interest and Rents	\$ -	\$ -
502	000	671	Other Revenue	\$ -	\$ -
		699	Transfers In		
Operating revenues:				\$ 345,765	\$ 208,061
502	000	505	Outside Service Contracts	\$ 147,000	\$ -
502	000	701	Personal Services	\$ -	\$ -
502	000	726	Supplies	\$ -	\$ -
502	000	800	Other Services and Charges	\$ -	\$ 115,825
502	000	970	Capital Outlay	\$ -	\$ -
502	000	990	Debt Service	\$ -	\$ -
502	000	999	Appropriation (Operating) Transfers (Out)	\$ 165,114	\$ 69,705
			Contingency	\$ 10,000	\$ -
Operating expenses:				\$ 322,114	\$ 185,530
Changes in net position:				\$ 23,651	\$ 22,531

All Funds

Object Name	FYE 2015 Adopted	FYE 2015 Q1-Q2 Actual
401 Taxes	\$ -	\$ -
450 Licenses and Permits	\$ -	\$ -
501 Federal Grants	\$ -	\$ -
539 State Grants	\$ -	\$ -
580 Contribution From Local Units	\$ -	\$ -
600 Charges for Services	\$ 1,457,541	\$ 1,348,721
655 Fines and Forfeits	\$ -	\$ -
664 Interest and Rents	\$ -	\$ -
671 Other Revenue	\$ -	\$ -
699 Transfers In		
Operating revenues:	\$ 1,457,541	\$ 1,348,721
505 Outside Service Contracts	\$ 1,170,460	\$ -
701 Personal Services	\$ 208,128	\$ 64,239
726 Supplies	\$ 11,400	\$ 1,428
800 Other Services and Charges	\$ 17,300	\$ 931,081
970 Capital Outlay	\$ -	\$ -
990 Debt Service	\$ -	\$ -
999 Appropriation (Operating) Transfers (Out)		
Contingency	\$ 20,000	\$ -
Operating expenses:	\$ 1,427,288	\$ 996,749
Changes in net position:	\$ 30,253	\$ 351,973

MICHIGAN MUNICIPAL SERVICES AUTHORITY
Executive Committee

RESOLUTION 2014 – 34
FY 2014-2015 General Appropriations Act

The Executive Committee of the Michigan Municipal Services Authority resolves:

Section 1. Title. This resolution shall be known and may be cited as the Michigan Municipal Services Authority FY 2014-2015 General Appropriations Act.

Section 2. Public Hearing. In compliance with 1963 (2nd Ex Sess) PA 43, MCL 141.411 to 141.415, notice of a public hearing on the proposed budget was published in a newspaper of general circulation on September 4, 2014 and a public hearing on the proposed budget was held by the Executive Committee of the Michigan Municipal Services Authority (“Authority”) on September 11, 2014.

Section 3. Millage Levy. The Authority is not authorized to levy taxes.

Section 4. Adoption of Budget by Activity. The Executive Committee of the Authority adopts the budget for the Authority for the fiscal year beginning on October 1, 2014 and ending on September 30, 2015 by activity. Authority officials responsible for the expenditures authorized in the budget may expend Authority funds up to, but not to exceed, the total appropriation authorized for each activity.

Section 5. Payment of Bills. All claims or bills against the Authority shall be approved by the Executive Committee of the Authority before payment by the Authority. However, the Treasurer of the Authority may pay certain claims or bills before payment is approved by the Executive Committee of the Authority to avoid late penalties, service charges, or interest. Any claims or bills paid before approval by the Executive Committee shall be reported by the Treasurer to the Executive Committee for approval at the next meeting of the Executive Committee.

Section 6. Estimated Revenues and Expenditures. Estimated total revenues and expenditures for the Authority for FY 2014-2015 are:

<u>Fund</u>	<u>Revenue</u>	<u>Expenditures</u>
General Fund	\$ 1,457,541	\$ 1,427,288

MICHIGAN MUNICIPAL SERVICES AUTHORITY

Executive Committee

General Fund

REVENUE	
401 Taxes	
450 Licenses and Permits	
501 Federal Grants	
539 State Grants	
580 Contribution From Local Units	
626 Contract Revenue	1,457,541
600 Charges for Services	
655 Fines and Forfeits	
664 Interest and Rents	
671 Other Revenue	0
Total Revenue and Other Sources	1,457,541
EXPENDITURES	
505 Outside Service Contracts	1,170,460
701 Personal Services	208,128
726 Supplies	11,400
800 Other Services and Charges	17,300
970 Capital Outlay	0
990 Debt Service	0
999 Transfers (Out)	0
Contingency	20,000
Total Expenditures and Other Uses	1,427,288
Net Revenues	30,253
Beginning Fund Balance	158,368
Ending Fund Balance	188,621

Section 7. Periodic Financial Reports. The Treasurer shall provide the Executive Committee of the Authority at the meeting of the Executive Committee immediately following the end of each fiscal quarter, and at the final meeting of the Executive Committee of the fiscal year, a report of fiscal year to date revenues and expenditures compared to the budgeted amounts for the fiscal year.

MICHIGAN MUNICIPAL SERVICES AUTHORITY

Executive Committee

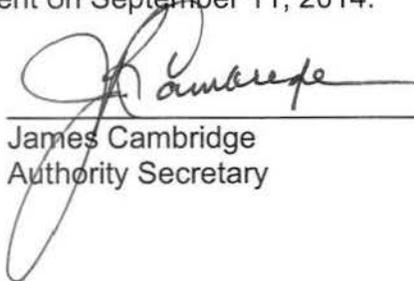
Section 8. Budget Monitoring. Whenever it appears to the Chief Administrative Officer of the Authority that the actual and probable revenues in any fund of the Authority will less than the estimated revenues upon which appropriations from the fund were based, and when it appears that expenditures will exceed an appropriation, the Chief Administrative Officer shall present recommendations to the Executive Committee to prevent expenditures from exceeding available revenues or appropriations for the fiscal year. The recommendations shall include proposals for reducing appropriations, increasing revenues, or both.

Section 9. Adoption. Motion made by _____, Seconded by _____ to adopt this resolution as the general appropriations act for the Authority for the fiscal year ending September 30, 2015. Upon a roll call vote, the following members of the Executive Committee voted yes: _____. The following noted no: _____.

Secretary's Certification:

I certify that this resolution was duly adopted by the Executive Committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on September 11, 2014.

By:



James Cambridge
Authority Secretary

FMS Program Update

MMSA Administrative Report

FMS Program Update



- Project Name: Financial Management System/Enterprise Solutions (FMS/ES) Service
- Participants: Genesee County, City of Grand Rapids, and Kent County
- Schedule
 - Kent County implementation in progress; to be completed June 2016
 - Grand Rapids implementation in progress; to be completed March 2017
 - Genesee County implementation to begin October 1 ; to be completed March 2017

FMS Program Update



Recent Activities

- Mon, April 13:
 - Grand Rapids next steps conference call
 - CGI next steps conference call
- Wed, April 15: New World Systems meeting
- Fri, April 17:
 - Wayne County FMS preparation conference call
 - OpenGov conference call

FMS Program Update



Recent Activities

- Mon, April 20: FMS Marketing & Sales meeting with CGI
- Tue, April 21: Cloud computing webinar
- Wed, April 22: Wayne County FMS meeting preparation
- Thu, April 23: Wayne County FMS meeting preparation
- Fri, April 24: Wayne County FMS meeting

FMS Program Update



Recent Activities

- Mon, April 27: Washtenaw County FMS conference call
- Tue, April 28:
 - Oakland County FMS conference call
 - Macomb County FMS conference call
- Wed, April 29: MEDC FMS meeting
- Thu, April 30: MSHDA FMS meeting
- Fri, May 1: Wayne County FMS conference call

FMS Program Update



Recent Activities

- Mon, May 4: FMS marketing conference call
- Tue, May 5: Genesee County FMS conference call
- Wed, May 6: Wayne County FMS conference call
- Fri, May 8:
 - Ottawa County Innovation & Technology Forum
 - Warren FMS conference call
 - Genesee County FMS conference call

FMS Program Update



CGAP FY 2014 (Round 1) Next Steps

- Treasury issued Final Award letter on Mon, April 27
- First quarterly report will cover the period of October 1, 2013 to June 30, 2015
- All subsequent reporting will be completed on a quarterly basis

FMS Program Update



Genesee County Next Steps

- Mon, May 18 Finance Budget Subcommittee
- Tue, May 26 Agenda deadline
- Mon, June 1 Board of Commissioners approves Grant Agreement, Participation Agreement, and Implementation and Support Services Agreement (ISSA)

VHWM Program Update

MMSA Administrative Report

VHWM Program Update

- Project Name: Virtual Health and Wellness Marketplace (VHWM)
- Participants: City of Detroit
- Schedule: Ongoing

VHWM Program Update

Invoices

- March 2015: Detroit paid MMSA on April 28, 2015. MMSA payment to Benefit Express was being routed for signature as of May 1, 2015.
- April 2015: Invoice sent to the City of Detroit for payment on May 1, 2015

Call Center Update

- Call center staffing continues at two CSRs since February 1, 2015.
- Wait times have gone down each week during the month. Average wait times are down to about 5 minutes for live calls.
- The transition of the non-Medicare retirees from stipends to HRAs was effective April 1, 2015. This caused a spike in call volumes during the week of March 29th, with 721 total calls. Call volumes have since returned to typical levels, with 491 calls during the week of April 19th.

VHWM Program Update

Scope Changes

- Create a drop-down menu to track “special classes” of employees and retirees. The City needs the ability to easily identify and report on groups of people who are subject to benefits arrangements not available to the general employee population. Right now, these classes include surviving spouses/children recently made eligible for active benefits and retirees married to active employees who were removed from the active medical plan.
- Create an option for retirees to “waive” medical coverage without electing an HRA. This option was not necessary for last open enrollment and was not initially programmed.
- Work Order #48 has been approved by the city to implement both of these changes.

VHWM Program Update

Other Issues

- VEBA attorneys have discovered several retirees who were given a benefit when they were ineligible. This relates mostly to Medicare retirees. During bankruptcy, the City allowed Medicare retirees to opt in to the benefit without prior coverage. Prior coverage was required to receive the stipend. The VEBAs may now have an issue with this processing. The City has requested a list of impacted retirees from the VEBAs, but this has not been received.

VHWM Program Update

Retiree Transition Changes

- The transition of the pre -2015 retirees (those who retired before January 1, 2015 and were benefit-eligible) to two stand-alone VEBAs (Police and Fire and General City) began on April 1, 2015. The VEBAs began to provide funding for these retirees effective April 1st, but the City will continue the benefits administration function through the end of the year.
- Due to IRS regulations, the VEBAs are not able to directly fund stipend payments. Therefore, stipends for non-Medicare retirees were transitioned to HRAs effective April 1, 2015. The HRAs are being administered by FlexPlan services.

VHWM Program Update



Retiree Transition Changes (continued)

- The transition from stipends to HRAs may affect non-Medicare retirees who purchased individual plans on the Marketplace and received premium subsidies. They could lose those subsidies since the HRA is considered “other group coverage”. Retirees will be given the opportunity to opt out of the HRA to preserve their subsidy through April 30, 2015. Opt out instructions and an opt out form were provided in both the City’s mailing and in the FlexPlan welcome packet. Retirees may opt out at any time during the year, using the instructions provided in the welcome packet. However, if a retiree opts out, they may not opt back in to the HRA until the next open enrollment period.

VHWM Program Update

Retiree Transition Changes (continued)

- Arrangements have been finalized with retiree health care carriers (BCBSM MAPD, BCN MAPD, HAP MAPD, Golden Dental, and Heritage Vision) to update group structures where needed and to begin to provide split billing (General City and Police & Fire) to the City for payment by each VEBA. The group structure and split billing options for BCBSM dental are still outstanding.

VHWM Program Update

Next Steps

- Continue 2015 transition of retirees to the two VEBAs
- Reimburse retirees who hit the catastrophic cap for prescription drugs as indicated by the retiree settlement agreement



**EXECUTIVE COMMITTEE
RESOLUTION 2015-06**

Disbursement Policy

The executive committee of the Michigan Municipal Services Authority (the “**Authority**”) resolves that the following disbursement policy is adopted for the Authority:

Disbursement Policy

1. Types: Disbursements authorized by this policy include, but are not limited to, payroll, expense reimbursements, vendor payments, intergovernmental payments, and other recurring payments.
2. Methods: Disbursement methods authorized by this policy include, but are not limited to, checks, automated clearing house, wire transfers, and other forms of electronic payment.
3. Amounts: Disbursement amounts authorized by this policy include any payment made pursuant to an agreement approved or otherwise authorized by the executive committee and goods and services of less than \$7,500.00 procured pursuant to the Authority’s Procurement Policy.
4. Segregation of duties
 - a. Authorization:
 - i. The chief executive officer (the “**CEO**”) of the Authority and the chairperson of the executive committee are authorized to approve disbursements on behalf of the Authority.
 - ii. The authority to approve disbursements shall be vested in the chairperson of the executive committee and the vice-chairperson of the executive committee in the event of a vacancy in the CEO position; and
 - iii. The authority to approve disbursements shall be vested in the CEO and the vice-chairperson of the executive committee in the event of a vacancy in the chairperson of the executive committee position; and
 - iv. The authority to approve disbursements shall be vested in the vice chairperson of the executive committee and the secretary of the Authority in the event of a concurrent vacancy in the CEO and chairperson of the executive committee positions.

- b. Recording: The Authority's accountant, or another individual without authority to approve disbursements on behalf of the Authority, shall record transactions and provide the record of those transactions to the executive committee on a monthly basis.
- c. Reconciliation: The Authority's accountant, or another individual without authority to approve disbursements on behalf of the Authority, shall prepare a bank reconciliation and provide it to the executive committee on a monthly basis.

This resolution supersedes Resolutions 2013-11 and 2014-8.

Secretary's Certification:

I certify that this resolution was duly adopted by the executive committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on May 14, 2015.

By: _____
James Cambridge
Authority Secretary



Michigan Municipal Services Authority

**EXECUTIVE COMMITTEE
RESOLUTION 2015-07**

Approval of FMS Grant Agreements

The Chief Executive Officer (“CEO”) of the Michigan Municipal Services Authority (“Authority”) has presented the Executive Committee of the Authority (“Executive Committee”) with a proposed FMS Program Grant Agreement (“Grant Agreement”) between the Authority and FMS Program Participants (“Participants”).

The Executive Committee wants to launch the FMS Program in partnership with the City of Grand Rapids, Genesee County, and Kent County (each a “Participating Municipality”) and authorize the CEO to sign the Grant Agreements on behalf of the Authority.

The Executive Committee of the Michigan Municipal Services Authority (“Authority”) therefore resolves:

1. That the CEO is authorized to sign a Grant Agreement with each of the Participating Municipalities on behalf of the Authority, or after favorable review by legal counsel to the Authority, sign a substantially similar but modified version of a Grant Agreement on behalf of the Authority.

Secretary’s Certification:

I certify that this resolution was duly adopted by the Executive Committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on May 12, 2015.

By: _____

James Cambridge
Authority Secretary

Michigan Municipal Services Authority Financial Management System (FMS) Program Implementation Grant Agreement

This Grant Agreement is between the MICHIGAN MUNICIPAL SERVICES AUTHORITY, a Michigan public body corporate (the "Authority"), and _____, a Michigan municipality (the "Participating Municipality").

GENERAL INFORMATION

Purpose:

The purpose of the grant program is to provide incentive-based grants to qualified jurisdictions that elect to join the Financial Management System (FMS) Program. The grants are to offset implementation costs incurred between October 1, 2011 and September 30, 2018. The FMS Program is focused on reducing operational costs using a multi-tenant, cloud-based Software as a Service (SaaS) ERP solution.

Goals:

To assist local units of government, including authorities, school districts, intermediate school districts, public community colleges, and public universities, with the costs associated with combining government operations.

Eligibility:

All Michigan cities, villages, townships, counties, authorities, school districts, intermediate school districts, public community colleges, and public universities. For an authority, school district, intermediate school district, public community college, or public university to qualify for grant funding under this program, the authority, school district, intermediate school district, public community college, or public university must combine operations with a city, village, township, or county.

Criteria:

[Not Applicable]

Application Process:

[Not Applicable]

Project Clarification:

[Not Applicable]

Selection Procedures:

[Not Applicable]

Notification Process:

[Not Applicable]

Deadline:

[Not Applicable]

Timelines:

[Not Applicable]

**Michigan Municipal Services Authority
Financial Management System (FMS) Program
Implementation Grant Agreement**

Grant Period:

October 1, 2013 through September 30, 2018.

Appropriation Amount Available:

[Not Applicable]

Source of Funds:

[Not Applicable]

Confidentiality:

This Agreement is public information under the Freedom of Information Act, Public Act 442 of 1976, as amended (MCL 15.231 to 15.246).

Contact:

For questions regarding the FMS Program, please contact the Authority at fms@michiganmsa.org.

CONDITIONS

Implementation of Project:

[Not Applicable]

Project Clarification:

The Authority reserves the right to award funds for an amount other than that requested and/or request changes to, or clarification of any and all applications received. Prior to executing any changes to the scope of the project, the selected grantee(s) must inform (in writing) the Authority of the proposed changes.

Eligible Expenditures:

1. Up to 40% of the payments made by the Participating Municipality to CGI Technologies and Solutions Inc. pursuant to the Implementation and Support Services Agreement ("ISSA") dated [date] not to exceed [amount]; and
2. Up to 40% of the payments made by the Participating Municipality to the Authority pursuant to the Participation Agreement dated [date] not to exceed [amount] ; and
3. Other expenditures as approved by the Authority.

Ineligible Expenditures:

[Not Applicable]

**Michigan Municipal Services Authority
Financial Management System (FMS) Program
Implementation Grant Agreement**

Expenditures:

1. The grantee understands and agrees that all expenditures from the grant will:
 - a. Be used to ensure efficient administration of the project.
 - b. Be permissible under state and federal law and consistent with statewide policies, regulations, and practices.
 - c. Be adequately supported by source documentation, including invoices, cancelled checks and electronic payment confirmations.
 - d. Only be for items that are necessary for the merger, consolidation, or cooperative effort/collaboration.
2. The grantee agrees to use the approved purchasing practices and bid procedures required by the Authority for expenditures involving project activity.
3. The grantee agrees to maintain accounting records following generally accepted accounting procedures for the expenditure of grant funds. The grantee agrees to record all revenues and expenditures in a fund or account separate from the grantee's other funds or accounts.
4. The grantee agrees to maintain all documentation for costs incurred for a seven-year period following the final payment for the project.

Release of Funds:

Payments will be made on a monthly reimbursement basis, providing the grantee is in compliance with all terms and conditions of the grant, and dependent upon state appropriations.

For a payment reimbursement, a completed CGAP Reimbursement Request Form (Form 4923) must be submitted to the Authority. Source documentation supporting the requested reimbursement amount must be attached to the CGAP Reimbursement Request Form. At a minimum, the source documentation should include copies of the original invoices, cancelled checks, and any other report that would support the request.

The grantee's Chief Financial Officer or Chief Administrative Officer must sign and date the CGAP Reimbursement Request Form (Form 4923).

Funds may not be released if any of the FMS Program participants:

1. Have not filed their annual financial report (F65) or audit per the Uniform Budgeting and Accounting Act, 1968 Public Act 2, as amended (MCL 141.421 to 141.440a) or the Uniform System of Accounting Act, 1919 Public Act 71, as amended (MCL 21.41 – 21.55), or
2. Have not filed their financial plan (deficit elimination plan) per the Glenn Steil State Revenue Sharing Act, 1971 Public Act 140, as amended (MCL 141.921), or
3. Are delinquent in making payments that are due on loans issued pursuant to the Emergency Municipal Loan Act, 1980 Public Act 243, as amended (MCL 141.931 to 141.942), or
4. Have a payment due and owing to the state.

**Michigan Municipal Services Authority
Financial Management System (FMS) Program
Implementation Grant Agreement**

For a payment reimbursement, a completed Payment Request Form (form 4923) must be submitted to the Authority. Source documentation supporting the requested reimbursement amount must be attached to the Payment Request Form. At a minimum, the source documentation should include copies of the original invoices, cancelled checks, and any other report that would support the request.

The grantee's Chief Financial Officer must sign and date the Payment Request Form (form 4923).

