

CONTRACT

This contract is entered into this _____ day of _____, 2021, by and between the CITY OF SCRANTON, 340 North Washington Avenue, Scranton, PA 18503, hereinafter called "Scranton" and

AVERO ADVISORS
512 West Broadway Avenue, Maryville, TN 37801
Phone: 865-415-3848
info@averoadvisors.com

hereinafter called "Contractor".

WITNESSETH:

WHEREAS, Scranton desires the Contractor to perform certain work and services in accordance with the terms and conditions hereinafter set forth and the Contractor is ready, willing and able to perform such work and services.

NOW THEREFORE, in consideration of the promises contained herein and the promises each to the other made, the parties do agree and intend to be legally bound as follows:

ARTICLE I - CATEGORY OF WORK AND SERVICES

The work and services to be performed by Contractor shall be to provide business process digitalization support to Scranton for its new operating platform. Performance of the contract is to begin on May 15, 2021 and completed on or before May 14, 2022. The parties have agreed to limit the total fees and costs owed by the City of Scranton to Avero Advisors to an amount not to exceed \$50,000.00.

Said services to be furnished and delivered in strict and entire conformity with Scranton's Specifications marked as Exhibit "A" attached hereto and incorporated herein by reference thereto and the Bid Proposal submitted by Avero Advisors dated April 28, 2021, attached hereto marked as Exhibit "B" and incorporated herein by reference thereto. Said Bid Proposal and Specifications are hereby made part of this Agreement as fully and with the same effect as if set forth at length herein with the modification to limit the total fees and costs owed by the City of Scranton to Avero Advisors to an amount not to exceed \$50,000.00.

ARTICLE II - GENERAL

(1) In the performance of the work and services hereunder, the Contractor shall act solely as an independent contractor, and nothing contained or implied shall at any time be so construed as to create the relationship of employer and employee, partnership, principal agent, or joint adventurer as between Scranton and the Contractor.

(2) Failure of either party to enforce any of its rights hereunder shall not constitute a waiver of such rights, or of any other rights hereunder.

ARTICLE III - FEES

Said services to be furnished and delivered in strict and entire conformity with the Bid Proposal and Specifications attached hereto. Said Bid Proposal and Specifications are incorporated herein by reference as though set forth at length with the modification to limit the total fees and costs owed by the City of Scranton to Avero Advisors to an amount not to exceed \$50,000.00.

Scranton agrees to pay the Contractor for furnishing the above services if said services are provided in full compliance with the terms and conditions of this Contract to the satisfaction and approval of the Business Administrator. Such approval shall not be unreasonably withheld. The terms and conditions of this contract are set forth herein and may be supplemented by any attachments or exhibits incorporated herein by reference.

ARTICLE IV - INDEMNIFICATION

The Contractor shall indemnify, defend, and hold harmless Scranton from and against any and all claims and actions, based upon or arising out of damage to property or injuries to person or other acts caused or contributed to by Contractor or anyone acting under the Contractor's direction or control or on the Contractor's behalf in the course of the Contractor's performance under this contract.

ARTICLE V - INSURANCE

- (1) Contractor represents that it now carries, and agrees it will continue during the term of this Contract to carry, at a minimum: Workers' Compensation, Comprehensive General and Contractual Liability, and Professional Liability Insurance in the following amounts:

<u>TYPE OF INSURANCE</u>	<u>LIMITS OF LIABILITY</u>
Workers' Compensation	Statutory
Employer's Liability	\$500,000.00
Professional Liability	\$1,000,000.00 each occurrence \$1,000,000.00 aggregate
Comprehensive General Liability (including Blanket Contractual Liability Insurance)	
Bodily Injury	\$1,000,000 each person \$1,000,000 each occurrence \$1,000,000 aggregate
Property Damage	\$500,000 each occurrence
Personal Injury	\$500,000
Comprehensive Automobile Liability:	
Bodily Injury	\$300,000 each person \$500,000 each occurrence
Property Damage	\$500,000 each occurrence

- (2) Certificates of all insurance provided by the Contractor shall be available for Scranton's review and will be furnished to Scranton if requested. Such copies of certificates shall include the following:
 - (a) Name of insurance company, policy number, and expiration data;
 - (b) The coverage required and the limits on each, including the number of deductibles or self-insured retentions (which shall be for the account of the Contractor);
 - (c) A statement indicating Scranton shall receive thirty (30) days notice of cancellation or significant modification of any of the policies which may affect Scranton's interest;
 - (d) A statement confirming Scranton has been named an additional insured (except for Worker's Compensation) on all policies; and
 - (e) A statement confirming that Scranton, its agents and employees, have been provided a waiver of any rights or subrogation, which the Contractor may have against them.