Reporting Requirements:

1. *Quarterly Narrative and Financial Status Reports* – The selected grantee(s) shall submit to the Authority quarterly, signed and dated, narrative and financial status reports. The reports are due within fifteen (15) days after the end of a quarter (i.e. due by January 30; April 30; July 30; October 30).
 - a. Narrative Report (Form 4971) – should present the following information:
 - i. Name of Primary Local Unit and Grant Number.
 - ii. Reporting Period (i.e. October 2011 – December 2011 etc.).
 - iii. The percentage (%) completed of the project work plan.
 - iv. The estimated project completion date. For the final report, indicate the actual project completion date.
 - v. A brief outline of the work accomplished during the reporting period (or grant period, if this is the final report) relative to the proposed work plan and timeline.
 - vi. A brief outline of the work to be completed during the subsequent reporting period.
 - vii. A brief description of any problems or delays, real or anticipated, experienced.
 - b. Financial Status Report (FSR) (Form 4972) – should present the following information:
 - i. Name of Primary Local Unit and Grant Number.
 - ii. Reporting Period (i.e. October 2011 – December 2011 etc.).
 - iii. The percentage (%) completed of the project work plan.
 - iv. The estimated project completion date. For the final report, indicate the actual project completion date.
 - v. The amount of funds expended through the reporting period (i.e. From the beginning of the grant project to the end of the reporting period).
 - vi. The projected future expenditures for the project.
 - vii. Total projected expenditures for the project.
 - viii. Original or revised (per grant award) budget per the Grant Budget Worksheet (item number 31 of the grant application).
 - ix. The difference between current projected project expenditures and original budget.
2. *Final Narrative Report (Form 4971) and Financial Status Report (Form 4972)* - The selected grantee(s) shall submit to the Authority final, signed and dated, narrative and financial status reports. The reports are due within fifteen (15) days after the completion of the project.

**Michigan Municipal Services Authority
Financial Management System (FMS) Program
Implementation Grant Agreement**

- a. The reports shall include the information as indicated under *Quarterly Narrative and Financial Status Reports* (above).
 - b. Indicate "Final Report" on the top of the Final Narrative and Financial Status Reports.
 - c. In addition to the items listed above, the final narrative report must include a description of the project accomplishments and any unanticipated benefits/difficulties experienced while completing the project.
3. *Final Follow-up Report* (Form 5071): - One year after the date of the Final Closeout Letter from the Michigan Department of Treasury, the grantee agrees to provide a Final Follow-up Report to the Authority on the status of the project. The report will include:
- a. A detailed description of service changes and improvements.
 - b. A detailed status update on the goals and measures used to determine the success of the project and outcomes presented in the application (i.e. have they been met, what has changed, etc...).
 - c. A detailed description of set-backs or difficulties experienced in implementing the project.
 - d. A detailed analysis of the actual realized cost savings.
 - e. Provide lessons learned to share with other entities that are pursuing similar projects.

Audit and Review:

The grantee agrees to allow the Authority, Michigan Department of Treasury, and the State Auditor General's Office (and/or any of their duly authorized representatives) access, for the purposes of inspection, audit, and examination, to any books, documents, papers, and records of the grantee which are related to this project.

The grantee agrees to submit quarterly and final progress reports to the Authority. The grantee understands that failure to submit any required reports may result in the termination of the grant.

Grant Termination:

The grantee understands that this grant may be terminated if the Authority concludes that the grantee is not in compliance with the conditions and provisions of this grant, or has falsified any information. The Authority will extend an opportunity for the grantee to demonstrate compliance. Notification of termination will be in writing.

Grantee acknowledges that continuation of this grant is subject to appropriation or availability of funds from the State. If appropriations to enable the State to effect continued payment under this grant are reduced, the Authority shall have the right to terminate this grant. The Authority shall give grantee at least fifteen (15) days advance written notice of termination for non-appropriation.

**Michigan Municipal Services Authority
Financial Management System (FMS) Program
Implementation Grant Agreement**

MICHIGAN MUNICIPAL SERVICES AUTHORITY

Date: _____

By: _____
Robert J. Bruner, Jr.
Chief Executive Officer

PARTICIPATING MUNICIPALITY

Date: _____

By: _____
[Signature of authorized individual]

Name: _____
[Printed name of authorized individual]

Title: _____
[Title of authorized individual]

DRAFT

Economic Vitality Incentive Program Grant Application (FY 2012 – Round 2)

Issued under authority of Public Act 107 of 2012 and Public Act 236 of 2012

CONDITIONS

Implementation of Project:

The grantee agrees to submit Board Resolution(s), Board Meeting Minutes, or Inter-local Agreement(s) for all local units participating in the project, indicating approval of the project and Economic Vitality Incentive Program grant funding, within sixty (60) days following Treasury's Notification of Intent to Award or be subject to automatic cancellation of the grant. No grant funding will be released until all required resolutions, minutes or agreements have been received. Board Resolution(s), Board Meeting Minutes, or Inter-local Agreement(s) must be passed/signed on or after October 1, 2011.

Project Clarification:

The Department of Treasury reserves the right to award funds for an amount other than that requested and/or request changes to, or clarification of any and all applications received.

Prior to executing any changes to the scope of the project, the selected grantee(s) must inform (in writing) the Michigan Department of Treasury of the proposed changes. The department will notify the grantee(s) within thirty (30) days, whether or not the project changes fall under the original grant award.

Eligible Expenses:

Up to 25% of shared service analysis, and up to 100% of the following expenses: legal fees, voting costs, office supplies, infrastructure and equipment and other expenses as approved by the Michigan Department of Treasury.

Expenditures:

1. The grantee understands and agrees that all expenditures from the grant will:
 - Be used to ensure efficient administration of the project.
 - Be permissible under state and federal law and consistent with statewide policies, regulations, and practices.
 - Be incurred on or after June 21, 2011 or the first day of the grant period and before the end of the grant period.
 - Be adequately supported by source documentation.
2. The grantee agrees to use the approved purchasing practices and bid procedures required by the "Primary Local Unit" for expenditures involving project activity.
3. The grantee agrees to maintain accounting records following generally accepted accounting procedures for the expenditure of grant funds. The grantee agrees to record all revenues and expenditures in a fund or account separate from the grantee's other funds or accounts.
4. The grantee agrees to maintain all documentation for costs incurred for a seven-year period following the final payment for the project.

Release of Funds:

Payments to the "Primary Local Unit" will be made on a monthly reimbursement basis, providing the grantee is in compliance with all terms and conditions of the grant, and dependent upon state appropriations.

Economic Vitality Incentive Program Grant Application (FY 2012 – Round 2)

Issued under authority of Public Act 107 of 2012 and Public Act 236 of 2012

CONDITIONS CONTINUED

Funds may not be released to the “Primary Local Unit” if any of the local units participating in the project:

1. Have not filed their annual financial report (F65) or audit per the Uniform Budgeting and Accounting Act, Public Act 2 of 1968, as amended (MCL 141.421 to 141.440a) or the Uniform System of Accounting Act, Public Act 71 of 1919, as amended (MCL 21.41 – 21.55), or
2. Have not filed their financial plan (deficit elimination plan) per the Glenn Steil State Revenue Sharing Act, Public Act 140 of 1971, as amended (MCL 141.921), or
3. Are delinquent in making payments that are due on loans issued pursuant to the Emergency Municipal Loan Act, Public Act 243 of 1980, as amended (MCL 141.931 to 141.942), or
4. Have a payment due and owing to the state.

For a payment reimbursement, a completed Payment Request Form (form 4923) must be submitted to the Michigan Department of Treasury. Source documentation supporting the requested reimbursement amount must be attached to the Payment Request Form. At a minimum, the source documentation should include copies of the original invoices, cancelled checks, and any other report that would support the request.

The “Primary Local Unit’s” Chief Financial Officer must sign and date the Payment Request Form (form 4923).

Reporting Requirements:

1. *Quarterly Narrative and Financial Status Reports* – The selected grantee(s) shall submit to the Department of Treasury quarterly, signed and dated, narrative and financial status reports. The reports are due within thirty (30) days after the end of a quarter (i.e. due by January 30th; April 30th; July 30th; October 30th).
 - a. Narrative Report (Form 4971) – should present the following information:
 - i. Name of Primary Local Unit and Grant Number.
 - ii. Reporting Period (i.e. October 2011 – December 2011 etc.).
 - iii. The percentage (%) completed of the project work plan.
 - iv. The estimated project completion date. For the final report, indicate the actual project completion date.
 - v. A brief outline of the work accomplished during the reporting period (or grant period, if this is the final report) relative to the proposed work plan and timeline.
 - vi. A brief outline of the work to be completed during the subsequent reporting period.
 - vii. A brief description of any problems or delays, real or anticipated, experienced.
 - b. Financial Status Report (FSR) (Form 4972) – should present the following information:
 - i. Name of Primary Local Unit and Grant Number.
 - ii. Reporting Period (i.e. October 2011 – December 2011 etc.).
 - iii. The percentage (%) completed of the project work plan.
 - iv. The estimated project completion date. For the final report, indicate the actual project completion date.
 - v. The amount of funds expended through the reporting period (i.e. from the beginning of the grant project to the end of the reporting period).
 - vi. The projected future expenditures for the project.

Economic Vitality Incentive Program Grant Application (FY 2012 – Round 2)

Issued under authority of Public Act 107 of 2012 and Public Act 236 of 2012

CONDITIONS CONTINUED

- vii. Total projected expenditures for the project.
 - viii. Original or revised (per grant award) budget per the Grant Budget Worksheet (item number 31 of the grant application).
 - ix. The difference between current projected project expenditures and original budget.
2. *Final Narrative Report (Form 4971) and Financial Status Report (Form 4972)* - The selected grantee(s) shall submit to the Department of Treasury final, signed and dated, narrative and financial status reports. The reports are due within thirty (30) days after the completion of the project.
- a. The reports shall include the information as indicated under *Quarterly Narrative and Financial Status Reports* (above).
 - b. Indicate "Final Report" on the top of the Final Narrative and Financial Status Reports.
 - c. In addition to the items listed above, the final narrative report must include a description of the project accomplishments and any unanticipated benefits/difficulties experienced while completing the project.

Audit and Review:

The grantee agrees to allow the Department of Treasury and the State Auditor General's Office (and/or any of their duly authorized representatives) access, for the purposes of inspection, audit, and examination, to any books, documents, papers, and records of the grantee which are related to this project.

The Department of Treasury may conduct periodic program reviews of the project. The purpose of these reviews will be to determine adherence to stated project goals and to review progress of the project in meeting its objectives.

The grantee agrees to submit quarterly and final progress reports to the Department of Treasury. The grantee understands that failure to submit any required reports may result in the termination of the grant.

Grant Termination:

The grantee understands that this grant may be terminated if the Department of Treasury concludes that the grantee is not in compliance with the conditions and provisions of this grant, or has falsified any information. The Department of Treasury will extend an opportunity for the grantee to demonstrate compliance. Notification of termination will be in writing.

Grantee acknowledges that continuation of this grant is subject to appropriation or availability of funds for this grant. If appropriations to enable the State to effect continued payment under this grant are reduced, the State shall have the right to terminate this grant. The State shall give grantee at least thirty (30) days advance written notice of termination for non-appropriation.

Competitive Grant Assistance Program (CGAP) Application (FY 2014 – Round 1)

Issued under authority of 2013 Public Act 59

CONDITIONS

Implementation of Project:

The grantee agrees to submit Board Resolution(s), Board Meeting Minutes, or Inter-local Agreement(s) for all jurisdictions participating in the project, indicating approval of the project and Competitive Grant Assistance Program grant funding, within sixty (60) days following the Michigan Department of Treasury's Notification of Intent to Award or be subject to automatic cancellation of the grant. No grant funding will be released until all required resolutions, minutes or agreements have been received.

Project Clarification:

The Michigan Department of Treasury reserves the right to award funds for an amount other than that requested and/or request changes to, or clarification of any and all applications received.

Prior to executing any changes to the scope of the project, the selected grantee(s) must inform (in writing) the Michigan Department of Treasury of the proposed changes. The department will notify the grantee(s) within thirty (30) days, whether or not the project changes fall under the original grant award.

Eligible Expenditures:

Up to 25% of shared service analysis and up to 100% of the following expenditures: legal fees, voting costs, office supplies, infrastructure and equipment and other expenditures as approved by the Michigan Department of Treasury.

Ineligible Expenditures:

- Expenditures for the completion and submission of the CGAP application or for any compliance reporting documentation for the grant.
- Expenditures for the renegotiation of collective bargaining agreements, unless those agreements had to be reopened as part of completing the proposed project.

Expenditures:

1. The grantee understands and agrees that all expenditures from the grant will:
 - Be used to ensure efficient administration of the project.
 - Be permissible under state and federal law and consistent with statewide policies, regulations, and practices.
 - Be adequately supported by source documentation, including invoices, cancelled checks and electronic payment confirmations.
 - Only be for items that are necessary for the merger, consolidation, or cooperative effort/collaboration.
2. The grantee agrees to use the approved purchasing practices and bid procedures required by the "Primary Applicant" for expenditures involving project activity.
3. The grantee agrees to maintain accounting records following generally accepted accounting procedures for the expenditure of grant funds. The grantee agrees to record all revenues and expenditures in a fund or account separate from the grantee's other funds or accounts.
4. The grantee agrees to maintain all documentation for costs incurred for a seven-year period following the final payment for the project.

Competitive Grant Assistance Program (CGAP) Application (FY 2014 – Round 1)

Issued under authority of 2013 Public Act 59

CONDITIONS CONTINUED

Release of Funds:

Payments to the "Primary Applicant" will be made on a monthly reimbursement basis, providing the grantee is in compliance with all terms and conditions of the grant, and dependent upon state appropriations.

For a payment reimbursement, a completed *CGAP Reimbursement Request Form* (Form 4923) must be submitted to the Michigan Department of Treasury. Source documentation supporting the requested reimbursement amount must be attached to the CGAP Reimbursement Request Form. At a minimum, the source documentation should include copies of the original invoices, cancelled checks, and any other report that would support the request.

The "Primary Applicant's" Chief Financial Officer or Chief Administrative Officer must sign and date the *CGAP Reimbursement Request Form* (Form 4923).

Funds may not be released to the "Primary Applicant" if any of the participants in the project:

1. Have not filed their annual financial report (F65) or audit per the Uniform Budgeting and Accounting Act, 1968 Public Act 2, as amended (MCL 141.421 to 141.440a) or the Uniform System of Accounting Act, 1919 Public Act 71, as amended (MCL 21.41 – 21.55), or
2. Have not filed their financial plan (deficit elimination plan) per the Glenn Steil State Revenue Sharing Act, 1971 Public Act 140, as amended (MCL 141.921), or
3. Are delinquent in making payments that are due on loans issued pursuant to the Emergency Municipal Loan Act, 1980 Public Act 243, as amended (MCL 141.931 to 141.942), or
4. Have a payment due and owing to the state.

Reporting Requirements:

1. *Quarterly Narrative and Financial Status Reports* – The selected grantee(s) shall submit to the Michigan Department of Treasury quarterly, signed and dated, narrative and financial status reports. The reports are due within thirty (30) days after the end of a quarter (i.e. due by January 30th; April 30th; July 30th; October 30th).
 - a. *Narrative Report (NR)* (Form 4971) – should present the following information:
 - i. Name of Primary Applicant and Grant Number.
 - ii. Reporting Period (i.e. October 2011 – December 2011 etc...).
 - iii. The percentage (%) completed of the project work plan.
 - iv. The estimated project completion date. For the final report, indicate the actual project completion date.
 - v. A brief outline of the work accomplished during the reporting period (or grant period, if this is the final report) relative to the proposed work plan and timeline.
 - vi. A brief outline of the work to be completed during the subsequent reporting period.
 - vii. A brief description of any problems or delays, real or anticipated, experienced.
 - b. *Financial Status Report (FSR)* (Form 4972) – should present the following information:
 - i. Name of Primary Applicant and Grant Number.
 - ii. Reporting Period (i.e. October 2011 – December 2011 etc...).
 - iii. The percentage (%) completed of the project work plan.
 - iv. The estimated project completion date. For the final report, indicate the actual project completion date.
 - v. The amount of funds expended through the reporting period (i.e. from the beginning of the grant project to the end of the reporting period).
 - vi. The projected future expenditures for the project.
 - vii. Total projected expenditures for the project.
 - viii. Original or revised (per grant award) budget per the Grant Budget Worksheet (item number 31 of the grant application).
 - ix. The difference between current projected project expenditures and original budget.



Michigan Municipal Services Authority

**EXECUTIVE COMMITTEE
RESOLUTION 2015-08**

Procurement of FMS Project Management Services

The Executive Committee of the Michigan Municipal Services Authority (“Authority”) authorized the Chief Executive Officer of the Authority (“CEO”) to enter into a professional services agreement on behalf of the Authority with a vendor to provide FMS Project Management Professional Services to the Authority and FMS Program participants on January 2, 2015. The CEO entered into an agreement with Plante & Moran on January 2, 2015. Wayne County has asked the Authority to procure similar services.

The Executive Committee of the Michigan Municipal Services Authority (“Authority”) therefore resolves:

1. That the CEO is authorized to extend the existing agreement with Plante & Moran to support Wayne County’s review of the FMS Program; and
2. That the total amount payable to Plante & Moran under the Change Order shall not exceed \$40,000; and
3. That the CEO shall invoice Wayne County for these services.

Secretary’s Certification:

I certify that this resolution was duly adopted by the Executive Committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on May 14, 2015.

By: _____
James Cambridge
Authority Secretary

{ Get There. }

MICHIGAN MUNICIPAL SERVICES AUTHORITY | DECEMBER 22, 2014

plante
m
moran

audit • tax • consulting

December 22, 2014

Mr. Robert Bruner, CEO
Michigan Municipal Services Authority
Via email to rbruner@michiganmsa.org

Dear Mr. Bruner:

Plante & Moran, PLLC ("Plante Moran") is pleased to provide this revised Proposal to Provide Project Management Professional Services to the Michigan Municipal Services Authority ("MMSA") in response to your RFP. Plante Moran is well qualified to assist the MMSA on this important project. As one of the largest consulting and accounting firms nationally, we have extensive experience in serving the public sector. Additionally, our proposed project team brings to this engagement extensive knowledge and experience gained in working with public sector clients in conducting enterprise application system needs assessments, solution selections and implementation of enterprise application solutions.

Through our ongoing and current involvement in MMSA FMS project activities as well as our review of the MMSA RFP, we understand that the MMSA is requesting services to complete the Initiation phase activities identified in the RFP. The primary deliverables to be created during the Initiation phase will be leveraged by the MMSA and project participants into the planning and future project phases, are: a) Implementation Statements of Work (SOW) for the MMSA and the three participating organizations; b) a SaaS Agreement and a c) Cost Allocation Plan.

Plante Moran meets MMSA's mandatory qualifications. Plante Moran has worked with literally hundreds of municipalities and other local governments over the past 30 years on their ERP and other enterprise system initiatives. The MMSA will find a qualified project team including project management staff who hold the PMP credential. We believe that Plante Moran is uniquely well qualified to complete this phase for the following reasons:

1. Our involvement to date, and our understanding of the required decision process.
2. Our longstanding professional relationships with all of the participants, and our ability to craft an acceptable cost allocation plan.
3. Our experience with CGI and local government ERP contracts, and our improved likelihood to develop comprehensive and enforceable SOW's.
4. Our involvement with MMSA since its inception, and our commitment to the success of MMSA and the FMS project.

If you have any questions concerning this proposal or need to contact any of the project team members, please contact me at 1-248-223-3328. I am authorized to act on behalf of Plante Moran and bind the firm.

Very truly yours,
Plante & Moran, PLLC



Adam Rujan, Partner

1. Title Page and Table of Contents

A. TITLE PAGE

Required Submittal	Plante Moran Proposal
RFP:	Project Management Professional Services RFP Issued by: Michigan Municipal Services Authority (MMSA)
Date Submitted:	December 22, 2014
Proposer:	Plante & Moran, PLLC 27400 Northwestern Highway Southfield, MI 48037 248.352.2500
Contact Person/ Information (Primary):	Adam Rujan, Partner 248.223.3328 (phone) 248.603.5863 (fax) Adam.Rujan@plantemoran.com Plante & Moran, PLLC 27400 Northwestern Highway Southfield, MI 48037
Contact Person/ Information (Backup):	Mark Warner 248.223.3799 (phone) Mark.Warner@plantemoran.com Plante & Moran, PLLC 27400 Northwestern Highway Southfield, MI 48037
Proposal Commitment:	Plante Moran's proposal is binding for at 60 days from the date submitted. Plante Moran will not begin work until a signed agreement is established between the MMSA and our firm.

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2. Proposer Information

1. FIRM OVERVIEW

A brief description of the proposer, including history, services provided, and location(s).

Summary

1	Experienced team
30+	Years of experience providing IT systems consulting to municipalities
50+	Years of government management consulting experience
90	Years in business
100+	Technology engagements in the past five years
200+	Recurring government clients
300+	Technology best practices organized around 85 topical areas included in our Toolkit

Plante Moran Background and Experience

Founded in 1924, Plante Moran, PLLC (Plante Moran) is the thirteenth largest management consulting and public accounting firm in the United States. Plante Moran operates as a partnership. Plante Moran's staff of over 2,000 persons is organized into four major service areas: Management Consulting, Accounting and Auditing, Tax Consulting, and Personal Financial Planning Services.

Over the past several years, Plante Moran has continually expanded the scope and experience of its Management Consulting Services Group. The firm is committed to continuing this growth by retaining and attracting qualified professionals to provide the broad range of management and technical services that are necessary to effectively serve the needs of our clients.

Plante Moran takes great pride in the quality of services it provides to its clients. We have a rigorous set of quality controls designed to provide assurance that professional standards are followed and our clients receive a high quality product. Plante Moran takes equal pride in our people and our professional work environment. Some of the facts about our firm that we are proud of include:

- Our partnership group is comprised of 19% women, which is the highest percentage of female equity partners among the nation's largest public accounting firms, according to CPA Personnel Report, a national public accounting trade publication.
- Staff turnover rate below 15% which is significantly lower than that of other national public accounting firms.
- The firm has been named to Fortune Magazine's "100 Best Companies to Work for in America" for the last sixteen years.
- The firm is ranked 55th on list of Training magazine's "Top 100 Training Organizations"

- Plante Moran's Management Consulting Group, consisting of over 125 dedicated consultants, is a versatile, full service consulting organization with a proven track record for providing quality professional services.

Our emphasis and commitment to management consulting has resulted in the extension of the consulting practice into all major aspects of government and education addressing our clients' unique needs related to information technology, security, compliance, and policy.

Plante Moran has become a leader in providing services to governmental organizations. At present, we work with well over 200 local governments. Our professionals have made substantial commitments to working with local, county and state government agencies. Our extensive experience with governmental clients has enabled us to assemble a project team that we believe is uniquely qualified to perform the proposed project.

Government Consulting Services Organization

Plante Moran has assumed a leadership role in providing consulting services to governmental entities. The range of services we provide includes the following:

- Information Technology Consulting
- Communications & Networking Services
- Project Management and Oversight
- Operations Analysis
- Consolidation Studies
- Organizational Planning and Development
- Financial Management Services
- Human Capital Management and Development
- Market Research Services
- Business Planning and Feasibility Analysis
- Employee Benefits Analysis
- Assurance Services
- Real-estate Consulting

Industry Commitment

Because of our broad governmental client base, we are able to devote the necessary time to specialize and thus provide maximum service. Our consultants have a variety of professional designations and are active participants in state and national government organizations. In addition, our consultants are very active in making presentations to a variety of governmental organizations on current issues. To assist us in this specialization, we are also members of numerous municipal government professional associations that have a partial or major focus on the application of technology for government including:

- **International City/County Management Association (ICMA)**, an organization that develops and advances professional local government management to create sustainable communities that improve lives worldwide.
- **Public Technology Institute (PTI)**, a Non-Profit organization created by and for cities and counties that works with a core network of leading government officials to: identify opportunities for technology research, share best practices, offer consultancies and pilot demonstrations, promote technology development initiatives, and develop educational programming.
- **Government Finance Officers Association (GFOA)**, an organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
- **Government Management and Information Sciences (GMIS)**, an organization composed of municipal information technology directors with a primary goal to foster a unified effort among government entities to integrate and disseminate their respective research and design efforts in the area of automated information sciences.

We are very involved with all of these organizations contributing our talents and expertise through speaking engagements, articles for their publications and involvement in conferences at both the State and National level.

As a result of our continuing involvement with government organizations at all levels, we have acquired in-depth knowledge and experience in dealing with relevant technical, operational and procedural issues. This experience and knowledge, and our commitment to assure objectivity and a high level of independence, are fundamental to our proven and consistent ability to meet the needs of our governmental clients.

Public Sector Services and Products

Plante Moran has assumed a leadership role in providing consulting services to governmental entities. The range of services we provide includes the following:

- IT Consulting
- IT Infrastructure
- Project management and oversight
- Operations analysis
- Consolidation studies
- Organizational planning and development
- Financial management services
- Human capital management and development
- Business planning and feasibility analysis
- Employee benefits analysis
- Assurance services

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. Although we have developed well defined methodologies for conducting consulting engagements, we do not attempt to impose a rigid structure onto each assignment. Rather, we attempt to understand the fundamental challenges and opportunities of our clients and develop an approach that addresses those particular conditions.

Governmental Accounting Practice Area

Plante Moran's governmental practice has been in existence for nearly 50 years serving all levels of local, county and State governmental entities. As a firm, we currently audit approximately 200 governmental units and special purpose governmental entities, over 100 public and private school districts and 400 nonprofit organizations. The Firm has partners and senior associates with deep specialization and expertise in the various areas of need. At Plante Moran, we are more committed than ever to providing accounting and consulting services to local governments. Our commitment is evidenced by the significance investment that we have made by participating in the following activities:

- **AICPA Governmental Technical Standards Subcommittee:** Three of our partners have served on this committee, which was formed to process ethics complaints related to governmental audits. In addition, one of these is a member of the Professional Ethics Executive Committee of the AICPA Professional Ethics Division and the AICPA Task Force on the Quality of Audits of Federal Funds.
- **American Institute of CPAs:** One of our partners chaired the AICPA's Governmental Accounting Committee that published the Industry Audit Guide for Audits of State and Local Governmental Units. This is the guide used throughout the country on every governmental audit.
- **Governmental Accounting Standards Board:** One of our partners has served on the Governmental Accounting Standards Advisory Council (an advisory board to the GASB). In addition, we actively participate in the GASB's due process system relative to issuance of new pronouncements.
- **Government Finance Officers Association:** One of our audit managers served on the GFOA Special Review Committee for the Certificate of Achievement for Excellence in Financial Reporting.

Our commitment to governmental auditing, accounting and consulting has provided us with a range and depth of experience that we feel is unequalled by any other firm. Because of this commitment to serving governmental clients, we provide specialized training to our professional staff serving governmental units. We regularly attend and frequently provide speakers for training sessions conducted by numerous municipal-based organizations. We have also been engaged by the MGFOA to present a series of three, one-day seminars for their "Back to Basics" series on topics such as "Fundamental Elements of Governmental Accounting", "Governmental Budgeting" and "Public Financial Statements".

Office Locations

Headquarters:

Plante & Moran, PLLC
27400 Northwestern Highway
Southfield, MI 48037
248.352.2500

Plante Moran has 22 individual offices as follows:

Illinois:	3
Michigan:	12
Ohio:	4
International locations:	3

Additional information related to addresses, phone number and other specifics for the firm's offices can be found online at: plantemoran.com/about/locations

2. OFFICE SERVICE LOCATION

Identify the office location from which services will be provided to the Authority and the number of staff employed at that office by position.

Plante Moran's IT Consulting staff proposed to provide services on this engagement serve clients across the country, however are primarily based out of our headquarter office location, as follows:

Plante & Moran, PLLC
27400 Northwestern Highway
Southfield, MI 48037
248.352.2500

Plante Moran's Southfield office supports over 500 staff, in the following groups:

Administration	87
Assurance	127
Management Consulting: IT Consulting	66
Management Consulting: Other	99
PMFA	56
Plante Moran Trust	17
Tax	55

Plante Moran has 22 individual offices, including 12 offices in Michigan. Plante Moran has offices in the following locations which may have relevant resources for the MMSA and current participating units:

4444 W. Bristol Road
Suite 360
Flint, MI 48507
(810) 767-5350

634 Front Avenue NW
Suite 400
Grand Rapids, MI 49504
(616) 774-8221

1111 Michigan Avenue
East Lansing, MI 48823
(517) 332-6200

3. SERVICES PROVIDED FROM OUR SOUTHFIELD OFFICE

A description of the professional services performed by the staff at that office.

As our Southfield office is Plante Moran's largest office and firm headquarters, it is home to a significant number of staff that perform a wide array of audit, tax and consulting services to thousands of clients across the country, and internationally. Staff from Plante Moran's Southfield office perform all of the services described below in the *Public Sector ERP Project Experience* section. Plante Moran would be happy to provide additional information related to specific services provided from our Southfield location, upon request.

4. PUBLIC SECTOR ERP PROJECT EXPERIENCE

A description of the proposer's experience with public sector ERP projects generally.

In addition to the CGI experience described in the next section, Plante Moran has significant experience with successfully managing public sector ERP projects.

Plante Moran is one of the leading firms in the country in assisting municipalities with full lifecycle ERP services. **Plante Moran has worked with literally hundreds of municipalities and other local governments over the past 30 years on their ERP and other enterprise system initiatives.** We are completely vendor independent, have an extensive set of tools and templates, and a team of staff focused on technologies prevalent in the public sector. Plante Moran's management consultants have made a significant commitment to assist governmental clients plan for, select and implement appropriate ERP systems and other technologies. The services we offer address virtually all aspects of information systems:

- ERP Needs Assessment
- Project Budgeting and Return on Investment (ROI) Analysis
- Preparation of ERP System Requirements
- Request for Proposal Development
- System Selection Assistance
- Contract Review and Negotiations
- Systems Implementation Planning
- Systems Implementation Assistance
- User Procedure Development and Documentation Quality Assurance
- Project Management
- Strategic Information Technology Planning
- Information Technology Assessments
- Systems Control Review
- Information Security

5. PLANTE MORAN EXPERIENCE WITH CGI

A description of the proposer's experience with CGI Advantage projects specifically.

Plante Moran has experience with CGI in multiple regards, summarized as follows:

- a. Role in MMSA CGI evaluation performed to date:** Under an agreement between Plante Moran and the City of Grand Rapids dated 7/31/2014, Plante Moran has been engaged to work under the direction and control of the MMSA to provide consulting services on a time and materials basis. This engagement was developed the purpose of gathering and compiling information that has been utilized by the MMSA and FMS Participants to support decision making, as the organizations have evaluated CGI. Plante Moran's involvement in this work effort can be summarized as follows:
- Assistance in facilitation of the CGI software demonstrations to MMSA participating units performed in August 2014.
 - Discussions and project management support to the MMSA and its sub-contractors regarding interactions with CGI during the CGI evaluation performed to date.
 - Performance of analysis of CGI's compliance to the functional software specifications provided to them which were defined by the participating units.
 - Participation in the CGI site visits to each of the participating units: Grand Rapids, Kent County, and Genesee County.
- b. Client projects involving CGI:** Plante Moran staff have participated in multiple consulting engagements for local government clients related to the CGI Advantage system. Examples of those engagements include:
- City of Cleveland, OH*
- **ERP Implementation Management Assistance:** Assisted the City in the implementation of the CGI Advantage system by providing project management assistance, including PMO support, project administration, and business analysis services. Project included of a 20 month engagement providing multiple consulting team staff to support various City functional and technical teams with change management processes.
- City of Mesa, AZ*
- **ERP Implementation Management Assistance:** Assisted the City in the implementation of the CGI Advantage system as part of the city's project management office (PMO). Also had direct project management responsibility for a number of implementation teams.
- Staff included in this proposal participated on the above client CGI assignments. Additional details related to these engagement are included in the **Reference** section of our proposal.
- c. Plante Moran's former CGI staff:** Staff included in this proposal are former employees at CGI. Please see Robin Milne resume attached. In addition to other roles at the organization, Ms. Milne was the Director of Consulting Services for CGI from June 2007 to September 2012.

6. RELATIONSHIP IDENTIFICATION

A description of the proposer's (and/or proposed subcontractors') relationship(s) with the Authority or any of the participating units within the past five (5) years, and a statement regarding whether or not the relationship(s) constitute a conflict of interest.

Plante Moran does not propose to use any subcontractors as part of this engagement. We have identified the following relationships with the Authority and participating units within the past five (5) years:

1. Doug Wiescinski, a Partner at Plante Moran, is on the on MMSA Authority Board.
2. Plante Moran has provided consulting services to the City of Grand Rapids.
 - a. Consulting services related to earlier activities in the MMSA FMS project.
 - b. Other consulting services.
3. Plante Moran has provided consulting services to Kent County.
 - a. Consulting services related to earlier activities in the MMSA FMS project, but structured through the City of Grand Rapids.
 - b. Other consulting services.
4. Plante Moran has provided services to the Genesee County:
 - a. Financial audit services (various).
 - b. Business advisory and consulting services not related to the MMSA FMS project.

Plante Moran does not believe that any of the above relationships constitute a conflict of interest with regard to the work identified in this proposal. We believe rather that these relationships demonstrate Plante Moran's commitment to the collective success of the MMSA the participating units. Plante Moran is not aware of any of these organizations expressing concerns related to perceived conflicts of interest. Additionally, Plante Moran is independent and objective with respect to software vendors for the firm's government clients and has not identified any actual or potential conflict of interest in the provision of the services described in this proposal.

7. FINANCIAL STABILITY

A description the proposer's financial stability including the number of layoffs within the past five (5) years.

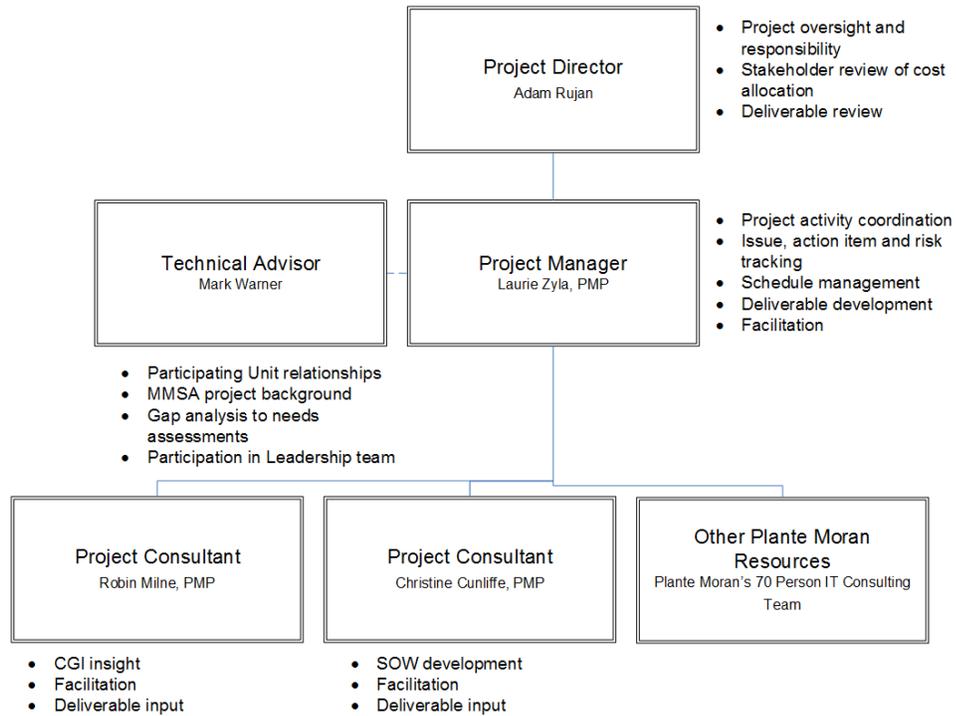
As a partnership, the firm currently employs over 2,000 staff with 22 offices domestically and abroad. Over the last several years, the firm has grown organically and through mergers with other firms that have services and/or geographies that fit with the firm's growth model. As a firm, we will continue to grow and look for opportunities to perform mergers and develop relationships with entities that fit into our growth model of becoming a leading provider of professional services. We would be happy to provide specific financial information to the MMSA, upon request.

Within the past 5 years the firm has experienced natural cycle staff transitions including staff voluntary and involuntary departures as well as retirements. Staff turnover rate below 15% which is significantly lower than that of other national public accounting firms. We have not experienced any general or broad layoffs. Despite the difficult economic times, our firm has flourished.

3. Candidate Information

A. PLANTE MORAN PROJECT TEAM OVERVIEW

The following chart summarizes our proposed project team and the role that each individual will perform on the project.



All team members identified are from Plante Moran's Government IT Consulting practice area and dedicate 100% of their time toward serving public sector agencies.

As a firm with over 2,000 staff members and 70 in the IT Consulting team, Plante Moran has deep resources we are able to bring to bear on the MMSA FMS project, based on the requirements which might present themselves as we execute the project activities. We propose to use a well qualified project team including project management staff who hold a PMP credential. Plante Moran will supplement the defined project team with other Plante Moran team members, as required. Detailed resumes of each team member are included in the following section.

All Plante Moran team members are available to begin scheduling and participating in project activities upon execution of a signed agreement between the MMSA and Plante Moran, assumed to be as of January 5, 2015.

B. PROJECT TEAM RESUMES

Adam Rujan

Partner



EXPERIENCES INCLUDE:

Process Redesign and Information Technology Assistance: Projects typically include assisting clients realize the full potential of technology, including re-engineering, productivity improvement, benefits realization analyses and post implementation reviews. Experiences also include project management system implementation, planning and selection, and data processing internal controls reviews.

Technology Planning: Experience in developing strategic technology plans and conducting information technology assessments for governmental clients that includes the establishment of technology strategies and recommended projects. Through these efforts, he has gained a vast level of experience on technologies relevant to the various areas of government including ERP solutions, CRM solutions, imaging technologies, wireless technologies and others.

Organization and Management Studies: Engagements have varied from analysis of specific functional activities to comprehensive studies of underlying operating policies, procedures, and organizational principles. Analyses have included reviewing resource utilization, future roles and levels of service to be provided, alignment of programs and services, communication channels and working relationships within and outside the organization, supervisory management styles and practices, position requirements and skill levels, administrative practices and training requirements.

Operations & Financial Analysis: Project objectives typically focus on increasing efficiency, identifying and evaluating alternative methods for revenue enhancement, cost/benefit studies. Specific activities have included detailed review and analysis of operational policies and procedures, operational controls, reporting and administrative controls, fiscal and reimbursement practices, the identification of non-value added work activities, and process re-engineering.

Change Management Assistance: Assisted various organizations in understanding and applying the concepts of Change Management and assessing readiness for Change. Engagements have varied from staff and customer surveys and assessments to modifying organizational structures and developing staff training programs. Critical components of our approach typically include empowering client work groups and coaching staff in evaluating various available options for change.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Detroit Medical Center; Detroit, Michigan

Manager of Consulting Services in the Management Consulting Group, experience included:

- Implemented and monitored ongoing productivity management systems.
- Developed and implemented nursing patient classification systems.
- Conducted operational reviews for hospitals, ambulatory care and health care related organizations.
- Managed a small staff of computer and management engineering professionals

Adam Rujan resume, continued

EDUCATION:

University of Michigan – Master of Business Administration

Wayne State University – Bachelor of Industrial Engineering

PROFESSIONAL AFFILIATIONS:

- Public Technology Institute
- Metropolitan Affairs Coalition, Board member
- International City/County Managers Association (ICMA) – Strategic Partner
- Michigan Government Finance Officers Association (MGFOA), past Board member
- Government Finance Officers Association (GFOA)

KEY CLIENTS:

- *City of Grand Rapids, MI*
- City of Alexandria, VA
- Town of Hempstead, NY
- City of Asheville, NC
- Broward County, FL
- City of Augusta, GA
- Cook County, IL
- City of Detroit, MI
- *City of Cleveland, OH*
- Johnson County, KS
- City of Corpus Christi, TX
- St. Louis County, MO
- City of Colorado Springs, CO
- City of Flagstaff, AZ
- *City of Mesa, AZ*
- City of Long Beach, CA
- Marin County, CA

Mark Warner

Senior Manager



EXPERIENCES INCLUDE:

Software Needs Assessment: Identified and quantified technology and operational improvements opportunities and established a business model for a system selection. Activities included cost benefit analysis, return on investment calculation, identification of barriers and supports for implementing improvements and development of system selection recommendations.

Software System Selection: Evaluated ERP, financial, document and other business management software packages for compatibility with client needs. Services included defining and documenting system requirements, evaluating proposed solutions, selecting appropriate software, and identifying relevant cost options. Has a strong understand of the software sales, implementation and support process as well as accounting department operations. Utilizes this unique experience, understanding, and perspective in client system selection projects to provide education on best and common practices, engage end users to participate and gain ownership as they select the tools they will use in a new environment, translate user frustration with current environment into relevant system requirements, help manage user expectations throughout the process and to facilitate fair and appropriate evaluation.

Software Implementation Management: Provided implementation management assistance associated with deployment of the newly selected system. Activities have included, project planning, review of project deliverables, management of the project issues log, facilitation of status review meetings, review and approval of project invoicing and others as dictated by the project.

Technology Planning: Assisted numerous clients with development of technology plans for individual projects and long-term planning. Specific expertise with ERP systems, web technologies, SQL Server.

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Government Finance Officers Association
- Michigan Government Finance Officers Association – Member and Technology Resource Committee member
- Michigan Government Information Management Sciences (MiGMIS)
- GLIMA Southeast
- AIIM Certified ECM Practitioner

EDUCATION:

Hillsdale College — Bachelor of Arts, Accounting

PRIOR ORGANIZATIONAL AFFILIATIONS:

First Edge Sornson, LLC. – Business software solution provider

Development manager responsible for departmental operations, staff, project scheduling, workload distribution, billings and product plans for several applications and utilities.