ARTICLE VI: TERMINATION OF CONTRACT

If through any cause the CONTRACTOR shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or in the event of violation of any of the covenants contained herein, or in the event of violation of the laws applicable to implementation of the project contemplated by this Agreement, or in the event of misuse of funds, mismanagement, criminal activity or malfeasance in the implementation of this Agreement, Scranton shall thereupon have the right to terminate this Agreement by giving written notice to the CONTRACTOR specifying the effective date of termination. Said notice shall be given in writing to the CONTRACTOR and will be effective upon receipt by the CONTRACTOR. In such an event, all project records, unused grant monies, and such amounts as may have been expended contrary to the terms of this Agreement shall be returned to the Scranton.

ARTICLE VII: DEFAULT

In the event of a default by Contractor under this Agreement, the defaulting party then shall reimburse the non defaulting party for all costs and expenses incurred by the non defaulting party in connection with the default, including without limitation, court costs and attorneys' fees at the trial level and on appeal.

ARTICLE VIII: JURISDICTION

This Agreement shall be construed and interpreted in accordance with the laws of the Commonwealth of Pennsylvania and all obligations hereunder are to be performed in Lackawanna County, Pennsylvania. Jurisdiction over the subject matter and performance of this Agreement is therefore vested in the Lackawanna County Court of Common Pleas.


ARTICLE IX - ENTIRE AGREEMENT

This contract constitutes the entire agreement between Scranton and Contractor. It supersedes all prior contemporaneous communications, representations, or agreements, whether oral or written, with respect to the subject matter thereof and if it has been induced by no representations, statements, or agreements other than those expressed. No agreement hereafter made between the parties shall be binding on either party unless reduced to writing and signed by an authorized officer of the party sought to be bound thereby.


IT IS FURTHER UNDERSTOOD AND AGREED that this contract is entered into under and subject to the provisions of the Act of Assembly of the Commonwealth of Pennsylvania, approved March 7, 1901, its supplements and amendments, and the liability of the City of Scranton herein limited to the amount appropriated for the same and subject to the Section 6-13 of the Administrative Code of the City of Scranton which limits payments of money out of the City Treasury to appropriations made by the Council.

IN WITNESS WHEREOF the parties hereto have, in due form of law, caused this agreement to be executed the day and year first above written.

ATTEST:


CITY CLERK

Date: 9/16/21

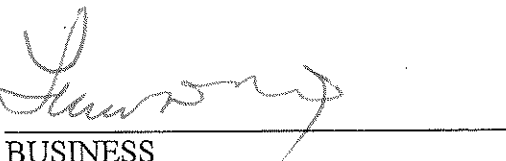
By: 
MAYOR

Date: 9/14/21

COUNTERSIGNED:



CITY CONTROLLER

Date: 9/16/2021

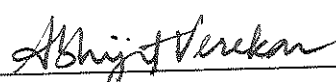

BUSINESS ADMINISTRATOR

Date: 9/14/21

APPROVED AS TO FROM:


CITY SOLICITOR
Date: 09-16-2021

AVERO ADVISORS

By: 
Title: CEO
Date: 9/22/21

Business Analyst RFQ – Rubric

	OpenGov	CNC Consulting	Avero
Price	\$205/hr	\$90/hr	By Person- \$160-225/hr
On-Site Visits	As Needed, in Oregon	Not addressed, in New Jersey	As Needed, in Tennessee
Streamlining Processes	Yes	Not Addressed	Yes
Improving Customer Service	Yes	Not Addressed	Yes
Engaging City Employees	Yes	Not Addressed	Yes
Visio Experience	Not Addressed	Not Addressed	Extensive experience with Vizio
Legal Compliance	Yes	Not Addressed	Not Addressed
Reporting	Yes	Not Addressed	Yes

	PROS	CONS
OPENGOV	ERP Provider Addressed many of the RFQ requirements	No specified Visio experience Expensive travel costs Expensive hourly rate
CNC	Cheapest hourly rate In New Jersey	Cannot be considered due to missing proof of insurance
AVERO	Extensive experience with Visio Reasonable rates Addressed many of the RFQ requirements Can help review policies and procedures as well as overall IT strategy with an additional perspective	Works out of Tennessee

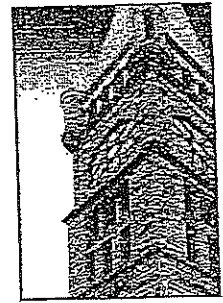
Department of Business Administration

City Hall
340 North Washington Avenue
Scranton, Pennsylvania 18503
Tel: (570) 348-4118
Fax: (570) 348-4225

RECEIVED

APR 30 2021

LAW DEPT.