Epicor Software Corporation – Business software solution provider

Software quality assurance engineer responsible for discovery, validation and documentation of problems with financial software package as well as quality reviews and acceptance testing

Mark Warner resume, continued

KEY CLIENTS:

- Broward County, FL
- Cook County Public Guardian, IL
- Dane County, WI
- DuPage County, IL
- **Genesee County, MI**
 - Document Management RFP
- Gwinnett County, GA
- **Kent County, MI**
- Ingham County, MI
- Lake County, IL
- Livingston County, MI
 - ERP Implementation Management Assistance
- Muskegon County, MI
 - ERP Implementation Management Assistance
- Oakland County, MI (numerous projects)
- Ottawa County, MI
- St. Louis County, MO
- Washtenaw County, MI (numerous projects)
- Waukesha County, WI (numerous projects)
- City of Ann Arbor, MI
- City of Asheville, NC
 - ERP Implementation Management Assistance
- City of Casper, WY
- **City of Cleveland, OH**
 - ERP System Selection and CGI Implementation Management (role: 3rd party member of Project Management Office)
- City of Flagstaff, AZ
- City of Greenville, NC
- **City of Grand Rapids, MI**
- City of Grosse Pointe Woods, MI
- **City of Livonia, MI**
 - ERP Implementation Management Assistance
- City of Long Beach, CA
- City of Roswell, GA
 - ERP Implementation Review
- City of Sault Ste Marie, MI
- City of Sheboygan, WI
- City of St. Charles, MO
- City of St. Clair Shores, MI
- City of Wyandotte, MI
- Community Shelter Board, Columbus, OH
- Huron Clinton Metropolitan Authority, MI
- Village of Mount Prospect, IL

Laurie Zyla, PMP

Senior Manager



EXPERIENCE:

Software Needs Assessment – Experience in performing a variety of services related to the conducting of software needs assessment projects for municipal clients. Activities have included mapping current processes, analyzing future needs and opportunities for improved efficiencies, development of system requirements, and identification of required data conversions and interfaces. ,

Software Implementation Management – Experience assisting numerous clients in the evaluation and selection of information systems, including: Enterprise Resource Planning (ERP), Tax, Court, and others. Activities include conducting interviews, facilitating cross-functional sessions, preparing detailed software requirements, developing of Request for Proposal (RFP) documents, analyzing proposals, participating in vendor demonstrations and other due diligence activities, and development of statement of work documents.

Technology Planning – Experience with technology planning and assessment projects. Assist government clients with short- and long-range technology planning; budgeting; project management; and vendor and staff management. Activities include evaluating the organization, administration and technology within IT organizations. Also assist clients with strategic planning, including assessing and managing the impact of technology implementation on client operations.

Government Programs – Experience working with government and community groups to support initiatives like economic development, coalition development, collaborative solutions, and e-government. Assist clients with organization development, constituent research, community-based solutions, and establishing government partnerships.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Motorola, Inc.

Systems Engineer, Global e-Business Internet Strategies – Maintained both hardware and software components of corporate e-Business environment; designed project infrastructure/architecture; facilitated system monitoring and backups; and managed the full lifecycle of new website projects

EDUCATION:

Brandeis University – Master of Business Administration

University of Michigan – Bachelor of Science, Computer Science

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Project Management Institute (PMI)
- ***Project Management Professional (PMP)***

Laurie Zyla resume, continued:

KEY CLIENTS:

- Borough of State College, PA
- Broward County, FL
- Central Ohio Transit Authority
- City of Alexandria, VA
- City of Carrollton, TX
- **City of Cleveland, OH**
 - *ERP System Selection and CGI Implementation Management (role: 3rd party project administrator supporting the Project Management Office)*
- City of Coldwater, MI
- City of Corpus Christi, TX
- City of Des Moines, IA
- City of Detroit, MI
- City of Fayetteville, AR
- City of Flagstaff, AZ
- City of Fort Lauderdale, FL
- City of Lee's Summit, MO
- **City of Mesa, AZ**
 - *ERP System Selection and CGI Implementation Management (role: Project Management support and Accounts Payable team lead.)*
- City of Miramar, FL
- City of Owensboro, KY
- City of Round Rock, TX
- City of Sheboygan, WI
- City of Wyandotte, MI
- Coconino County, AZ
- Detroit Retirement Systems, MI
- Gwinnett County, GA
- Horry County, SC
- Lake County Forest Preserve, IL
- Huron Clinton Metropolitan Authority, MI
- Spartanburg County, SC
- St. Louis County, MO
- St. Lucie County, FL
- Town of Hempstead, NY
- Town of Jupiter, FL
- Town of Longboat Key, FL
- Waukesha County, WI

Robin Milne, PMP

Senior Manager



Experience Includes:

ERP Solution Lifecycle Deployment: Significant experience in managing the entire process of selecting and deploying ERP solutions for governmental clients including conducting needs assessments, cost benefit analysis, defining system requirements, selecting and evaluating potential technology solutions, contract negotiations, statement of work development, business and system design, development, testing, and implementation services.

Technology Planning: Experience in developing strategic technology transition and consolidation plans and conducting information technology assessments for governmental clients. Assessment efforts have included consolidation and transition plans for new ERP solutions that will services all agencies in a state government.

IT Sourcing: Experience assisting governmental clients in assessing options for outsourcing one or more technology functions. This has included support in selection, negotiation and implementation of both vendor hosted and cloud-based solutions.

Project Management: Significant experience providing leadership in the development and deployment of business applications on a wide variety of hardware and software platforms. Her experience has guided organizational development and positive change efforts in client administrative operations. She has consistently achieved organizational effectiveness by streamlining operations and leading teams and business units to peak performance.

PRIOR ORGANIZATIONAL AFFILIATIONS:

EngagePoint; Calverton, Maryland (2014)

Quality Assurance Testing and Development Manager. Responsible for all development and testing for the new Missouri Medicaid Eligibility and Enrollment system. Released several new versions of software functionality through an agile development and testing life-cycle.

Dye Management Group, Bellevue, (2012-2014)

Practice leader for ERP service. Drove all business development, revenue and project delivery. Led and directed business development, client and contract oversight, staff development and project leadership efforts for enterprise financial and administrative management business lines. Hired, mentored and managed internal and external multiple site teams of analysts, technical and project support staff.

CGI; Fairfax, Virginia (1991-2012)

Progressive roles including Managing Director of consulting, handling sales, staff performance, and overall account management for multi-million dollar state technology projects. Subject matter expert in administrative system implementations and functions, covering business process improvement and change management practices.

EDUCATION:

- William Woods University - Master of Business Administration
- Eastern Washington University - Bachelor of Business Administration

Robin Milne resume, continued:

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Project Management Institute (PMI)
- **Project Management Professional (PMP)**
- Six Sigma Lean Professional (SLLP)
- Lean Black Belt Professional (LBBP)

KEY CLIENTS:

- State of Oregon Department of Transportation
- State of Oregon
- State of Alaska
- State of Alaska Department of Transportation and Public Facilities
- Louisiana Department of Transportation
- Mississippi Department of Transportation
- Commonwealth of Virginia Department of Transportation
- Commonwealth of Virginia
- State of New Jersey
- Washington State Department of Transportation
- State of Iowa
- State of Missouri
- State of Missouri Department of Social Services
- State of Missouri Department of Transportation
- State of Missouri Division of Employment Security
- Washington Department of Social and Health Services
- California Franchise Tax Board
- Los Angeles Unified School District
- California Department of Social Services
- State of Minnesota

NOTABLE PROJECTS:

- **State of Missouri:** Robin was responsible for the success of the Statewide **Advantage** for Missouri (SAM II) project. This project involved implementing the performance budgeting, financial, advanced purchasing, human resources, and payroll modules, as well as customizing implementation of a data warehouse, business process improvements, web-based online bidding system, and automated workflow. The system supports 32 state agencies and departments and 65,000 employees, and eliminated redundant legacy systems.
- **California Department of Social Services:** Robin was the Project Manager for the payroll system design, development, and implementation for the California Department of Social Services. Technical project manager for the Case Management Information Payroll System (CMIPS II). This included overall responsibility for the business design and architecture of the **Advantage Payroll and Financial systems** being used to pay 500,000 providers across the State of California.
- **Los Angeles Unified School District:** As Project Manager she coordinated client support and facilitated solutions to operational and financial issues. The main objective of this project was to move the Los Angeles Unified School District into a shared decision-making, school-based management environment where schools are allocated and responsible for budgets.

Christine Cunliffe, PMP

Manager



EXPERIENCE INCLUDES:

Business Process Documentation and Reengineering: Experience in documenting as-is business processes and identifying areas for business process improvement. Specialization in implementing a results based budget methodology. Experience in implementing change management techniques to ensure user acceptance of new business processes and/or technology. Specific specialty in payroll and human resources management processes.

Software Needs Assessment: Specialization in analyzing the business case for ERP system improvement or replacement. Experience in facilitating functional area process discussions and identifying opportunities for technology to enable business process improvement. Extensive knowledge of the public sector enterprise system marketplace and intimate knowledge in regard to viable enterprise solutions.

ERP System Selection: Experience in the process of selecting and deploying enterprise systems. Developed technology specifications for inclusion in public sector request for proposal for enterprise systems. Extensive experience in vendor proposal analysis and demonstration script development.

Systems Implementation Management: Provided implementation management services associated with deployment of newly selected systems. Activities have included, project planning, review of project deliverables, management of the project issues, facilitation of project status review, review and approval of project invoicing and others as dictated by the project.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Ceridian – Project Manager/Business Analyst

Served as primary point of contact and client-facing technical expert for HRIS software implementation. Conducted discovery meetings with customers, prospects, and C-level executives to gather and document sales, marketing, and customer service requirements; define and create specifications. Simultaneously managed up to six accounts, coordinating change order and data migration processes with offshore resources and various divisions in implementing add-on products. Actively participated in internal process improvement projects, create and manage project timelines, and provide workflow process improvement and end-user training company-wide. Produced and deliver weekly status reports to senior leadership:

Government Finance Officers Association – Consultant / Policy Analyst

Served in dual role as Project Manager and Consultant for a professional association consisting of over 17,000 members. Advised local governments and special districts throughout all phases of ERP implementation, software selection, procurement, and technical support. Assessed client needs, conducted business case analysis, gathered functional requirements, developed requests for proposals, and facilitated follow-up vendor meetings for contract negotiations. Coached and advised public organizations to develop structured change management, implementation communication, public outreach, and training/staffing plans. Established training milestones, ensuring deadlines were consistently met.

Christine Cunliffe resume, continued

EDUCATION:

- Northwestern University, Master of Public Administration (MPA), Public Policy
- University of Washington, Bachelor of Arts, Political Science

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- *Project Management Professional (PMP), 2011*
- International Public Management Association for Human Resources (IPMA-HR)

KEY CLIENTS:

- Marin County, CA
- *Kent County, MI*
 - Payroll/HR portion of Needs Assessment as part of MMSA/Grand Rapids FMS project
 - IT Assessment for the Kent County John Ball Zoo, MI
- Cook County Public Guardian, IL
- City of North Miami Beach, FL
- New Braunfels Utilities, TX
- Hampton Roads Sanitation District
 - *Project Management Assistance for the implementation of Oracle eBusiness*
- Village of Northbrook, IL
- Village of Woodridge, IL
- City of Dublin, OH

KEY CLIENTS:

- **Marin County, CA:** Christine served as the HR lead as part of a software system selection for the County including Financials, and HR/Payroll areas.

4. References

Describe the proposer's recent public sector ERP project management experience and provide references including names, email addresses, and telephone numbers.

A. OVERVIEW OF REFERENCES

Plante Moran and our proposed project team have provided project management services for a significant number of ERP system selection and implementation projects for governmental clients that have included all operational areas. As such, we have organized our references into two sections:

Targeted Highly Relevant References

Highlighted examples of the most appropriate and applicable Plante Moran references that we believe would be in the best interest of the MMSA to contact. Our selection of these references is based on the scope of the MMSA's project, local proximity, or relevance based on the proposed project team.

Other Relevant ERP References

Various other highly relevant Plante Moran client projects applicable to the MMSA's project that we believe would also be valuable for the MMSA to understand that we have experience with.

B. TARGETED HIGHLY RELEVANT REFERENCES

We have provided the following references as the most appropriate and applicable ERP and other projects that we have conducted within the last several years. Many of the engagements listed included our involvement through all phases of the project including Needs Assessment, Solution Selection, Contract Negotiations and Implementation Management Assistance.

City of Mesa, AZ

Ms. Diane Gardner, CIO
200 South Center Street
Building 2
Mesa, AZ 85211-1466
480-644-3449
Diane.Gardner@mesaaz.gov

ERP Needs Assessment and Software Selection: Assisted the City in the conducting of an ERP needs assessment and software selection project for the replacement of existing legacy applications. Subsequent to the selection phase of the project, we were engaged to develop a statement of work (SOW) and negotiate a contract with the selected vendor, CGI.

Project Staff: Chalasani, Eiler, Zyla

Project Timeline: April 2009 – October 2010

ERP Implementation Management Assistance: Assisted the City in the implementation of the CGI Advantage system as part of the city's project management office (PMO). Also had direct project management responsibility for a number of implementation teams.

Project Staff: Eiler, Zyla

Project Timeline: October 2010 – September 2012

City of Cleveland, OH

Mr. Jim Gentile, Controller
216.664.3871
JGentile@city.cleveland.oh.us

Kathleen Woidke, PMO
216-664-2262
KWoidke@city.cleveland.oh.us
601 Lakeside Avenue
Cleveland, OH 44114

Ottawa County, MI

Mr. Alan Vanderberg
County Administrator
Fillmore Street Complex
12220 Fillmore Street
Room 310
West Olive, MI 49469
616-738-4068
avanderberg@miottawa.org

ERP Software Selection: Assisted the City in a software selection project for the replacement of existing legacy PeopleSoft applications. Subsequent to the selection phase of the project, we were engaged to develop a statement of work (SOW) and negotiate a contract with the selected vendor, CGI.

Project Staff: Eiler, Rujan, Warner

Project Timeline: October 2006 – July 2008

ERP Implementation Management Assistance: Assisted the City in the implementation of the CGI Advantage system by providing project management assistance, including PMO support, project administration, and business analysis services. Project included of a 20 month engagement providing multiple consulting team staff to support various City functional and technical teams with change management processes.

Project Staff: Eiler, Rau, Rujan, Warner, Zyla

Project Timeline: September 2008 – February 2010

IT Org Review

Plante & Moran was engaged to perform a comprehensive IT assessment of the County including a review of the organization, administration and technology environment at the County. This project included interviewing of staff (both end-users and IT departmental staff), conducting end-user surveys and benchmarking against similar organizations. A more detailed review was also performed of the classification and compensation of County IT staff, the County IT Director and the County's disaster recovery plan.

Project Staff: Warner

Project Timeline: August 2004 – February 2005

IT Assessment

As a continuous improvement effort, conducted an Information Technology Assessment that included a review of all aspects of the organization, but specifically focused on creating a roadmap for readying the organization to adopt emerging technologies. Examined the current department technologies process and staffing and provided a 5-year technology plan that will enable the department to embrace the current trends in technology and those that are still evolving. The engagement also included an assessment of the current technologies in use as well as an analysis of the opportunities available for collaboration with other entities such as other cities, townships, villages, and school districts. Specific areas of focus included Organizational Support Structure, Infrastructure, IT Governance, and plan for adoption of new technologies.

Project Staff: Warner, Vanderford, Rujan, Moshier

Project Timeline: May 2012 – October 2012

City of Grand Rapids, MI

Mr. Scott Buhner
 Chief Financial Officer
 616-456-3951
 sbuhner@grand-rapids.mi.us

Ms. Jana Wallace
 Debt & Authority Finance
 Officer
 616-456-4514
 jwallace@grand-rapids.mi.us

300 Monroe Ave. N.W.
 City of Grand Rapids
 Grand Rapids, MI 49503

Fee Policy Analysis Project

The City hired Plante Moran to assist with the development of an overall Fee Policy for the City and all departments to follow. Plante Moran conducted interviews with all City departments, documented the findings from our interviews and developed a consistent methodology for the City to follow in the future to track and allocate costs appropriately to individual City services.

In addition, we developed a process and template for gathering current departmental costs in a consistent format, to provide a baseline snapshot of how much each individual service costs the City to administer. This can be used as a key input into the development of a more consistent financial tracking system and methodology on a City-wide basis to provide City leaders with the relevant information, to understand the full costs of providing each City service and moving toward the ability to achieve full cost recovery on the provision of core City services.

Project Staff: Rujan, Andrysiak, May

Project Timeline: November 2011 – September 2012

FMS System Selection

Currently assisting the City of Grand Rapids in partnership with the Michigan Municipal Services Authority (MMSA) and other local governments, in the process of replacing aspects of financial management and human resources information systems and adopting best practices related to financial management processes, accounting and management reporting, human resources, and key performance indicators. The new FMS system is intended to be available for other Michigan communities to use and will support staff in the delivery of Government services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of customer service and business processes.

Project Staff: Rujan, Warner, Zyla, Casler, Carrier

Project Timeline: January 2013 – Present

City of Livonia, MI

Mr. Dan Putman, IT Director
 734-466-2150
 dputman@ci.livonia.mi.us

Mike Slater, Finance Director
 (734)466-2266
 mslater@ci.livonia.mi.us

33000 Civic Center Drive
 Livonia, MI 48154

Implementation Assistance for the Finance System Upgrade

Provided project management and implementation support to the city's project team in the implementation of an upgraded financial management, payroll and human resource, utility billing and community development system. Developed and maintained the project issues log, reviewed project deliverables, assisted with planning go-live activities, and reviewed all invoices for contract compliance.

Project Staff: Warner

Project Timeline: 2006 - 2008

Livingston County, MI

Cindy Catanach, Financial Officer
517-540-8727
ccatanach@co.livingston.mi.us

Jennifer Nash, County Treasurer
517-546-7010
jnash@co.livingston.mi.us

150 South Highlander Way
Howell, MI 48843

Hampton Roads Sanitation District

Mr. Steve deMik, Finance Director
757-460-7095
sdemik@hrsd.com
5701 Thurston Ave.
Suite 100
Virginia Beach, VA 23455-3330

Genesee County, MI

Mr. George Martini
County Controller (project contact is no longer with the County)
1101 Beach St.
Flint, MI 48502
810-257-2627

ERP System Selection

Conducted a comprehensive Enterprise Resource Planning (ERP) system selection project for the County to replace legacy applications within multiple lines of business within the County. This project included conducting of interviews with process owners and process end-users, development of an ERP RFP, proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected ERP vendor.

Project Staff: Warner, Moshier, Chalasani

Project Timeline: April 2012 – December 2012

ERP System Implementation Management Assistance

Currently assisting the County in the implementation of the selected ERP solution by providing project management assistance. Specific focus areas include supporting project initiation and planning activities, providing risk mitigation expertise, and assisting the County monitor the project budget and tasks.

Project Staff: Warner, Moshier

Project Timeline: January 2013 – Present

ERP Needs Assessment, System Selection and Implementation Project Management

Initially performed an Enterprise Resource Planning Software Needs Assessment project for HRSD's financial and personnel administration functions. The project included an analysis of the current applications environment to identify and assess future software options. Project included options analysis, strategic recommendation and plan of action for future activities. HRSD retained our services to lead an ERP system selection engagement which included the identifications of detailed business requirements, RFP development, proposal analysis, due diligence management and contract negotiations.

Currently, we are acting as HRSD's project manager through an 18 month implementation of Oracle EBS (Release 12.2.3).

Project Staff: Riffel, Warner, Moshier, Cunliffe, Colletti, Pesis

Project Timeline: January 2012 – Present

Imaging System Needs Assessment and RFP Development

Plante & Moran performed a system needs assessment across county departments to identify project areas and content management technologies required. Additionally developed a request for proposal for a countywide Imaging system and the related implementation services.

Project Staff: Warner

Project Timeline: 2007

Muskegon County, MI

Mr. Heath Kaplan
Director of Finance and
Management Services
Central Services Building, 1st
Floor
141 E. Apple Avenue, East
Entrance
Muskegon, MI 49442

*Currently City Manager at
City of Poplar Bluff, MO
(231)766-1425*

FMIS Software Selection

Assisted the County in the selection of a new Financial Management Information Software solution. Activities included conducting of interviews, RFP development, proposal analysis and assistance to the County in the due diligence process of reviewing various solutions.

Project Staff: Rau, Rujan, Warner

Project Timeline: January 2011 – December 2011

IT Assessment

As a sub-project to a larger financial software system selection project, Plante Moran conducted an Information Technology Assessment for the County which includes a review of all aspects of organization, administration and use of technology within the County. As part of the engagement we conducted IT departmental interviews, interviews with County staff departments, an end-user survey of all County staff. To assist the County with streamlining critical path implementation activities, the Assessment recommendations were segregated into those which affected the financial software replacement effort, and those which could be further scheduled and deployed.

Project Staff: Chalasani, Rujan, Warner, Zyla

Project Timeline: January 2011 – May 2011

FMIS Implementation Management Assistance

Currently assisting the County in the implementation of a new Financial Management Information System (FMIS) by providing project management assistance, including PMO support, project administration, and business analysis services. Project includes a 18 month engagement providing multiple consulting team staff to support various County functional and technical teams with change management processes.

Project Staff: Rau, Vanderford, Warner, Moshier

Project Timeline: December 2011 – June 2013

City of Dublin, OH

Ms. Angel Mumma
Deputy City Manager /
Director of Finance
614-410-4401
amumma@dublin.oh.us
5200 Emerald Parkway
Dublin, OH 43017

ERP System Selection

Assisting the City with an assessment of existing ERP systems and future ERP requirements. The project will incorporate future needs and related services into an ERP request for proposal, solicitation and analysis of proposals, due diligence analysis of proposed solution and selection of a finalist vendor.

Project Staff: Cunliffe, Warner

Project Timeline: August 2013 - Present

C. OTHER RELEVANT ERP REFERENCES

We have been providing local government software consulting services to the public sector for over 30 years, which we believe is the most years of continuous municipal software consulting experience of any firm providing similar services to the public sector. Within the public sector, we have provided various levels of software consulting assistance to hundreds of clients. A representative list of client projects which we believe may be of interest to the MMSA is presented below. We would welcome an opportunity to provide specific contact or additional reference information upon request.

Client Name	Project Title	Project Date
Hampton Roads Transit, VA	ERP Selection	Jan 2015 (kick off) - Present
City of Carlsbad, CA	ERP Business Process Mapping	Jan 2015 - Present
Cuyahoga County Public Library, OH	FMIS Selection	Dec 2014 - Present
City of Roswell, GA	Post ERP Implementation Review	Oct 2014 – Present
City of Independence, MO	CIS Selection Services	Nov 2014 - Present
City of Paducah, KY	ERP Selection	Sep 2014 - Present
Town of Longboat Key, FL	Software Assessment	Aug 2014 - Present
Central Ohio Transit Authority (COTA), OH	HRIS Needs Assessment and Selection	June 2014 - Present
Horry County, SC	ERP Implementation Management Assistance	June 2014 - Present
Village of Park Forest, IL	ERP System Consulting	June 2014 – Present
City of Palo Alto, CA	ERP System Consulting	June 2014 – Dec 2014
City of Arvada, CO	EAM System Consulting	Apr 2014 – Nov 2014
City of Fayetteville, AR	ERP Consulting Services	Apr 2014 – Present
Clarke County, VA	ERP Consulting Services	Feb 2014 – Present
City of Long Beach, CA	ERP Consulting Services	Feb 2014 – Present
City of Baton Rouge, LA	ERP Consulting	Feb 2014 – Present
City of Palo Alto, CA	EAM System Consulting	Jan 2014 – Nov 2014
St. Lucie County, FL	ERP Consulting Services	Nov 2013 – Present
City of Ft. Lauderdale, FL	ERP Selection	Nov 2013 – Present
Village of Elk Grove, IL	ERP Selection	Sept 2013 – Present
City of Bend, OR	ERP Selection and Implementation Management Assistance	Aug 2013 – Present
City of Dublin, OH	ERP Selection	Sep. 2013 – Present
City of North Las Vegas, NV	Enterprise Applications Analysis	July 2013 – Oct 2013

Client Name	Project Title	Project Date
Village of Fox Lake, IL	ERP Selection	July 2013 - Present
Detroit Water & Sewerage Department, MI	AP Migration Planning Study	June 2013 – Oct 2013
City of Pinellas Park, FL	ERP Selection	May 2013 – Present
City of Flint, MI	ERP Implementation Management Assistance	Jan 2013- Present
Huron Clinton Metropolitan Authority	ERP Selection and Implementation Management Assistance	April 2013 – July 2014
City of Detroit, MI	ERP Needs Assessment	May 2013 – Aug 2013
Village of Woodridge, IL	ERP Selection	May 2013 – Present
City of Pueblo, CO	ERP Due Diligence and Implementation Management Assistance	Mar 2013 – Present
Village of Northbrook, IL	ERP Selection	Mar 2013 – Present
New Braunfels Utilities, TX	FMS Needs Assessment and Selection	Dec 2012 – Present
City of Grand Rapids, MI	FMS Needs Assessment and Selection	Dec 2012 – Present
County of Sumner, TN	ERP Needs Assessment and Selection	Aug 2012 – Dec 2013
City of Ann Arbor, MI	HR/Payroll Software Assessment	Jul 2012 – Dec 2012
City of Corpus Christi, TX	ERP Selection	Jul 2012 – June 2013
Town of Jupiter, FL	Utility Billing and Enterprise Assessment Management Software Selection	May 2012 – Nov 2012
City of Hallandale Beach, FL	ERP Selection and Implementation Management Assistance	May 2012 – Present
City of Columbia, MO	ERP Needs Assessment, Selection and Implementation Management Assistance	May 2012 – Present
Livingston County, MI	ERP Selection and Implementation Management Assistance	May 2012 – Present
Horry County, SC	ERP Needs Assessment and Selection	Feb 2012 – Jan 2014
City of Oakland Park, FL	ERP Selection	Feb 2012 – Jan 2013
City of Cooper City, FL	ERP Selection	Feb 2012 – Oct 2012
Marin County, CA	ERP Operations Review	Feb 2012 – Present
City of Greenville, NC	ERP Selection	Dec 2011 – Mar 2013
Hampton Roads Sanitation District, VA	ERP Needs Assessment, Selection and Implementation Management Assistance	Jan 2012 – Present
City of East Lansing, MI	ERP Needs Assessment	Dec 2011 – Aug 2012

Client Name	Project Title	Project Date
Broward County, FL	ERP Selection Assistance, Contract Negotiations, Statement of Work Development, 3PA Implementation Services	July 2011 – Present
City of North Miami Beach, FL	ERP Needs Assessment, System Selection, Contract Negotiations and Statement of Work Development	Apr 2011 – Present
City of Chandler, AZ	Oracle Upgrade Project Management Services	Mar 2011 – Nov 2011
Town of Jupiter, FL	Financial Management System Selection and Implementation Management Assistance	Mar 2011 – Nov 2012
City of Flagstaff, AZ	ERP Due Diligence Assistance	Jan 2011 – Aug 2011
Muskegon County, MI	FMIS Software Selection and Implementation Management Assistance	Jan 2011 – Sep 2013
City of Owensboro, KY	ERP Selection	Nov 2010 – Dec 2011
City of Asheville, NC	Development Services Software Selection	Oct 2010 – Sep 2011
City of Casper, WY	Software System Assessment	Aug 2010 – Aug 2011
City of Alexandria, VA	ERP Needs Assessment and Selection	Aug 2010 – June 2011
Borough of State College, PA	ERP Selection, Contract Negotiations and Implementation Management Assistance	Jul 2010 – Mar 2014
City of Miramar, FL	ERP Selection and Implementation Management Assistance	May 2010 – Jul 2012
City of Roswell, GA	ERP Selection, Contract Negotiations and Implementation Initiation Assistance	Jan 2010 – Jul 2012
Town of Hempstead, NY	Tax System Selection and Implementation Mgt.	Jun 2009 – Present
City of Mesa, AZ	ERP Selection and Implementation Management Assistance	Apr 2009 – Aug 2012
Cook County Public Guardian, IL	System Assessment and Selection	Apr 2009 – Apr 2012
Village of Mt. Prospect, IL	ERP Selection and Contract Negotiations	May 2009 – Dec 2009
Mid-America Regional Council (MARC)	ERP Selection and Contract Negotiations	Mar 2009 – Dec 2009
City of St. Charles, MO	ERP Selection and Contract Negotiations	Jan 2009 – Dec 2009
Waukesha County, WI	Financial Applications Analysis Study and RFP Development	May 2008 – Mar 2011

Client Name	Project Title	Project Date
City of Asheville, NC	ERP Selection and Implementation Management	Oct 2007 – Dec 2010
St. Louis County, MO	ERP Selection and Implementation Management	Apr 2007 – Feb 2010
City of Sheboygan, WI	ERP Selection and Implementation Management	Mar 2007 – Dec 2008
City of St. Clair Shores, MI	Time and Attendance Software Selection	Jan 2007 – Aug 2007
City of Elgin, IL	FMIS Software Selection Assistance	Jun 2006 – May 2007
City of Cleveland, OH	FMIS Selection and Implementation Management	Oct 2006 – Feb 2010
City of Livonia, MI	Financial System Upgrade Implementation Management Assistance	2006 - 2008
Shelby Township, MI	ERP Selection and Implementation Management Assistance	2006 - 2008
Hancock County, OH	ERP Selection and Contract Negotiations	Jan 2004 – Dec 2004
City of Kalamazoo, MI	ERP Software Selection	Jul 2004 – Aug 2005
Dane County, WI	FMIS Software Selection	Sep 2003 – Jan 2004

5. Additional Information

Provide any additional information the proposer feels may be helpful in the selection process.

A. OVERVIEW OF PROJECT APPROACH

Having performed many ERP projects for many mid-size and large local units of government over the years Plante Moran's seasoned project consultants have developed and refined proven methodologies and related tools that are intended to mitigate our clients risk for ERP projects. Complex ERP projects benefit by leveraging best practices. As the MMSA is well aware, the dynamic funding, collaborative nature and other factors of the MMSA FMS effort will also present unique needs which will require an experienced and integrated consulting partner.

Our approach we present the specific tasks we believe will need to be completed, highlighting the key project milestones. Our approach consists of engaging our proposed qualified project team to develop, refine and execute a project plan, supported by our mature ERP toolkit, to meet the MMSA's expressed project objectives.

The MMSA has described that consultant proposals be limited to the Initiation phase activities which must be completed in Q1 of 2015. Our approach, ***summarized in the Sample Project Timeline in the Appendix***, address these requirements includes the following work steps:

- 1) **Perform Initiation Phase Startup Activities:** As part of the continuing efforts of the FMS initiative, we will further develop the project management / administrative tools which will be used collaboratively by the project participants. Such tools and methods include:
 - a) *Project Schedule:* We will work with the MMSA to develop the work steps below into a detailed Project Plan to include major milestones, work tasks, due dates and responsibilities.
 - b) *Issues Log:* We will develop an issues log used to track key required decisions, relevant matters and other tactical action items.
 - c) *Risk Register:* We will develop a risk register, used to track identified risks, assess their relative impact/probability, develop risk response approaches and assign responsibilities for managing the risk.
 - d) *Leadership Team Meeting Schedule:* We will develop a weekly project Leadership Team meeting schedule and provide meeting invitations for the Leadership team. We anticipate that some Leadership meetings will be performed via a conference call number that we will provide and others will be held at either the offices of the participating units or at our offices across the State, including:
 - i) Plante Moran East Lansing office
 - ii) Plante Moran Grand Rapids office
 - iii) Plante Moran Flint office
 - e) *Project Website:* We will develop and provide a project SharePoint website to be used as document repository. Plante Moran will provide the site. We anticipate that MMSA will administer the logins to MMSA participating units.

- 2) **Perform Preliminary Cost Benefit for Genesee County:** As Genesee County has been involved with the project for a lesser amount of time than the other participating units, their level of engagement in the MMSA FMS effort has been increasing over the past many months. In order to align the Genesee County with the other participating units, we propose the following activities:
- a) *Items to Collect.* We will develop and distribute of a list of Items to Collect to be completed within the first 5 days of the project. Such critical items to be requested and gathered include the following:
 - i) Current Genesee County costs related to systems to be replaced by the CGI solution.
 - ii) Estimates of personnel efficiency savings (hours, FTE or dollars) which may be realized by CGI implementation.
 - iii) Other quantifiable factors impacting the Genesee County cost benefit.
 - iv) Listing of interfaces required between CGI and systems that the County would plan to retain. Please note, a Needs Assessment similar to those performed for Grand Rapids and Kent County will not be performed.
 - b) *Preliminary Cost Benefit.* We will further our earlier cursory efforts requested by the MMSA and will work with Genesee County to develop a preliminary Cost Benefit Analysis for Genesee County within the first 14 days of the project.
 - i) The development of this preliminary Genesee County cost benefit will be intended to provide the County with the same level of cost benefit context that Grand Rapids and Kent County have been able to assess due to their comparatively longer project involvement.
 - ii) The preliminary cost benefit will be based simply on the 10/31/2014 project costs provided by CGI, with a like allocation amongst participating units.
 - iii) The preliminary Genesee County cost benefit is also intended to allow Genesee County and the MMSA to jointly make a quick determination of the appropriate participation of Genesee County in additional Initiation phase activities.
- 3) **Initiate Cost Allocation:** Prior to any detailed work to develop CGI SOW's we will facilitate a meeting between the MMSA, CGI and the participating units to initiate the discussion on how cost allocation will be approached. We envision that the approach will leverage prior cost allocation efforts and additionally consider the methods for structuring the CGI SOW's. We will work at this early meeting to develop the guiding principles and key metrics for the cost allocation plans to be developed during the Initiation phase. We will also work to identify the factors that will impact the need to define a process for the MMSA/Leadership team's modification of the recommended cost allocation plans during future project phases.
- 4) **Review Baseline CGI Implementation SOW:** We will work in this activity to collaborate with the stakeholders to develop a baseline "generic" Implementation Statement of Work (SOW) to be leveraged for SOW's specific to each participating unit. We will facilitate a review of the baseline Implementation SOW:
- a) *Develop Baseline Implementation SOW:* Facilitation of CGI request to develop the baseline "generic" SOW based on implementation services already proposed and priced by CGI / reviewed by the participating units.

- b) *Confirm Implementation Schedule Assumptions:* We will confirmation with participating units the target project CGI schedules already developed. The impact of overlapping simultaneous activities will provide additional opportunities for synergy between the participating units during the implementation effort.
 - c) *Review Baseline Implementation SOW:* We will assist with facilitating a review of CGI's review of "generic" SOW with the participating units to align each entity's mutual understanding and provide a basis for future Initiation phase tasks:
 - i) Discussion on opportunities for implementation synergy.
 - ii) Review of a SOW specific to each participating unit.
 - d) *Identify Opportunities for Implementation Synergy:* We will facilitate discussion with CGI and participating units about potential areas for collaboration and sharing of CGI delivered services vs those services which will be delivered uniquely to each participating unit. Any opportunities mutually agreed to will be appropriate to include in a MMSA Implementation SOW, subject to cost allocation. Any "Participating Unit specific implementation services" will be then incorporated into each participating unit's unique Implementation SOW and the costs will be borne by that entity, not subject to cost allocation. Samples of potentially shared implementation services, include:
 - i) Core Team training materials (video, documents, etc.)
 - ii) Interface work packages for 3rd party products common to Michigan local governments
 - iii) User Acceptance Testing script development
- 5) **Develop Implementation SOWs for the MMSA and Participating Units:** Upon group of review of the baseline Implementation SOW, we believe the MMSA and participating units will be empowered with an understanding of the base CGI implementation approach and the need for their parallel future work to develop SOW's specific to their respective organizations.
- a) *Develop Grand Rapids Implementation SOW:* We will work with CGI and other stakeholders to develop an Implementation Statement of Work (SOW) for CGI implementation services to be provided to the City of Grand Rapids:
 - i) CGI will leverage input from review of the baseline "Generic SOW" for Grand Rapids work session and provide updated SOW specific to Grand Rapids with updated pricing.
 - ii) We will perform facilitated work sessions including the CGI, the MMSA and the City of Grand Rapids.
 - iii) The expectation is that Grand Rapids will have the opportunity to "tune" the service level provided by CGI for unique aspects of the Grand Rapids implementation.
 - iv) The expectation is that cost of Grand Rapids Implementation SOW will be borne by Grand Rapids and not subject to cost allocation.
 - b) *Develop Kent County Implementation SOW:* We will work with CGI and other stakeholders to develop an Implementation Statement of Work (SOW) for CGI implementation services to be provided to Kent County:
 - i) CGI to leverage input from review of the baseline "Generic SOW" for Kent County work session and provide updated SOW specific to Kent County with updated pricing.
 - ii) We will perform facilitated work sessions including the CGI, the MMSA and Kent County.

- iii) The expectation is that Kent County will have the opportunity to “tune” the service level provided by CGI for unique aspects of the Kent County implementation.
 - iv) The expectation is that cost of Kent County Implementation SOW will be borne by Kent County and not subject to cost allocation.
 - c) *Develop Genesee County Implementation SOW:* We will work with CGI and other stakeholders to develop an Implementation Statement of Work (SOW) for CGI implementation services to be provided to Genesee County (*as necessary*):
 - i) CGI to leverage input from review of the baseline “Generic SOW” for Genesee County work session and provide updated SOW specific to Genesee County with updated pricing.
 - ii) We will perform facilitated work sessions including the CGI, the MMSA and Genesee County.
 - iii) The expectation is that Genesee County will have the opportunity to “tune” the service level provided by CGI for unique aspects of the Genesee County implementation.
 - iv) The expectation is that cost of Genesee County Implementation SOW will be borne by Genesee County and not subject to cost allocation.
 - d) *Develop MMSA Implementation SOW:* We will work with CGI, the MMSA and the interested stakeholders from the participating units to develop an Implementation Statement of Work (SOW) for the MMSA:
 - i) This central Implementation SOW will include central and shared implementation services subject to a metrics based cost allocation plan.
 - ii) This Implementation SOW will define implementation services to be provided centrally to the MMSA, which may include:
 - (1) Overall project reporting
 - (2) Reporting of opportunities for synergy / best practices
 - iii) To include implementation services to be provided directly to the Grand Rapids, Kent County and Genesee, but in a shared manner as defined in final task in Step 4)d) above.
- 6) **Development of a SaaS Agreement.** We will work to engage CGI, the MMSA and the participating units to obtain a baseline CGI SaaS agreement, review it, and collaboratively work to develop modifications and enhancements to it to incorporate the input from the stakeholders.
 - a) Concurrent to initiating the work in Step 4) to develop the baseline “generic” Implementation SOW, we will facilitate the CGI request to develop the baseline SaaS agreement based on ongoing services already proposed and priced by CGI / reviewed by the participating units, including.
 - i) Software subscription
 - ii) Hosting
 - iii) Managed services
 - b) We will facilitate CGI’s review of the baseline SaaS agreement with the MMSA and participating units to align each entity’s mutual understanding and provide a basis for CGI to refine it to its final state.
 - c) We will work with the MMSA and CGI to request revised pricing for the adjusted SaaS agreement to reflect the ongoing services to the MMSA, the City of Grand Rapids, Kent County and Genesee County.

- d) This central SaaS agreement will include the software subscription, hosting and managed services costs subject to ongoing metrics based cost allocation plan.
 - e) We will work with the MMSA to identify high level profiles of potential future FMS participants and facilitate discussion between the MMSA and CGI to review opportunities to include additional pricing tiers in the SaaS agreement for other potential future MMSA participating units.
- 7) **Project Budgeting and Cost Allocation.** We will work with the MMSA and participating units to develop Cost Allocation Plans and Project Budgeting documentation:
- a) *5 Year Project Budget.* Using the following deliverables as well as other project planning factors that we have seen applied during client ERP initiation phase activities, we will develop an overall five year total cost of ownership estimate:
 - i) MMSA Implementation SOW
 - ii) Grand Rapids Implementation SOW
 - iii) Kent County Implementation SOW
 - iv) Genesee County Implementation SOW
 - v) SaaS Agreement
 - b) *Develop Cost Allocation Plans:* We will collect the previously developed cost allocation models which have been assembled and reviewed at various levels amongst MMSA stakeholders in prior project activities. We will additionally review input on cost allocation models used by other ERP consortiums (e.g. logis), and meet with the participants to review the information collected and discuss their perspectives and particular concerns. We will perform a group meeting with the MMSA and the participating units to provide input in the cost allocation plan that we will develop and recommend. We anticipate that the recommended cost allocation plan may have components applicable to each of the following:
 - i) MMSA Implementation SOW
 - ii) MMSA SaaS agreement.
 - c) *Develop Update Process:* We will utilize the input from Step 3) to develop the baseline process for the MMSA/Leadership team's modification of the recommended total cost of ownership budget and cost allocation plans. We will work with the MMSA to provide feedback for inclusion into the document for future use.
- 8) **Transition to Planning Phase:** As the project transitions from the Initiation phase to the Planning phase, there will be a series of activities which will be required. We will work with the entities at the end of initiation to identify the key activities required for the Planning effort.

B. ASSUMPTIONS

We have applied the following assumptions related to our work plan in the development of our Pricing Proposal:

- a. The requested deliverables will require 90 days of work effort. We assume that as part of the Project Leadership team, each participating unit will identify a single representative (with one backup representative) who will be routinely available to the project and empowered to participate in the required project activities in a timely manner upon request.
- b. We similarly assume that CGI will dedicate the necessary resources respond to MMSA and Plante Moran requests in a timely manner.

- c. We assume that the SOW's we will be involved with for the Initiation phase include only the MMSA, Grand Rapids, Kent County and Genesee County and that any participation by other potential participating units would be a change to the scope.
- d. We understand Grand Rapids and Kent County's current level of internal budgeting for their FMS efforts and as such, considering the preliminary pricing provided by CGI in late October, have assumed that neither Grand Rapids or Kent County will require the development of a formal cost benefit analysis.
- e. While the MMSA has stated that CGI Advantage 360 is the only software within the scope of the Initiation phase of the project, we assume that identifying the required interfaces from the participating units local systems will be included in the Implementation SOW process. We also assume that the Initiation phase does not include the identification of specific 3rd party products to "make whole" the participating units based on any gaps in the CGI solution to their needs.
- f. We assume Plante Moran will not play any role in investigating other system options / alternatives for any of the participating units.
- g. We assume Plante Moran will not develop a Needs Assessment for Genesee County, similar to what was performed in earlier project phases for Grand Rapids and Kent County.
- h. We assume that the MMSA will coordinate resources with the State during the Initiation phase for incorporating any CGI SOW's into the State contract.
- i. We assume that the MMSA will facilitate the development and execution of any formal agreements between the MMSA and the participating units as part of the Planning phase.