SCRANTON

April 28, 2021

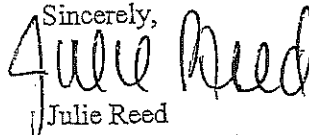
Ms. Amanda Hallock
Digital Information Specialist
Municipal Building
Scranton, Penna. 18508

Dear Ms. Hallock,

This is to inform you that bids were opened on Wednesday, April 28, 2021 in Council Chambers for the City of Scranton Business Analyst Information Technology. Attached please find copies of the bids submitted by the following companies:

Open Gov
CNC Consulting
Avero Advisors
Sonus Software Solutions, Inc. (submitted too late)

After your review of these bids, please inform the Law Office of your decision so they may call for a contract or reject said bids. Thank you for your cooperation in this matter.

Sincerely,

Julie Reed
Purchasing Clerk

Attachments

Cc: Mr. John Murray, City Controller
Mrs. Lori Reed, City Clerk
✓ Mr. Joseph O'Brien Esq., City Solicitor
File

Department of Business Administration

City Hall
340 North Washington Avenue
Scranton, Pennsylvania 18503
Tel: (570) 348-4118
Fax: (570) 348-4225



SCRANTON

March 31, 2021

Ms. Amanda Hallock
Digital Transformation Specialist
Municipal Building
Scranton Pa, 18503

Dear Ms. Hallock,

This is to inform you that bids will be opened in Council Chambers on Wednesday, April 28, 2021 at 10:00 A.M. for the following:

CITY OF SCRANTON
BUSINESS ANALYST
INFORMATION TECHNOLOGY

Attached, please find an Invitation to Bidders, Proposal Blank and Specifications.

Thank you for your cooperation in this matter.

Sincerely,

A handwritten signature in black ink that reads "Julie Reed". The signature is written in a cursive style.

Julie Reed,
Purchasing Clerk

CC: Mayor Paige Cagnetti
Mr. John Murray, City Controller
Mrs. Lori Reed, City Clerk
Mrs. Rebecca McMullen, Financial Manager
Mr. Joseph O'Brien Esq., City Solicitor
File

CITY OF SCRANTON

REQUEST FOR QUALIFICATIONS

Proposals will be received by the Office of the City Controller for the City of Scranton, 340 North Washington Avenue, Scranton, Pa. 18503 until 10:00 a.m. Wednesday, April 28, 2021 at which time proposals will be opened in City Council Chambers and will be made available for public viewing at www.youtube.com/user/electriccitytv570 for the following:

CITY OF SCRANTON
BUSINESS ANALYST
INFORMATION TECHNOLOGY

All proposals shall be in accordance with the provisions of this Request for Qualifications (RFQ) which may be obtained from The City of Scranton Purchasing Department by contacting Julie Reed via email at jreed@scrantonpa.gov and which may be had by bona fide bidders. Copies can also be obtained on the City of Scranton website at: www.scrantonpa.gov. If you intend to submit a proposal, you are required to notify Julie Reed, Purchasing Clerk for the City of Scranton at the email address listed above. If you fail to notify the Purchasing Clerk of your intent to submit a proposal, you will not receive any Addenda or answers to any questions that may be submitted by other bidders.

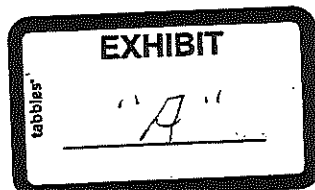
Proposals will be received and identified by "Scranton Business Analyst for Information Technology Implementation." Due to the closure of City Hall, all proposals will be submitted electronically to John Murray, City Controller for the City of Scranton via: <https://www.dropbox.com/request/1oXnCGsSzZjuBzpxHFUN> so as to arrive by the date and time specified above. The City will require a PDF document of this proposal.

All proposals must be accompanied by signed Affirmative Action, Certificate of Non-Segregated Facilities, Non Collusion Affidavit and Disclosure Forms.

If you have any questions, please contact Amanda Hallock (DT Specialist) at: ahallock@scrantonpa.gov.

Amanda Hallock

Digital Transformation Specialist



All sealed proposals must be submitted for the following scope of services: Business Analyst for Information Technology Implementation.

Objectives

A. General.

The City is seeking a qualified contractor to provide business process digitization support as Scranton moves to a new operating platform. The City requires this contractor to provide support in streamlining processes and making the City a better place to work and live.

B. Specific.

The City has multiple specific objectives related to streamlining processes, improving customer service, and engaging City employees. The services of the selected bidder must directly address the following objectives:

Streamlining Processes

- Work with existing process maps to identify opportunities for streamlining business processes including complex approvals, external data incorporation, and internal financial controls
- Collaborate with the Digital Transformation Specialist and Department Directors' to evaluate the feasibility of these opportunities
- Navigate the City's new software program, OpenGov, to see how best to integrate the current processes with the new platform

Improving Customer Service

- Assess the current state of customer service for the City
- Identify easy wins in improving customer service
- Integrate transparency into all existing processes

Engaging City Employees

- Interview City Employees as needed to gain greater context around certain processes
- Revise process maps to reflect improvements
- Submit draft revisions of process maps as completed for review and approval by City staff
- Educate City Employees on Business Process terminology, modeling, symbols, and workflow process documentation

Nature and Scope of the Project

The selected bidder will work closely with the City to implement the new operating platform contracted with OpenGov. This implementation will likely take a full year but the key timeframe for the selected bidder will be in configuration, a phase slated for May to August. The selected bidder should be prepared to work with and leverage a variety of disciplines to make recommendations including information technology, change management, and business analysis.

Requirements

The contract period will begin on May 15, 2021 and end August 15, 2021 with the option to renew the contract for up to six (6) additional months. Bidders must demonstrate superior experience and relevant qualifications which will contribute to the successful implementation of the tasks outlined below.

Successful bidders will need to have extensive experience with process mapping, preferably in Visio to ensure the City's ability to update the process maps. Successful bidders will also need to be able to engage with many different stakeholders.

For the sake of stakeholder engagement, a successful bidder must be able and willing to make in person visits as needed. This is crucial to the success of the project given the variety of comfortability with digital communications platforms.

Tasks

Bidders should expand upon the following task list and offer creative recommendations based on current market intelligence, industry best practices, and professional experience. The list provided here is meant as a guideline.

A. Strategic Consulting and Planning

The selected bidder will work with the City to develop a change management plan to digitize most current processes and reduce paper workflows where possible.

B. Revising Current Processes

The selected bidder will work with the City and its employees to revise current processes and create guides for each key city department and position.

C. Ensuring Legal Compliance

The selected bidder will work with the City's legal department to ensure the legal compliance of any proposed solutions, especially as it relates to document retention laws and evidence requirements for legal cases.

Reports and Project Control

A. Task Plan

For each major task, the bidder will be required to develop a work plan identifying the work elements for the task, resource allocation and assignments, and a timeline for deliverables.

B. Status Report

Status reports must be filed on a monthly basis and cover activities, problems and recommendations. This report should include information on work accomplished during the reporting period, work to be accomplished in the subsequent reporting period(s), and any issues, risks, or problems which may impact project timelines and outcomes. These reports include drafted revised processes for review and revision from City staff in editable electronic file format (e.g. Visio) after they have been approved.

C. Final Report

The bidder will develop a final report for all service deliverables. The report should also include a summary of conclusions and recommendations for future work plans. Required final deliverables are a City of Scranton Process Manual, consolidated editable electronic files for each process map included in the City of Scranton Process Manual, and a formal presentation for key stakeholders.

I. GENERAL INFORMATION

A. PURPOSE

This Request for Qualifications (RFQ) provides interested parties with sufficient information to prepare and submit proposals for consideration by the City of Scranton for Business Analyst for Information Technology Implementation

B. ISSUING OFFICE

This Request for Proposals is issued for the City of Scranton's Business Administration Office. The Business Administration Office is the sole point of contact for questions pertaining to this Request for Proposals. The submittal of proposals must be submitted no later than 10:00 a.m. on Wednesday, April 28, 2021 to:

John Murray
City Controller for the City of Scranton

Via Drop Box link: <https://www.dropbox.com/request/loXnCGsSzZjuBzpxHfUN>

Proposals shall be submitted as a PDF document labeled:

"The City of Scranton – Business Analyst for Information Technology Implementation"

1. Proposals will be handled confidentially by the City during the pre-award process.
2. The proposal shall be binding for a period of ninety (90) days from the due date for submission.
3. The City of Scranton will not be responsible for any expenses incurred by an entity submitting a proposal in connection with this procurement.

QUESTIONS

Any questions regarding this Request for Qualifications should be directed to the OCD via email only to:

Amanda Hallock
Digital Transformation Specialist
City of Scranton
340 North Washington Avenue
Scranton, PA 18503
Email: ahallock@scrantonpa.gov

All questions must be received by 2:00 p.m. on Wednesday, April 21, 2021, exactly one (1) week prior to the due date of submissions. Inquiries received after 2:00 p.m. will not receive responses.

No telephone calls with questions will be taken.

2. ADDENDA

To ensure consistent interpretation of certain items, answers to questions the City deems to be in the interest of all will be made available to all respondents. All questions must be submitted via email to ahallock@scrantonpa.gov.

Responses to questions will be issued in the form of an Addendum to the Request for Qualifications, and will be sent via email only.

3. PUBLIC OPENING

Sealed Proposals will be opened publicly on Wednesday, April 28, 2021 at 10:00 a.m.

II. GENERAL CONDITIONS

A. No verbal information to bidders will be binding on the City. The written requirements will be considered clear and complete, unless written attention is called to any apparent discrepancies or incompleteness before the opening of the proposals. All alterations to the Request for Qualifications will be made in the form of a written communication emailed to all prospective proposers. The communications shall then be considered to be part of the Request for Qualifications.