6. Fee Proposal

The proposal must include an all-inclusive fee proposal for the work to be performed to complete the initiation process group and provide the following deliverables:

- CGI Advantage 360 Implementation Statements of Work for the Authority and each Participant
- CGI Advantage 360 Software as a Service (SaaS) Statement of Work (SOW)
- A Cost Allocation Plan (CAP) for the Authority and participants

The fee proposal must include the rates provided in the proposal and a detailed itemization of hours and any other expenses necessary to complete the initiation process group.

A. FEE PROPOSAL

Plante Moran has developed the following estimate of our work effort for the Initiation phase based on the Project Approach we have presented in the “Additional Information” section.

Initiation Phase Activity	Estimated Hours
1. Perform Initiation Phase Startup Activities	25
2. Perform Preliminary Cost Benefit for Genesee County	50
3. Initiate Cost Allocation	18
4. Review Baseline CGI Implementation SOW	70
5. Develop Implementation SOWs for the MMSA and Participating Units	355
6. Development of a SaaS Agreement	100
7. Project Budgeting and Cost Allocation	140
8. Transition to Planning Phase	20
Total Estimated Hours:	778

Plante Moran will provide the Michigan Municipal Services Authority (MMSA) professional services for the Initiation phase of the project, as described in in our proposal and supporting Appendices. Our fees to the MMSA will be based on our team’s staff time spent providing assistance on the project. The blended discounted hourly rate for our team is \$205 which includes mileage, travel and all incidental project expenses. Based on our estimated level of involvement, our fees for this engagement will not exceed \$159,490. In the event that our level of effort required to complete the deliverables is less than we have estimated, the MMSA will only be billed for actual work performed. The MMSA may terminate this agreement by providing Plante Moran written notice. Upon notification of termination, our services will cease and our engagement will be deemed to have been completed. The MMSA will be obligated to compensate Plante Moran for all work performed through the date of termination of this engagement.

Fees for the project Planning phase or associated with any potential changes to our scope/level of services as deemed necessary by the MMSA can be provided at your request at a later date and will not be billed until formally approved, separately, by the MMSA.

B. ENGAGEMENT AGREEMENT / APPROVAL

This agreement is made between Plante Moran, PLLC (P&M), 27400 Northwestern Highway, Southfield, Michigan 48034 and the Michigan Municipal Services Authority ("MMSA")

Scope of Services

This agreement and the accompanying Professional Services Agreement, located in the Appendix which is hereby incorporated as part of this agreement is to confirm our understanding of the nature and limitations of the services Plante Moran, PLLC (P&M) will provide and the terms of our engagement with the Michigan Municipal Services Authority to provide these services.

Cost Proposal

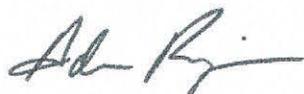
This agreement also incorporates by reference the *Additional Information* and *Fee Proposal* sections of the Proposal to Provide Project Management Professional Services to the Michigan Municipal Services Authority dated December 22, 2014.

As you probably realize, our primary cost is salaries that are paid currently. Accordingly, our invoices, which will be rendered as services are provided are due when received. In the event an invoice is not paid timely, a late charge in the amount of 1.25 percent per month will be added, beginning 30 days after the date of the invoice.

Agreed and Accepted

We accept this agreement and the accompanying Professional Services Agreement, which set forth the entire agreement between the Michigan Municipal Services Authority and Plante Moran, PLLC with respect to the services specified in the "Additional Information" section of this engagement agreement. This agreement may be amended by written agreement between Plante Moran, PLLC and the Michigan Municipal Services Authority.

Plante Moran, PLLC



Adam Rujan, Partner

December 22, 2014

Date

Michigan Municipal Services Authority



Signed

Robert J. Bruner Jr.

Name (please print)

January 2, 2015

Date

CEO

Title

Appendix A: Professional Services Agreement

Professional Services Agreement – Consulting Services Addendum to Plante & Moran, PLLC Proposal Dated December 22, 2014

This Professional Services Agreement is part of the engagement letter for our consulting services dated December 22, 2014 between Plante & Moran, PLLC (referred to herein as “PM”) and the Michigan Municipal Services Authority (referred to herein as “MMSA”).

1. **Management Responsibilities** – The consulting services PM will provide are inherently advisory in nature. PM has no responsibility for any management decisions or management functions in connection with its engagement to provide these services. Further, the MMSA acknowledges that the MMSA is responsible for all such management decisions and management functions; for evaluating the adequacy and results of the services PM will provide and accepting responsibility for the results of those services; and for establishing and maintaining internal controls, including monitoring ongoing activities, in connection with PM's engagement.
2. **Nature of Services** – PM's analysis will be based on information and records provided to PM by the MMSA. PM will rely on such underlying information and records and the analysis will not include audit or verification of the information and records provided to PM in connection with the analysis.

The analysis PM will perform will not constitute an examination or audit of any the MMSA financial statements or any other items, including the MMSA's internal controls. This engagement also will not include preparation or review of any tax returns or consulting regarding tax matters. If the MMSA requires financial statements or other financial information for third-party use, or if the MMSA requires tax preparation or consulting services, a separate engagement letter will be required. Accordingly, the MMSA agrees not to associate or make reference to PM in connection with any financial statements or other financial information of the MMSA. In addition, PM's engagement is not designed and cannot be relied upon to disclose errors, fraud or illegal acts that may exist. However, PM will inform you of any such matters that come to PM's attention.

3. **Use of Report** – At the conclusion of PM's analysis, PM will provide the MMSA with a written report as described in this engagement letter. PM's report will be restricted solely to use by management of the MMSA and the MMSA agrees that PM's report will not be distributed to any outside parties for any purpose other than to carry out legal responsibilities of the MMSA. PM will have no responsibility to update PM's report for any events or circumstances that occur or become known subsequent to the date of that report.
4. **Confidentiality, Ownership and Retention of Workpapers** – During the course of this engagement, PM and PM staff may have access to proprietary information of the MMSA, including, but not limited to, information regarding trade secrets, business methods, plans, or projects. PM acknowledges that such information, regardless of its form, is confidential and proprietary to the MMSA, and PM will not use such information for any purpose other than its consulting engagement or disclose such information to any other person or entity without the prior written consent of the MMSA.

In some circumstances, PM may use local or international third-party service providers or PM affiliates to assist with an engagement. In order to enable these service providers to assist PM in this capacity, PM must disclose information to these service providers that is relevant to the services they provide. Disclosure of such information shall not constitute a breach of the provisions of this agreement.

In the interest of facilitating PM's services to the MMSA, PM may communicate or exchange data by internet, e-mail, facsimile transmission or other methods. While PM will use its best efforts to keep such communications and transmissions secure in accordance with PM's obligations under applicable laws and professional standards, the MMSA recognizes and accepts that PM has no control over the unauthorized interception of these communications or transmissions once they have been sent, and consent to PM's use of these electronic devices during this engagement.

Professional standards require that PM create and retain certain workpapers for engagements of this nature. All workpapers created in the course of this engagement are and shall remain the property of PM. PM will maintain the confidentiality of all such workpapers as long as they remain in PM's possession.

Both the MMSA and PM acknowledge, however, that PM may be required to make its workpapers available to regulatory authorities or by court order or subpoena in a legal, administrative, arbitration, or similar proceeding in which PM is not a party. Disclosure of confidential information in accordance with requirements of regulatory authorities or pursuant to court order or subpoena shall not constitute a breach of the provisions of this agreement. In the event that a request for any confidential information or workpapers covered by this agreement is made by regulatory authorities or pursuant to a court order or subpoena, PM agrees to inform the MMSA in a timely manner of such request and to cooperate with the MMSA should the MMSA attempt, at the MMSA's cost, to limit such access. This provision will survive the termination of this agreement. PM's efforts in complying with such requests will be deemed billable to the MMSA as a separate engagement. PM shall be entitled to compensation for its time and reasonable reimbursement of its expenses (including legal fees) in complying with the request.

PM reserves the right to destroy, and it is understood that PM will destroy, workpapers created in the course of this engagement in accordance with PM's record retention and destruction policies, which are designed to meet all relevant regulatory requirements for retention of workpapers. PM has no obligation to maintain workpapers other than for its own purposes or to meet those regulatory requirements.

Upon the MMSA's written request, PM may, at its sole discretion, allow others to view any workpapers remaining in its possession if there is a specific business purpose for such a review. PM will evaluate each written request independently. The MMSA acknowledges and agrees that PM will have no obligation to provide such access or to provide copies of PM's workpapers, without regard to whether access had been granted with respect to any prior requests.

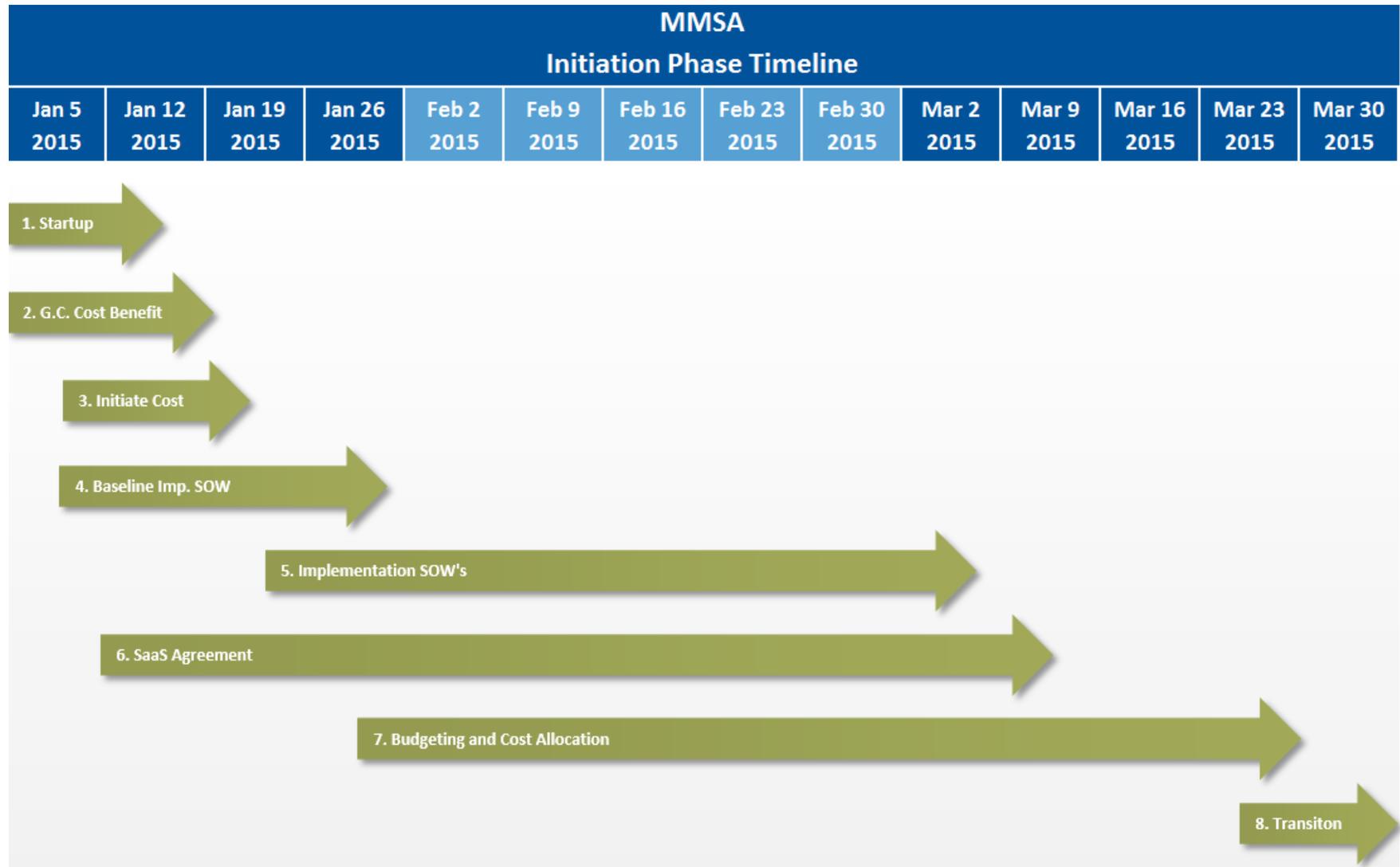
5. **Fee Quotes** – In any circumstance where PM has provided estimated fees, fixed fees or not-to-exceed fees ("Fee Quotes"), these Fee Quotes are based on the MMSA personnel providing PM staff the assistance necessary to satisfy the MMSA responsibilities under the scope of services. This assistance includes availability and cooperation of those the MMSA personnel relevant to PM's analysis and providing needed information to PM in a timely and orderly manner. In the event that undisclosed or unforeseeable facts regarding these matters causes the actual work required for this engagement to vary from PM's Fee Quotes, those Fee Quotes will be adjusted for the additional time PM incurs as a result.

In any circumstance where PM's work is rescheduled, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadline related to the completion of PM's work. Because rescheduling its work imposes additional costs on PM, in any circumstance where PM has provided Fee Quotes, those Fee Quotes may be adjusted for additional time PM incurs as a result of rescheduling its work.

PM will endeavor to advise the MMSA in the event these circumstances occur, however it is acknowledged that the exact impact on the Fee Quote may not be determinable until the conclusion of the engagement. Such fee adjustments will be determined in accordance with the Fee Adjustments provision of this agreement.

6. **Payment Terms** – PM invoices for professional services are due upon receipt unless otherwise specified in this engagement letter. In the event any of PM's invoices are not paid in accordance with the terms of this agreement, PM may elect, at PM's sole discretion, to suspend work until PM receives payment in full for all amounts due or terminate this engagement. In the event that work is suspended, for nonpayment or other reasons, and subsequently resumed, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadlines related to the completion of PM's consulting work or issuance of PM's consulting report upon resumption of PM's work. The MMSA agrees that in the event that work is suspended, for non-payment or other reasons, PM shall not be liable for any damages that occur as a result of PM ceasing to render services.
7. **Fee Adjustments** – Any fee adjustments for reasons described in this agreement will be determined based on the actual time expended by PM staff at PM's current hourly rates, plus related costs PM incurs, and included as an adjustment to PM's invoices related to this engagement. The MMSA acknowledges and agrees that payment for all such fee adjustments will be made in accordance with the payment terms provided in this agreement.
8. **Termination of Engagement** – This agreement may be terminated by either party upon written notice. Upon notification of termination, PM's services will cease and PM's engagement will be deemed to have been completed. The MMSA will be obligated to compensate PM for all time expended and to reimburse PM for related costs PM incurs through the date of termination of this engagement.
9. **Hold Harmless and Indemnification** – As a condition of this engagement, the MMSA agrees to hold PM, and all of its partners and staff, harmless against any losses, claims, damages, or liabilities, to which PM may become subject in connection with services performed in the engagement, unless a court having jurisdiction shall have determined in a final judgment that such loss, claim, damage, or liability resulted primarily from the willful misconduct or gross negligence of PM, or one of its partners or staff. This hold harmless includes the agreement to reimburse PM for any legal or other expenses incurred by PM, as incurred, in connection with investigating or defending any such losses, claims, damages, or liabilities. This provision shall survive any termination of this engagement.
10. **Conflicts of Interest** – PM's engagement acceptance procedures include a check as to whether any conflicts of interest exists that would prevent acceptance of this engagement. No such conflicts have been identified. The MMSA understands and acknowledges that PM may be engaged to provide professional services, now or in the future, unrelated to this engagement to parties whose interests may not be consistent with interests of the MMSA.
11. **Agreement Not to Influence** – The MMSA and PM each agree that each respective organization and its employees will not endeavor to influence the other's employees to seek any employment or other contractual arrangement with it, during this engagement or for a period of one year after termination of the engagement. The MMSA agrees that PM employees are not "contract for hire." PM may release the MMSA from these restrictions if the MMSA agrees to reimburse PM for its recruiting, training, and administrative investment in the applicable employee. In such event, the reimbursement amount shall be equal to two hundred hours of billings at the current hourly rate for the PM employee.
12. **Governing Law** – This agreement shall be governed by and construed in accordance with the laws of the State of Michigan.

Appendix B: Sample Project Timeline



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For more information contact:

Mr. Adam Rujan

1-248-223-3328

Adam.Rujan@plantemoran.com

plantemoran.com

April 27 2015

Mr. Robert Bruner, CEO
Michigan Municipal Services Authority
PO Box 12012
Lansing, MI 48901
Via email to rbruner@michiganmsa.org

RE: Change Order for Project Management Professional Services
Wayne County, MI: Review of MMSA FMS offering

Dear Bob:

Thank you for the opportunity to propose our professional services to continue our assistance to the Michigan Municipal Service Authority (“the Authority” and “the MMSA”). We are pleased to present this engagement letter to modify our existing agreement, dated December 22, 2014, to provide Project Management Professional Services to the Authority and interested local government organizations throughout the State of Michigan. We are excited about the opportunity to continue working with the Authority and with its most recent interested stakeholder, Wayne County, MI on this very important project.

PROJECT BACKGROUND

Plante & Moran’s Government Technology Consulting team has been working with the Authority in Initiation phase activities to assist the Authority and its local government stakeholders in various activities as the organizations have been planning for the contracting and implementation of a new financial management system (FMS). Recently, the Authority and several local governments have engaged with the selected FMS vendor for a software as a services contract and implementation software and services agreements.

We understand that Wayne County (the “County”) has become aware of the FMS and is interested in initiating an review of the FMS solution offered through the Authority and that the County and Authority have requested support from Plante Moran in its review of the FMS system to qualify if it is a feasible option for the County to consider.

REQUESTED SCOPE CHANGE

The Authority and County have requested Plante Moran assistance providing Project Management Professional Services to support the Authority in the County’s review of the FMS. Our professional services for providing FMS review assistance as highlighted in Appendix A, will be performed as a change order to our existing agreement with the Authority, dated December 22, 2014. We will be extending the terms of our prior professional services agreement to this engagement.

PROJECT STAFFING

The Partner responsible for deliverables on this project will continue to be Mr. Adam Rujan and Mr. Mark Warner will continue to serve as your primary contact and provide oversight to all Plante Moran staff involved throughout the project. Ms. Laurie Zyla will be the lead onsite project consultant. Our team will be assisted by other consultants with specific functional or technical expertise as requested/needed, to support the Authority and County's project requirements. These Plante Moran staff resources may include other Plante Moran team members who have participated in prior FMS project phases, including: Colleen Bevins, Mark Carrier, Jenny Casler, Christine Cunliffe, Robin Milne, Brian Pesis, Tracey Rau and Marie Stiegel.

PROJECT TIMING

The Plante & Moran Government Information Technology Consulting team is available to begin providing Project Management Professional Services assistance to the Authority and the County upon request/approval of this change order. The term of this engagement is expected to conclude no more than 45 calendar days after the initial kick-off. It is anticipated that County will maintain a Project Sponsor who will provide executive support for our engagement and a Project Manager who will be our main point of contact during the course of the project and will have the authority to make decisions on behalf of or in coordination with the County management team (i.e., the Project Sponsor and Steering Committee). Plante & Moran also anticipates active participation of County, Authority and software vendor staff throughout the County's FMS review as necessary to ensure timely information sharing and decisions.

PROFESSIONAL SERVICES FEES

Our fees for providing Project Management Professional Services assistance to the Authority and Wayne County, MI will be based on Plante & Moran Government Information Technology Consulting team staff time spent providing support to the County and Authority will be billed at previously established hourly rates, which will include all travel related expenses.

Based on the County's timing for preliminary review/qualification of the FMS system and decisions regarding potentially proceeding in detailed due diligence, implementation planning and contracting for the FMS system, we anticipate our involvement will be focused in the forty-five day planned duration of the County's review. As such our professional services fees will not exceed \$38,000.

Fees associated with future project phases (e.g. evaluation, confirmation, finalization), any potential changes to our scope of services and/or other optional assistance as deemed necessary by the Authority or by Wayne County can be provided at your request at a later date and will not be billed until formally approved, separately, by the Authority.

We appreciate the opportunity to be of continued service to the Authority and its stakeholders. If you agree with the terms of this engagement as described in this letter, please sign the enclosed copy and return it to us. If you have any questions regarding this change order, please do not hesitate to contact Mark Warner at 248.223.3799 or myself at 248.223.3328.