B. Submission of a proposal will be considered as conclusive evidence of the proposer's complete examination and understanding of the request.

C. The City of Scranton reserves the right to reject any and all proposals submitted and to request additional information from any Proposer. The City of Scranton reserves the right to waive minor irregularities in the procedures or proposals if it is deemed in the best interests of the City of Scranton. The City may elect, at its sole and absolute discretion, to award a Contract based on the initial proposals, or, to open negotiations, either written or oral, with one or more proposers to address performance, technical, pricing, delivery, or other provisions. If negotiations are opened, the City may elect, at its sole and absolute discretion, to conclude negotiations at any time if it is determined to be in its best interest, or they will be closed upon settlement of all questions and clarifications. Proposals may be rejected and negotiations terminated by the City. The award will be based on the offers submitted, as well as any and all negotiations conducted. The City further reserves the right to reject all proposals and seek new proposals when such procedure is considered to be in the best interest of the City.

D. The award will be made to that responsive and responsible proposer whose proposal, conforming to requirements of the request, will be most advantageous to the City, price and other factors considered. The award may or may not be made to the firm with the lowest cost.

E. The City shall have the right, without invalidating the contract, to make additions to or deductions from the items or work covered by the Request for Qualifications. In case such deductions or additions are made, an equitable price adjustment shall be made between the City and the Proposer. Any such adjustments in price shall be made in writing.

F. After notice from the City, the selected proposer will be required to enter into a contract upon receipt of a Notice of Award. If a contract is not executed by the selected proposer, then the City reserves the right to retract the Notice of Award and enter into a contract with another proposer.

G. Proposals must be in typewritten form. Unsigned proposals will not be accepted. Proposers are expected to examine the content of the request and respond accordingly. Failure to do so will be at the Proposer's risk.

H. No proposal will be accepted from or contract awarded to any person, firm or corporation that is in arrears or is in default to the City upon any contract, or that is a defaulter, as surety or otherwise, upon any obligation to the City or who had failed to faithfully perform any previous contract with the City.

I. Unless otherwise specified, all formal proposals submitted shall be binding for ninety (90) calendar days following the bid opening date and may be extended at the agreement of both parties.

J. AUTHORITY

The Digital Transformation Specialist, as the designee of the Mayor, has the sole responsibility to respond to inquiries regarding the Request for Qualifications.

K. COMPLIANCE WITH LAWS

The bidder selected for representation shall at all times observe and comply with all laws, ordinances, regulations and codes of the federal, state, City and other local government agencies, which may in any manner affect the performance of the contract.

L. CONTRACTOR COMPLIANCE

If applicable, each respondent is required to be in compliance with the City of Scranton local tax requirements.

M. CONTRACT TERMINATION

A contract may be canceled by the City by giving the respondent written notice of intent to cancel.

N. CONTROLLING LAW

This Request for Qualifications is governed by, and will be construed and enforced in accordance with the laws of the Commonwealth of Pennsylvania without regard to any conflict of law provisions.

O. PROPOSAL INSURANCE REQUIREMENTS

Certificate of Insurance: A certificate of insurance of the prospective bidder's insurance coverage is required by the City of Scranton. The City requires the successful bidder to carry Professional Liability insurance at a minimum of \$1,000,000 occurrence/aggregate. All insurance coverage must

be kept in effect during the contract period. The loss of insurance coverage could result in voiding the contract.

P. BIDDER'S ETHICS AND COLLUSION

Collusive Bidding: Any firm that submits more than one proposal in such a manner as to make it appear that one of the proposals submitted is competitive with that of a different proposer, or any two or more firms that agree to fix their respective proposals in such a manner as to be awarded the contract shall be disqualified from further consideration of award of this contract and shall be subject to any applicable penalties under the law.

Bribery: Any firm that attempts to influence a City official to award this contract to such proposer's firm by promising to provide or by providing to such City official any gratuity, entertainment, commission or any other gift, in exchange for a promise to award the contract to such firm shall be disqualified from further consideration of award of this contract and shall be subject to any applicable penalties under the law.

Conflict of Interest: Any firm that knows of any City official having a material direct or indirect financial interest in such proposer's firm shall be required to submit a written statement, along with the Form of Proposal, detailing such interest. Failure to disclose a known such financial interest shall result in the firm's disqualification from further consideration of award of this contract.

Q. INDEMNIFICATION

1. This agreement shall be binding on the parties hereto, their heirs, successors and assigns.

R. OPEN RECORDS LAW/PUBLIC INFORMATION

Under the Pennsylvania Right-to-Know Law (the "Law"), 65 P. S. Section 67.101 et. seq., a record in the possession of the City is presumed to be a public record subject to disclosure to any legal resident of the United States, upon request, unless protected by a statutory exception.

Any contract dealing with the receipt or disbursement of funds by the City or the City's acquisition, use or disposal of services, supplies, materials, equipment or property is subject to disclosure under the Law. The following are not subject to disclosure under an exception in the Law:

1. A proposal pertaining to the City's procurement or disposal of supplies, services or construction prior to the award of a contract or prior to the opening and rejection of all bids; and
2. Financial information of a bidder or proposer requested in an invitation to bid or request for proposals to demonstrate the bidder's or proposer's economic capability.

S. TRANSFERS AND ASSIGNMENTS

1. Consultant shall not, without written consent of the City, assign, hypothecate or mortgage this agreement. Any attempted assignment, hypothecation or mortgage without the consent of the City shall render this agreement null and void.
2. Neither this agreement nor any interest therein shall be transferable in proceedings in attachment or execution against bidder or in voluntary or involuntary proceedings in bankruptcy or insolvency or receivership taken by or against the respondent, or by any process of law including proceedings under Chapter X and XI of the Bankruptcy Act.

III. PROBLEM STATEMENT

The Request for Qualifications format for professional services enables the City to thoroughly evaluate the conditions for selection such as prior process digitization experience.

A. REJECTION OF PROPOSALS

The City of Scranton reserves the right to reject any and all proposals received resulting from this request and to negotiate with those respondents deemed finalists.

B. INCURRING COSTS

The City of Scranton will not be liable for costs incurred by the selected proposer prior to the issuance of a contract.

C. REFERENCES

As a requirement for consideration, proposals must include at least two (2) references, including contact information, who can attest to the attributes of the proposer. Experience in municipal or state level consulting will be given greater consideration in the evaluation of the proposals.

IV. CRITERIA FOR SELECTION

A. EVALUATION PROTOCOL

All proposals received by the City of Scranton will be reviewed by the Office of Business Administration. The Office of Business Administration will review the merits of content and select the proposal which most closely meets the requirements of the Request for Proposal. The final selection may not be the lowest cost proposal but that which most closely meets the requirements of the City.

B. SELECTION BASED ON QUALIFICATIONS

The proposal selected by the Office of Business Administration will be deemed to respond most favorably to the requirements of the Request.

V. PROPOSAL REQUIREMENTS

Proposals must meet the identified criteria and format. Consideration will be based on compliance with those requirements. All other information considered relevant by the proposer will be included as addenda information to the proposal.

A. STATEMENT OF SERVICES RENDERED

The proposer will identify the scope of services provided to properly market the city.

B. MANAGEMENT SUMMARY

Provide a narrative description of the proposed effort and a list of services delivered by the proposer.

C. EXPERIENCE

Include examples of experience in marketing efforts.

D. PERSONNEL

Include the names of executive and professional personnel who will be assigned to the activities of the City of Scranton, including support staff. Resumes for those assigned directly to the activities of the City may be included in the addenda section.

E. COST AND PRICE PROPOSAL

Fees should be solely in the form of a billable hourly rate plus costs. Varying billable rates between partners, associates, and support staff should be provided, along with all reimbursable costs to be billed.

F. RELATIONSHIPS

The proposal must identify any relationships of the firm and its principals and assigned employees with any official of the City of Scranton.

G. AFFIDAVITS

The following affidavits are required by the City of Scranton:

- Affirmative Action Certificate
- Certificate of Non-Segregated Facilities
- Non-Collusion Affidavit
- Disclosure by Current Contractors Form

H. CONTRACT

The party selected for legal services will execute the City of Scranton's standard professional services contract.

I. INSURANCE COVERAGE

All proposals submitted to the City of Scranton shall include the following:

- Certificate of Insurance. A certificate of insurance of the prospective bidder's insurance coverage is required by the City of Scranton. The City requires the successful bidder to carry Professional Liability insurance at a minimum of \$1,000,000 occurrence/aggregate. All insurance coverage must be kept in effect during the contract period. The loss of insurance coverage could result in voiding the contract. The loss of insurance coverages could result in contract termination;
- A statement of assurance attesting that the prospective proposer is not currently in violation of any regulatory rules and regulations that may impact its operations;
- A statement that the prospective proposer is not involved in any current litigation against or has any conflict with the City of Scranton.