Very truly yours,

Plante & Moran, PLLC



Adam Rujan

ACCEPTED:

Robert Bruner, CEO
Michigan Municipal Services Authority

Date

cc: Tony Saunders, Chief Restructuring Officer, Office of the Wayne County Executive
Kevin Haney, Deputy CFO. Wayne County Department of Management and Budget
Mark Warner, Plante Moran

Appendix A: Summary of FMS Review Assistance Activities

The following activities are examples of the work which may be performed for the Authority and Wayne County to assist in the County's review and qualification of the FMS system in this engagement:

- 1) Assist in coordinating the sharing of information about the Authority, FMS system, etc. with the relevant County stakeholders to assist the County's project team in its evaluation of the system.
- 2) Provide feedback, input and context about the County's review of the FMS system based on the circumstances of other FMS participants, including the City of Grand Rapids, Kent County and Genesee County.
- 3) Coordinate initial data gathering for County information to support the County's review and decision process with relevant information about the current environment, including:
 - a) Current costs.
 - b) Metrics for use.
 - c) Inventory of current software applications supporting ERP functions.
 - d) Inventory of current / required interfaces between ERP applications and legacy County applications.
- 4) Coordinate activities to enable key County stakeholders to perform discovery on the FMS system with the following goals:
 - a) High level fit-gap:
 - i) Key business requirements expressed by the County
 - b) Solution scoping (County interest in financial, budgeting, personnel components)
 - c) High level implementation planning:
 - i) Review software vendor implementation methodology.
 - ii) Review sample implementation phasing duration / scenarios.
 - iii) Develop high level estimates for County resource levels available for the implementation.
 - d) Data gathering adequate for CGI to provide preliminary non-binding pricing.
- 5) Develop analysis including key advantages and disadvantages for the County to consider based on the following key options currently available to the County:
 - a) Remain with current FMS systems environment
 - b) Consider FMS available through the Authority / FMS vendor
- 6) Assist the County in coordinating additional due diligence and pre-implementation planning.
- 7) Participate in discussions with County project sponsor, project manager and/or steering committee to identify the County's potential go / no-go decision with proceeding to further more detailed steps in its evaluation, confirmation, implementation planning and contracting process.

The following activities are examples of the work which may be performed for the Authority and Wayne County in future project phases after the initial forty five engagement to assist the County in more detailed evaluation, confirmation and finalization of a contract for the FMS system:

- 8) Obtain County requirements for development of a business case for the investment in the FMS.
- 9) Assist the County in developing the business case for the investment in the FMS.
- 10) Assist the County in coordinating, engaging its Steering Committee and select other County subject matter experts and facilitating detailed software demonstrations of the FMS solution.
- 11) Assist the County in determining which specific components of the FMS system (e.g. financials, budgeting, personnel) it would intend to implement.
- 12) Identify plans for the County to enter into next phase of engagement with the Authority and the FMS vendor, including:
 - a) Review of MMSA / vendor contract
 - b) Review of form Participation Agreement
 - c) Review of form Implementation and Support Services Agreement
 - d) Etc.
- 13) Assess need for staff augmentation during implementation.
- 14) Assist the Authority and the County in obtaining final pricing from the FMS vendor.
- 15) Assist the Authority and the County in reviewing and finalizing the necessary agreements to allow the organizations to initiate the implementation of the FMS system

DRAFT

**EXECUTIVE COMMITTEE
RESOLUTION 2015-09**

Virtual Workplace Policy

The Executive Committee of the Michigan Municipal Services Authority ("Authority") resolves that the following disbursement policy is adopted:

Virtual Workplace Policy

1. **Purpose:** The purpose of this policy is to empower employees to use personal office equipment and workspace to create a virtual workplace and minimize the need for the Authority to lease office space and purchase fixed assets. Employees required to use personal devices for work and will be compensated for business use of personal devices and services according to this policy.
2. **Eligibility:** This policy applies to all Authority employees to the extent required by their duties and specified in their job description.
3. **Devices:** All devices acquired by the employee are owned by the employee. The employee is responsible for maintenance, support, repair and/or replacement. As such, the Authority requires three-year warranties or service contracts for personal computers and recommends them for all other personal devices. Only specific types of devices qualify for the program. These include and are limited to:
 - a. Personal computers (includes all types of stationary computers such as desktops and portable computers such as laptops, netbooks, and tablets)
 - i. Requirements: 128GB hard drive; 4GB RAM; 1.5GHz Processor; three-year warranty or service contract; and antivirus software approved by the Authority.
 - b. Smartphones
 - i. Requirements: Smartphones must be supported by Google Apps Mobile Management. Supported devices include Android, iOS, Windows Phone, and smartphones using Microsoft® Exchange ActiveSync®. BlackBerry OS 7 or older devices and devices syncing to Google Apps using only IMAP or POP are not supported by Google Apps Mobile Management.

- c. Mobile broadband modems (Wi-Fi hotspot)
 - i. Requirements: Third generation (3G) or later
 - d. Accessories for qualified devices such as adapters, batteries, docking stations, keyboards, mice, and power supplies.
 - e. Data storage, monitors, modems, networking products, printers, routers, scanners, webcams and other components may qualify with CEO approval.
4. **Services:** Only specific types of services qualify for the program. These include and are limited to:
- a. Extended warranties and/or service plans for qualified devices
 - b. Home internet service
 - c. Mobile data, voice, and text messaging
5. **Reimbursements:** Reimbursements are limited to \$1,500 in any 12-month period and \$3,800 in any 36-month period. Expenses greater than the \$1,500 12-month maximum (but less than the \$3,800 36-month maximum) may be carried over to the next 12-month period. Original receipts for are required.

Employee Acknowledgement

I acknowledge and agree that:

- I shall comply with this policy at all times
- The Authority shall have no obligation to provide me with a personal computer, smartphone, or other qualified device.
- I am responsible for the cost of maintenance, support, repair and/or replacement of my personal devices. The authority is not liable for theft, loss or damage to my devices.
- If my employment with the Authority is terminated (either voluntarily or involuntarily) within 90 days after receiving a reimbursement, I authorize the Authority to deduct the reimbursed amount from my wages or any other payment that is due to me upon the termination of my employment.
- Failure to comply with these requirements may result in my termination from the program and other disciplinary action.

Employee name:

Employee signature:

Date:

Secretary's Certification:

I certify that this resolution was duly adopted by the Executive Committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on May 14, 2015.

By: _____
James Cambridge
Authority Secretary

Developing your BYOD Policy

BYOD policies can vary significantly from organization to organization depending on your priorities and concerns, and should be designed in consultation with HR, finance, legal and IT security teams. Ideally, an organization's practices around BYOD should be detailed in a formal policy regarding the use of personal devices for work. While the temptation can be strong for IT to develop specific policies for every conceivable scenario, the reality is that most considerations can be addressed through the application of a few simple, consistent principles. In most cases, IT can think about how to manage and provide secure access to data and applications in terms of people, not the devices they use. You may want to define more granular policies regarding specific device types, network connections and locations, but these will typically represent a smaller and more manageable set of scenarios.

Defined in consultation with legal, finance, HR teams, BYOD policies identify the scenarios in which BYOD is allowed, whether a subsidy will be provided, how security and support will be handled and other factors. In developing your policy, you should be sure to consider the following areas.

Eligibility: Organizations should identify who can use personal devices for work and scenarios where it is inappropriate due to data security, worker type or other factors. In enterprises that allow a BYOD device to replace a corporate endpoint, this decision is typically optional for the worker, with managerial discretion over which team members are appropriate candidates.

Allowed devices: BYOD programs should allow people to use the best devices for their needs, from smartphones and tablets to Mac and Windows laptops. A device-independent strategy provides this level of freedom while giving IT the option to manage BYOD devices if they so choose.

Service availability: BYOD doesn't have to be an all-or-nothing proposition. You should think about the services and apps you want to make available on BYOD devices and whether it differs by work groups, user types, device types and network utilized.

Rollout and Acceptable Use: Communication is vital to BYOD success. Provide guidance to help people decide whether to participate, what the right device is and to understand the responsibilities that come with bringing their own device, including how data can be accessed, used and stored. How policy violations and lost/stolen devices will be handled should also be determined.

Cost sharing: Some organizations provide a subsidy for BYOD devices and other services, especially in cases where a corporate device is no longer provided.

Security: For effective data protection and information governance, business information should reside on the endpoint only in isolated, encrypted form, and only when absolutely necessary. Network security can be maintained through granular policy-based user authentication, with full tracking and monitoring to support compliance and privacy. Control must also exist over data exfiltration concerns, such as print capabilities and client-side storage. IT should require antivirus/anti-malware software on all BYOD devices and consider remote wipe mechanisms if business information is allowed on the device.

Support and maintenance: BYOD policies should spell out the type of incidents IT will support as and the extent of support. Especially when a BYOD device is used in place of a corporate device, Citrix recommends maintaining a loaner pool of devices to allow uninterrupted productivity while the device is serviced. Consider providing executives and other key personnel with additional, concierge-style support.

PLEASE NOTE

This document is not intended to be a complete guide to establishing a bring-your-own-device (BYOD) policy for your organization, and the sample policy outlined below is not intended to be adopted as-is by any organization. Citrix recommends that your organization consult with your legal department and other stakeholders to define a policy that meets the unique needs of your organization and its operations. Citrix disclaims any and all liability for the use of this document and the considerations and policy outlined herein, either in whole or in part, in the definition and/or application of specific policies by any company or organization.

Sample Policy

Recognizing that some employees prefer to use their own personal notebook and laptop for work, the company has introduced a bring-your-own-device (BYOD) program to provide this option. BYOD participants will be allowed to bring their own device to work for use in the office, and will also be offered a stipend to offset some of the cost of their device. All participants must meet program eligibility requirements and acknowledge and agree with the company's BYOD policy as defined below.

Program Eligibility

- Must be a full-time employee
- Requires manager approval
- Employee cannot be on a performance improvement plan at the time of applying for the BYOD program

Policy

- You must return your company-owned device to your cost center owner within 15 days of receiving your BYOD stipend. The IT Service Desk will assist in the transfer of files if required.
- The BYOD stipend will be charged against your cost center budget. (Visit the IT support site for the latest stipend amount.) Upon your acceptance into the program, a Status Change Form will be generated by the IT Service Delivery team and sent to HR and Payroll for payment processing. Your BYOD stipend will be paid to you in local currency within two payroll cycles following IT Service Delivery's approval of your admission into the program. Note that your BYOD stipend may be considered a form of income, and may be subject to customary tax withholdings.
- BYO smartphones running the following operating system versions are allowed: iPhone 4 or older, Android 4.3 or older, Blackberry 7 or older and Windows Phone 8.0 or older.
- BYO tablets including iPad and Android running minimum operating versions noted above are allowed.
- For BYO personal notebook or laptop computer:
 - BYOD Hardware, Operating System and Security Minimum Specifications
 - Hardware

1. 80GB hard drive
2. 2GB RAM
3. 100Mbps Ethernet Card/Port
4. "G" or "B" Wireless Card
5. 2 GHz Processor
6. Warranty support

- Operating Systems
 1. Windows 7
 2. Mac OS X
- Antivirus – provided by the company, installed locally on the device

- You do not have to purchase a new device to participate in the program. You can use your existing personal device that meets the minimum requirements as outlined in this policy.
- When using your device, you may access company information or information systems, including company applications and data, only by means of the company VPN/portal, and you should not access company information or information systems by any other method.
- Do not download or store any kind of confidential company information to your device or any personal, external storage device unless the data can be encrypted on the device. If you are uncertain whether it is permissible to download certain information, please review the BYOD Security Policy and contact the legal department for advice.
- Devices must be password protected with a strong password according to the company's BYOD Security Policy.
- Smartphones and tablets must be enrolled in, managed and protected with company approved Enterprise Mobility Management product.
- Rooted (Android) or jailbroken (iOS) smartphones or tablets are strictly forbidden from accessing the company network.
- You may not download, install and use any app that does not appear on the company's list of approved apps.
- If you become aware that the security of company information has been compromised, including by means of unauthorized disclosure or theft or loss of a device containing company information, immediately report such security breach to IT services.
- Please do not introduce inappropriate personal information into the company work environment. All applicable company policies, including the Anti-Harassment/Anti-Discrimination Policy and the BYOD Security Policy, continue to apply to you.
- Your personal data on your BYO device may be remotely wiped if 1) the device is lost, 2) the employee terminates his or her employment, 3) IT detects a data or policy breach, a virus or similar threat to the security of the company's data and technology infrastructure.
- Before enrolling in the program, in addition to the BYOD Security Policy, review the Corporate Security Policy in its entirety.
- You are responsible for supporting your device's hardware and personal apps.
- You are responsible for any costs incurred for servicing and repairing your device.
- In the event your device requires servicing or repairs by a third party vendor, the IT Service Desk will provide a loaner (standard Company laptop and image) for up to 10 business days.
- The company is not liable for theft, loss or damage to your device. If desired, you should arrange for insurance coverage at your own cost.
- Participation in the BYOD Program is for a two-year term for smartphones and tablets and a three-year term for laptops, and you must be in the program for a minimum of six months before being allowed to opt out of the program.
- In the event that you determine that this program is no longer suitable for you, or if you become ineligible for this program for any reason:
 - Please send email notification to <insert email> that you are no longer participating in the program.
 - You will be responsible for reimbursing Company at a prorated calculation of the BYOD allowance payment you received if you have not been enrolled in the program for more than one year.
 - You will be ineligible to participate in this program for two years (smartphones or tablets) or three years (laptops) from your opt-out or disqualification date.

- Employees are eligible to receive only one BYOD allowance payment per device every two years (smartphones or tablets) or three years (laptops). Upon the two-year anniversary of your enrollment in the program, you will be required to reapply for the program before receiving an additional BYOD allowance.
- Failure to comply with these requirements may result in termination from the BYOD Program and other disciplinary action.

Employee Acknowledgement

By electing to participate in the BYOD Program, I acknowledge and agree that:

- I shall at all times comply with the requirements of this policy;
- Company shall have no obligation to provide me with a Company-owned laptop, notebook or personal computer while participating in the BYOD Program;
The BYOD allowance may be considered income to me subject to customary tax withholdings; and
- If I am terminated from the program or from my employment (in each case either voluntarily or involuntarily) before the one-year anniversary of my enrollment in the program, I will be responsible for reimbursing to Company a pro-rata portion of the allowance payment made to me, and I authorize Company to deduct such amount from my wages, accrued vacation payment, incentive compensation owed to me, expense reimbursements or any other payment that is due to me either during my employment or upon the termination of my employment.

By clicking on the checkbox next to “I agree to the terms of the policy” on the enrollment page, you are electing to participate in the BYOD Program and an approval request automatically will be sent to your manager and the IT Service Delivery team.

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TECHNOLOGY ALLOWANCE PROGRAM (BYOD)

What it is — Technology Allowance Program. Reimburses individuals for technology purchases of their choice such as laptop computers, tablets, smartphone and WiFi / broadband services.

What it does — Facilitates mobile computing and communications while providing individuals with *freedom of choice computing* at reduced firmwide cost.

When it began — The program was conceptualized in 2010 and began in February 2011.

The proliferation of powerful computing devices and smartphones, including iPads and notebook computers, has resulted in the consumer market driving innovation in personal computing. Tech savvy consumers naturally acquire strong affiliation to and competence with particular brands and types of devices. This phenomenon — the Consumerization of IT — has created a unique opportunity for businesses. They can remain several years behind in enterprise adoption, or empower workers by allowing, even encouraging them, to use and purchase personally-owned computing devices for both personal and business use. The Foley Technology Allowance Program empowers our attorneys to use personally-owned computing and mobile devices for business purposes while saving the firm 22 percent over the former enterprise procurement and support model.

Rather than enforce an artificial boundary between “work and home” we choose to allow our attorneys to choose which devices they prefer to work with — and provide a generous, but reasonable, allowance that assists them in making these purchases. For example, some attorneys are power BlackBerry® users and can manage quite well traveling with only that device. Others prefer a small laptop, while a significant and growing number are acquiring iPads and/or netbooks.

The economic downturn of the past few years resulted in a 26 percent reduction in IT staffing. It became clear that we could no longer do “more with less” and that the IT business model of the prior ten+ years needed to be updated to the realities of today. Reducing direct costs and reducing indirect costs, such as “tech touches” became a critical part of the new reality. The old school enterprise volume purchase environment and support staff model doesn’t cut it anymore.

Deflecting anticipated costs directly into the end user community is a win-win outcome. Our users enjoy the personal satisfaction of working with preferred devices, and IT can redirect support budget and hardware investments toward more core services.

The genesis of the program began in November 2009 after a second round of budget cuts required additional IT staff reductions. After the initial round of cuts we “reorganized” in an attempt to do more with less. However, with a second round of cuts it was clear that we needed to find a new way to do things — a new IT business model, aligned with the firm’s new objectives and the new corporate business model. Times had changed.

At the same time the consumerization of IT was developing with our attorneys and others wanting to use devices of choice. This included laptop computers, netbook computers, smartphones and various wireless services. This quickly accelerated upon the introduction of the iPad in April 2010. Times had changed.

Demand for participation has been strong and we nearly reached our year-one limit of 300 participants within 24 hours of announcement.

The Technology Allowance:

1. **Assists Foley in getting out of the “equipment business.”** Procuring, financing, shipping, configuring, supporting, maintaining and disposing of laptop computers, smartphones and other devices is costly. The Consumerization of IT is much discussed — at Foley we have implemented *freedom-of-choice computing* increasing user satisfaction while reducing costs.
2. **Offloads technology department direct and indirect costs** of maintaining hardware while effectively increasing the level of best in class mobile technology.
3. **Allows for quick adaptation to ever-changing technology advancements** without loss in costly hardware or license investments or dependency on corporate capital expense cycles.

The project encompasses many aspects of evolving technologies and technology business models including the consumerization of IT, self-service, and virtual desktop infrastructure. There is much discussion in the trade and press about each of these innovations. Our Technology Allowance project blends each of these together.

The Technology Allowance program was developed to facilitate mobility and permits individuals to purchase a personally chosen mix of mobile computer, communications devices, and services. We have historically defined the life expectancy for most mobile-enabled devices at three years. Therefore, the allowance spans a three-year cycle and a reimbursement is paid upon presentation of purchase receipts. The reimbursement method has been selected over a direct stipend so that individuals are not charged with additional income per IRS regulations.

The “Technology Allowance” reduces the firm’s need to purchase, finance, inventory, and maintain specific devices, such as laptop computers, BlackBerry smartphones and broadband cards. The program yields limited saving with respect to the firm’s prior annual capital expense; however, significant savings occur after full life cycle costs are applied. The program benefits attorneys and others by providing freedom-of-choice with regard to “personal” communications and computing. The program is being phased in over a 3-year adoption period to provide a cost neutral program during implementation.

The program provides up to \$3,800 for the purchase of mobile technology from an approved group, which includes laptop and netbook computers, tablets, smartphones and WiFi/3G-4G services, regardless of brand. In prior years IT needed to own the equipment as complex software images and configurations were required to be installed on laptop computers. Today our IT department’s focus is on providing access to the network. If a user can access the corporate network, then they have access to our programs and services. We no longer need to own or control the equipment in order to make this happen.

The firm uses Citrix, VMware and VPN to effectively connect to the Foley computer network allowing use of all Foley programs. The firm’s licensing agreement with Microsoft also permits attorneys and staff the use of one copy of the Microsoft Office product suite for “home use” and is available to install on laptop and netbook computers acquired under the program.

The maximum allowance is \$3,800 every three years, reimbursed only for devices and services authorized under the program. Some individuals will acquire less expensive laptops; others will get various mixes of devices and services; while others yet, will go bare-bones with minimal technology. The three-year cycle for each person begins on the date of the first reimbursement payment to an individual. Therefore, the three-year allowance cycles will vary for each individual. Expense submissions require receipts and are paid only for approved devices and services. The allowance limit is reset upon the conclusion of an individual’s three-year cycle, beginning a new three-year period. The firm also provides everyone with a VDI / thin-client desktop in the office.

During the initial stage of deployment, technology managers met one-on-one with each program candidate to ensure their compatibility with the program and its objectives. This minimized misunderstanding and assured a smooth rollout with high participant acceptance. (See *attached Technology Allowance Program Agreement*.)

Our Investment:

Approximately \$12,000 in developer time was invested to program a self-serve reimbursement intake processing system linked to automated disbursement.

Current Status:

The program is being phased in over a three-year adoption period to provide a cost neutral program during implementation as we phase out remaining leased laptop computers.

The Technology Allowance Program:

- **Generates User Satisfaction** – While we have counseled some people away from participating in the first year of the program while we fine-tune details, the initial and on-going response of participants has been extraordinary as represented by the quotes below.
- **Enables Cost Reduction** – As shown in the following analysis, the Technology Allowance program will save Foley over \$1 million every three years and has already eliminated \$500,000 in capital expenditures in the current fiscal year. These recurring savings move directly to the firm's bottom-line, year after year.

User Satisfaction — Quotes from Foley Attorneys:

<p>➤ <i>What a smart, progressive policy. I think it is fantastic. It is just this kind of thing, that if promoted externally in an effective way, will raise industry and client awareness of how innovative Foley is, and will go a long way toward achieving our Strategic Plan goal of becoming among the very best law firms at which to work.</i></p>	
<p>➤ <i>Very forward thinking.</i></p>	<p>➤ <i>Thank you. All of the attorneys in our office were discussing the program over our weekly lunch. I look forward to participating in the program.</i></p>
<p>➤ <i>Brilliant!</i></p>	<p>➤ <i>This is a great program! I will gladly turn in my firm computer.</i></p>
<p>➤ <i>I want to say that I appreciate this program.</i></p>	<p>➤ <i>I am interested! Sign me up.</i></p>
<p>➤ <i>It is a good "win - win" for the firm and its technology users.</i></p>	<p>➤ <i>Thanks. It is a good program for the attorneys, and recognizes the diversity of communications devices that we are using.</i></p>
<p>➤ <i>I would be interested in starting the program as soon as possible.</i></p>	<p>➤ <i>Thanks! This is for both the iPad and BlackBerry, correct? Much obliged in advance!</i></p>
<p>➤ <i>Good deal - Thanks.</i></p>	<p>➤ <i>Please sign me up. A great program!</i></p>
<p>➤ <i>Thanks a million!</i></p>	<p>➤ <i>Thank you!! Sounds like a great program!</i></p>
<p>➤ <i>This is an interesting program indeed!</i></p>	
<p>➤ <i>I'm interested in getting in the program. Is it too late to get in the first wave?</i></p>	

Cost Savings – Financial Analysis:

Legacy Enterprise Procurement Model

Three-year costs for 1,000 users:

Purchase of laptop computers and BlackBerrys	\$1,667,854
Additional acquisition costs and financing	148,575
Configuration and pre-deployment preparation	344,503
Usage costs: repairs/maintenance, air time, etc.	2,717,477
Disposal	193,191
Warehouse/configuration facility cost	421,500
Total three-year cost	<u>\$5,493,100</u>

Technology Allowance Model

Three year costs for 1,000 users,
Including thin client desktop

\$4,300,000

Three-year savings, recurring

\$1,193,100 22%

Foley & Lardner LLP
Technology Allowance Program Agreement

I understand that the Technology Allowance Program is voluntary and may not be suitable for everyone.