Attachment A. Affirmative Action Certification

During the term of this contract, Bidder agrees as follows:

- (1) Bidder shall not discriminate against any employee, applicant for employment, independent contractor or any other person because of race, color, religious creed, ancestry, national origin, age, sex or handicap. Bidder shall take affirmative action to insure that applicants are employed, and that employees or agents are treated during employment, without regard to their race, color, religious creed, ancestry, national origin, age, sex or handicap. Such affirmative action shall include, but is not limited to the following: employment, upgrading, demotion or transfer; recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. Bidder shall post in conspicuous places, available to employees, agents, applicants for employment, and other persons, a notice to be provided by the contracting agency setting forth the provision of this affirmative action certification.
- (2) Bidder shall, in advertisements or requests for employment placed by it or on its behalf, state all qualified applicants will receive consideration for employment without regard to race, color, religious creed, ancestry, national origin, age, sex or handicap.
- (3) Bidder shall send each labor union or workers' representative with which it has a collective bargaining agreement to other contract or understanding, a notice advising said labor union or worker's representative of its commitment to this affirmative action certification. Similar notice shall be sent to every other source of recruitment regularly utilized by bidder.
- (4) It shall be no defense to a finding of noncompliance with this affirmative action certification that bidder has delegated some of its employment practices to any union, training program, or other source of recruitment which prevents it from meeting its obligations. However, if the evidence indicates that the bidder was not on notice of the third-party discrimination or made a good faith effort to correct it, such a factor shall be considered in mitigation in determining appropriate sanctions.
- (5) Where the practices of a union or of any training program or other source of recruitment will result in the exclusion of minority group persons, so bidder will be unable to meet its obligations under this affirmative action certification, bidder shall then employ and fill vacancies through other affirmative action employment procedures.
- (6) Bidder shall comply with all state and federal laws prohibiting discrimination in hiring or employment opportunities. In the event of bidder's noncompliance with affirmative action certification of this contract or with any such laws, this contract may be terminated or suspended, in whole or in

part, and bidder may be declared temporarily ineligible for further City of Scranton contracts, and other sanctions may be imposed and remedies invoked.

- (7) Bidder shall furnish all necessary employment documents and records to, and permit access to its books, records, and accounts by, the City of Scranton Department of Business Administration, for purposes of investigation to ascertain Compliance with the provision of this certification. If bidder does not possess documents or records reflecting the necessary information requested, it shall furnish such information on reporting forms supplied by the City of Scranton Department of Business Administration.
- (8) Bidder shall actively recruit minority subcontractors or subcontractors with substantial minority representation among their employees.
- (9) Bidder shall include the provisions of this affirmative action certification in every subcontract, so that such provisions will be binding upon each subcontractor.
- (10) Bidder's obligations under this clause are limited to the bidder's facilities within Pennsylvania, or where the contract is for purchase of goods manufactured outside of Pennsylvania, the facilities at which such goods are actually produced.

DATE: _____

(Name of Bidder)

BY _____

TITLE _____

Attachment B. Certificate of Non-Segregated Facilities

The bidder certifies that he does not maintain or provide for his employees and segregated facilities at any of his establishments, and that he does not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The Bidder certifies further that he will not maintain or provide for his employees any segregated facilities at any of his establishments, and that he does not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The Bidder agrees that a breach of this certification will be a violation of the Equal opportunity clause in any contract resulting from acceptance of his bid. As used in this certification, the term "segregated Facilities," means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing directive or are in fact segregated on the basis of race, color, religion, or national origin, because of habit, local custom, or otherwise. The Bidder agrees that (except where he has obtained identical certifications from proposal sub-contractors for specific time periods) he will obtain identical certifications from proposed sub-contractors prior to the award of sub-contracts exceeding \$10,000 which are not exempt from the provisions of the Equal Opportunity clause, and that he will retain such certification in his files.

NOTE: The penalty for making false statements in offers is prescribed in 18 U.S.C. §1001.

DATE: _____

(Name of Bidder)

BY _____

TITLE _____

Attachment C. Non-Collusion Affidavit of Prime Bidder

STATE OF _____

COUNTY OF _____

_____, being
first duly sworn, deposes and says that:

1. He is _____
(Owner, partner, officer, representative or agent)

of _____, the Bidder that has
submitted the bid;

2. He is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;
3. Such Bid is genuine and is not a collusive or sham Bid;
4. Neither the said Bidder nor any of its officers, partners, owners, agents, Representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, or to Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Scranton (Local Public Agency) or any person interested in the proposed Contract; and;
5. The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the bidder or any of its agents, representatives, owners, employees or parties in interest, including this affiant.

Non-Collusion Affidavit
Signature Page

Signed _____

(TITLE)

SUBSCRIBED AND SWORN TO BEFORE ME

THIS _____ DAY OF _____
_____, 20_____

(TITLE)

MY COMMISSION EXPIRES _____
_____, 20_____

D. Disclosures by Current Contractors

List of Municipal Officials

Mayor of Scranton
Scranton City Councilpersons
Scranton Controller
Scranton Tax Collector