The purpose of the program is to facilitate mobile computing and communications, and to provide attorneys with freedom of choice with respect to related services and devices. The primary computer while you are in your office is intended to be the firm-supplied desktop computer. Because personally acquired laptops and other devices and services will vary by individual, the Technology Department will be limited in the support it can provide. The Technology Department will attempt to provide support as it is able, but if you choose to participate in this program, you should be prepared to be self-sufficient in using technology that you choose to purchase via the program.

I also understand that once any reimbursement has occurred that the program is a three-year obligation. I have discussed with my Region Technology Manager, or other designated Technology Manager, the pros and cons of the program and accept its rules and obligations as set forth below.

- The three-year (cycle) allowance is a maximum of \$3,800. The three-year cycle begins the day your first reimbursement is approved.
- A maximum of \$1,500 will be reimbursed in any 12-month period, starting the day your first reimbursement is approved.
- Reimbursements require that the appropriate electronic form be completed and that the original purchase receipt be sent to Jon Wooden in the Milwaukee office. When purchasing equipment, it is recommended that you request a duplicate receipt to facilitate any warranties or exchanges.
- Reimbursement will occur within 45 days of approval via your Foley payroll check.
- Reimbursable expenses in excess of the \$1,500 annual cap (but less than the \$3,800 cycle maximum) may be carried over to the next 12-month period. Such expenses must be resubmitted and accompanied by the original purchase receipt. (A copy of the receipt is sufficient if you have already submitted the original receipt.) It is your responsibility to resubmit such carry-over reimbursement requests. Expenses cannot be carried over from one three-year cycle to the next three-year cycle.
- Monthly voice and data charges will only be reimbursed in the year they are incurred. Such service charges (i.e., cell phone, email, WiFi, and broadband) from one year may not be carried over into the following year.
- The \$3,800 allowance limit is reset upon the conclusion of an individual's three-year cycle, beginning a new three-year cycle.
- If I leave the firm within 90 days after receiving a reimbursement, I agree that the Firm may withhold the reimbursed amount from my final pay check.
- Only specific types of devices and services may be reimbursed. These include and are limited to:
 - Portable computers such as laptop computers, netbook computers, iPads and other tablets.
 - Smartphones that are able to synchronize with the firm's network in order to receive email, such as BlackBerry, iPhone and Android, including monthly service fees.

- Wireless communication devices and services such as Boingo WiFi and/or broadband “card,” iPad monthly 3G/4G fees and similar wireless fees from various vendors, including short-term pay-as-you-go WiFi fees.
- Accessories specific to the above devices such as spare battery, power cord, docking station. Printers, monitors and other non-mobile accessories are excluded.
- A firm-provided PC or equivalent computer will be placed on your office desk to ensure that you always have access to all firm provided systems and software.
- To ensure the integrity and security of the Firm’s network, personally-owned laptop computers, including those bought under this program, may not connect to the office network via a cable. Only “remote” wireless access via Citrix (or equivalent) is permitted whether in or out of the office.
- You must return your firm-owned laptop computer and BlackBerry in a timely manner – typically within 30 days or less of signing this agreement.
- The firm will not procure software for your personally-owned computer or device, with the exception of that which is needed to use Citrix or other firm-approved software to access the Foley network.
- You agree to purchase and install laptop encryption and anti-virus software and to keep this protection up-to-date. Recommendations are included in Appendix A.
- You agree to install password protection on mobile devices and to comply with the firm’s then current security requirements including the ability to remotely “wipe” a device’s memory/data if it should be lost or stolen.
- All devices and services acquired under the program are owned by you. Repairs, maintenance, support and/or replacement are your responsibility. The firm highly recommends that you acquire extended equipment warranties to cover the three-year cycle.
- Due to the variety of personal-choice devices, the Technology Department will not be able to repair or facilitate the repair/replacement of personally-owned computers and devices.
- The firm is not responsible for lost or damaged devices, accessories or batteries.

Signature

Printed Name

Dated: _____



Michigan Municipal Services Authority

**EXECUTIVE COMMITTEE
RESOLUTION 2015-10**

Procurement of Website Services

The Executive Committee of the Michigan Municipal Services Authority (“Authority”) resolves:

1. That the Chief Executive Officer of the Authority (“CEO”) is authorized to enter into sales agreement on behalf of the Authority with a vendor to provide the Authority with website development and support services; and
2. That the CEO shall procure the services in a manner that complies with the Authority’s procurement policy;
3. That the CEO shall select the vendor that submits a proposal to the Authority that the CEO determines represents the best value for the Authority; and
4. That the total amount paid to the vendor under the agreement shall not exceed \$6,000.

Secretary’s Certification:

I certify that this resolution was duly adopted by the Executive Committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on May 14, 2015.

By: _____

James Cambridge
Authority Secretary

Sales Agreement

This Sales Agreement is between Michigan Municipal Services Authority ("CLIENT") and Revize LLC, aka Revize Software Systems, ("Revize"). Federal Tax ID# 20-5000179 Date: 11-25-14

CLIENT INFORMATION:	REVIZE LLC:
Company Name: <u>Michigan Municipal Services Authority</u>	Revize Software Systems
Company Address: <u>PO Box 12012</u>	1890 Crooks, Suite 340
	Troy, MI 48084
Company City/State/Zip: <u>Lansing, MI 48901-2012</u>	
Contact Name: <u>Bob Bruner rbruner@michiganmsa.org 248-925-9294</u>	
Billing Dept. Contact: _____	

The CLIENT agrees to purchase the following products and services provided by REVIZE:

<u>Quantity</u>	<u>Description</u>	<u>Price</u>
1	WEBGEN Website Design and Development Fee - one time charge (see pages 2 - 5)	\$ 950.00
	<ul style="list-style-type: none"> Revize Polling Survey/Web Form creator Revize Web Calendar, and Document Center and other modules on page 6 - 7 Training – Revize Content Editing, Administrative training up to 3 hours for up to 1 people Top Level Skeleton Navigation Menu, no content migration 	
1	Revize Annual Tech Support, Software Subscription, and Web Hosting Service, pre-paid:	\$ 600.00
	<ul style="list-style-type: none"> Revize Web Content Management Software Services Up to 1 Non-Technical Content Editor, and Administrative User Technical Support/ CMS Software Upgrades/Website Hosting up to 5GB Three year agreement 	

Grand Total: **\$ 1,550.00**
 Three Year Agreement. Revize requires a check for \$1,550.00 to start this Initiative. Annual services and website hosting start the day of the Kick Off project meeting. Credit cards accepted (3% handling fee).

Terms:

1. **Payments:**
 - All Invoices are Due Upon Receipt. Work begins upon receiving initial payment.
2. Additional content migration, if requested, is available for \$3 per web page or document.
3. This Sales Agreement is the only legal document governing this sale.
4. Both parties must agree in writing to any changes or additions to this Sales Agreement.
5. This Sales Agreement is subject to the laws of the State of Michigan.
6. Pricing expires in 30 days.

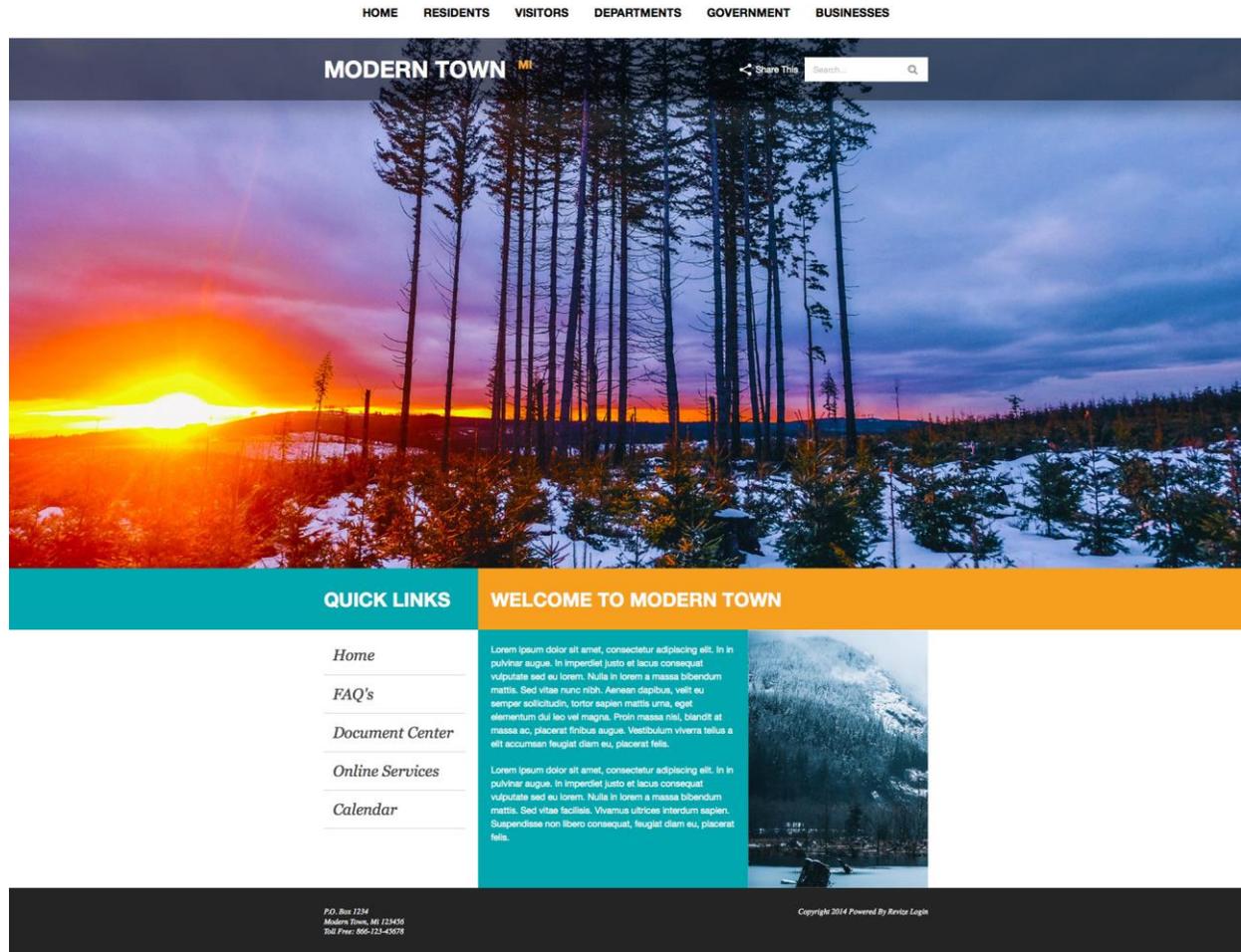
AGREED TO BY:	CLIENT	REVIZE
Signature of Authorized Person:	_____	_____
Name of Authorized Person:	_____	<u>Joseph J. Nagrant</u>
Title of Authorized Person	_____	<u>Sales Director</u>
Date:	_____	_____

Please sign and return to: Joseph Nagrant at Fax # 206-350-0163 or 866-346-8880

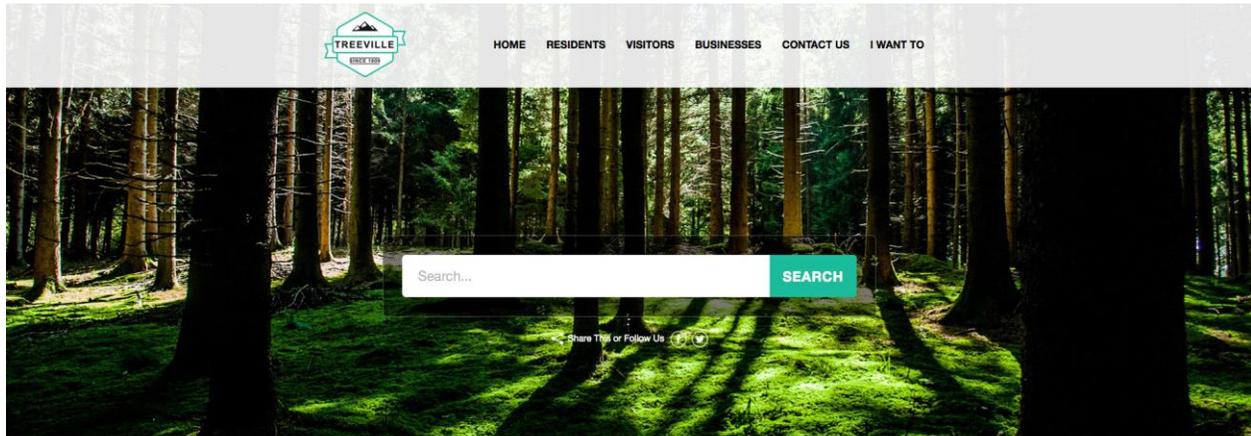
Revize WEBGEN “Ready to Use” Website Designs

Revize will create a new custom banner and change the color scheme to reflect your government’s character. The Revize CMS is already built into it saving you the cost of a custom design and CMS technology development. Turnaround time: approximately 4-6 weeks

Modern Town Design



Treeville Design



but the majority have suffered alteration in some form



but the majority have suffered alteration in some form



but the majority have suffered alteration in some form

[ALL EVENTS](#)

- [Home](#)
- [Residents](#)
- [Visitors](#)
- [Businesses](#)
- [I want To](#)

Revize Website Design & CMS

[Like](#) You like this.

You and 48 others like Revize Website Design & CMS.

Facebook social plugin

Welcome
Latest News

Far far away, behind the word mountains, far from the countries Vokalia and Consonantia, there live the blind texts. Separated they live in Bookmarksgrove right at the coast of the Semantics, a large language ocean. A small river named Duden flows by their place and supplies it with the necessary regellia. It is a paradisematic country, in which roasted parts of sentences fly into your mouth. Even the all-powerful Pointing has no control about the blind texts it is an almost unorthographic life One day however a small line of blind text by the name of Lorem Ipsum decided to leave for the far World of Grammar.

The Big Oxmox advised her not to do so, because there were thousands of bad Commas, wild Question Marks and devious Semikoli, but the Little Blind Text didn't listen. She packed her seven versalia, put her initial into the belt and made herself on the way.

Community Design 1

APPLE TOWN, MI

"Big heart small town"

HOME
DEPARMENT
VISITORS
RESIDENTS
BUSINESSES
I WANT TO...



MONDAY, OCT 1, 2012
FAIR, 59° F

LATEST EVENTS

MORBI SIT AMET COMMODO SEM. SED

VOLUTPAT LIBERO SED RISUS FAUCIB

US EU ORNARE TORTOR ACCUMSAN.

VOLUTPAT LIBERO SED RISUS FAUCIB

MORE

WELCOME...

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AGENDAS & MINUTES

FORMS & DOCUMENTS

STAFF DIRECTORY

ONLINE PAYMENTS

CALENDAR

LATES NEWS

OUR LOCATION

571 Carlsbad Village Drive,
Carlsbad, MI



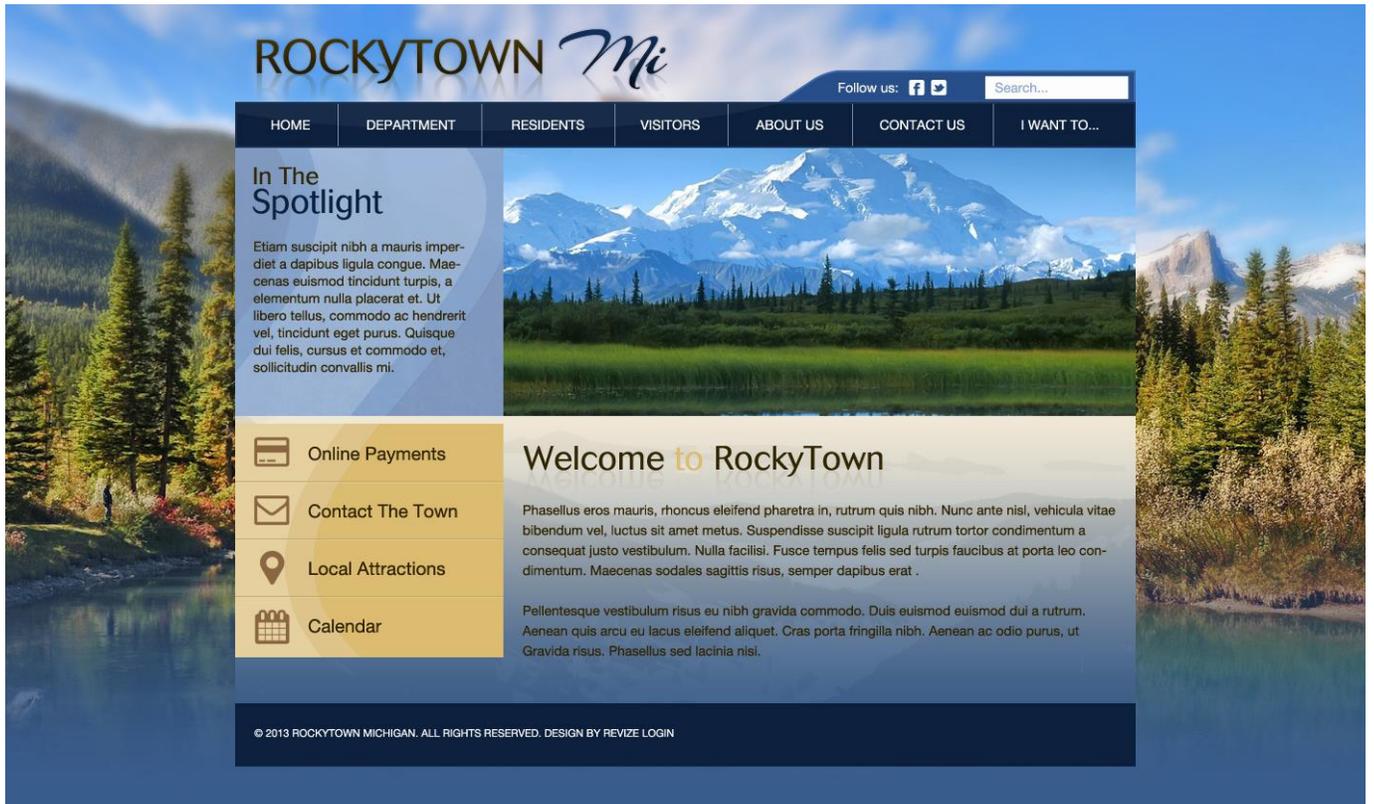
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Landscape Design



Following Applications & Features will be integrated into Your Website Project

Revize provides applications and features specifically designed for municipalities. The applications and features are categorized into:

- ▶ **Citizen's Communication Center Apps**
- ▶ **Citizen's Engagement Center Apps**
- ▶ **Staff Productivity Apps**
- ▶ **Site Administration and Security Features**
- ▶ **Mobile Device and Accessibility Features**

CITIZEN'S COMMUNICATION CENTER APPS:

- ✓ Emergency Alert Center
- ✓ Document Center
- ✓ FAQs
- ✓ Form tools
- ✓ News Center
- ✓ Online Forms
- ✓ Changable Photo gallery
- ✓ Quick Link Buttons
- ✓ Revize Web Calendar – unlimited calendars

CITIZEN'S ENGAGEMENT CENTER APPS:

- ✓ Online Bill Pay
- ✓ Personal Social Media Fly Out Menu

STAFF PRODUCTIVITY APPS:

- ✓ Image Manager
- ✓ Link Checker
- ✓ Menu Manager
- ✓ Online Form Builder
- ✓ Website Content Archiving
- ✓ Website Content Scheduling

SITE ADMIN & SECURITY APPS

- ✓ Audit Trail
- ✓ History Log
- ✓ Roles and Permission-based Security Mode
- ✓ Secure Site Gateway
- ✓ Unique Login/Password for each Content Editor

MOBILE DEVICE AND ACCESSIBILITY FEATURES

- ✓ Alt-Tags
- ✓ Responsive Website Design (RWD) –Latest Government Design Trend for 2014 to accommodate better viewing of text and graphics for any size screen, i.e SMART phones, PC Tablets, iPads, iPhones, Windows and Android devices