1. Provide the names and titles of all individuals providing professional services to the City including advisors and subcontractors, if any. After each name, please provide the responsibilities of that person with regard to the professional services provided to the City of Scranton.
 - List the names of any of the above individuals who are current or former officials or employees of the City of Scranton and their position;
 - List the names of any of the above individuals who has been a registered federal or state lobbyist and the date of the most recent renewal/registration.
2. Since January 1, 2015, have any of the individuals identified in paragraph two above been employed by the City of Scranton. If yes, please identify the individual by his/her name and position with the City of Scranton and dates of employment.
3. Since January 1, 2015, has the Contractor employed paid compensation to a third party intermediary, agent, or lobbyist to directly or indirectly communicate with any individual on the list of municipal officials in connection with any transaction or investment involving the Contractor and the City of Scranton. This question does not apply to any officer or employee of the Contractor who is acting within the scope of the Contractor's standard professional duties on behalf of the Contractor including the actual provision of legal, accounting, engineering, real estate, or other professional advice, services or assistance pursuant to its professional services contract with the City of Scranton.
4. Since January 1, 2015 has any agent, officer, director, or employee of the Contractor solicited a third party to make a political contribution to any municipal official or candidate for municipal office in the City of Scranton or to the political party or political committee for whom the solicitation was made. If yes, please identify the agent, officer, director, or employee who made the solicitation; the individual or individuals who were solicited, and the municipal officers, candidates, political party, or political committee for whom the solicitation was made.
5. Since January 1, 2015, has the contractor, officer, director, executive-level employee, or owner of at least five percent (5%) of the company made any contribution to a municipal official or candidate for municipal office in the City of Scranton. If yes, please identify the recipient, the amount, and the date of the contribution.
6. Does the Contractor have a direct financial, commercial, or business relationships with any individual on the List of Municipal Officials. With regard to every municipal official for which the answer is yes, identify that individual and provide a detailed written description of that relationship.
7. Since January 1, 2015, has the Contractor, officer, director, executive-level employee, or owner of at least five percent (5%) of the company conferred any gift of more than nominal value to any

individual on the list of Municipal Officials. A gift includes money, services, loans, travel, and entertainment, at value or discounted value. With regard to every municipal official for which the answer is yes, identify the recipient, the gift, and the date it was conferred.

8. Regarding the provision of professional services to the City of Scranton, are you aware of any conflicts of interest, whether apparent, potential, or actual, with respect to any officer, director, or employee of the Contractor and officials or employees of the City of Scranton. If yes, please provide a detailed written explanation of the circumstances which you believe provide a basis to conclude that an apparent, potential, or actual conflict of interest may exist.

9. Please provide the name(s) and person(s) completing this form. One of the individuals identified by the Contractor in paragraph two must participate in completing this form and must sign the verification statement below.

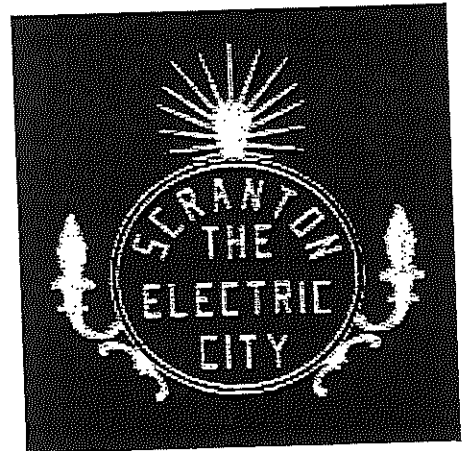
VERIFICATION

I, _____, hereby state that I am the owner of _____ and that I am authorized to make this verification.

I verify that the facts set forth herein for entities providing professional services to the City of Scranton are true and correct to the best of my knowledge, information, and belief. I understand that false statements herein are made subject to penalties of 18 P.A.C.S section 4904 relating to unsworn falsification to authorities.

Signed: _____ Date: _____

Proposal By



Business Analyst for Information Technology
Implementation

April 28, 2021

(865) 415-3848

info@averoadvisors.com

Averoadvisors.com

MAIN OFFICE: 512 West Broadway Ave., Maryville, TN 37801

WEST COAST OFFICE: 1036 East Caribbean Lane, Scottsdale, AZ 85255





April 28, 2021

Attn: John Murray, City Controller
The City of Scranton
340 North Washington Avenue
Scranton PA, 18503

Dear Mr. Murray,

Avèro, LLC (d/b/a Avèro Advisors or Avèro) is thankful for the opportunity to offer our experience and qualifications for the **Business Analyst for Information Technology Implementation** project for the City of Scranton (City).

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

Our team has completed similar scopes of work for various City governments across North America, such as the City of Maryville (TN), City of Maricopa (AZ), City of Charlottesville (VA), City of Lethbridge, (Alberta), Blount County (TN), Union County, (NC), and Pittsylvania County (VA), among others. We position our clients for success by providing strategic advisory services that help build smart organizations, streamline workforce operations, and achieve service excellence.

"As you know, many companies are technically strong in all things IT but not every firm can build the relationships necessary to help an organization navigate change. Avèro excelled in this aspect. Technically strong, depth of knowledge and an ability to speak in a language management can understand. They don't use only industry terms. They took us through some discovery to make sure we got the scope right. This was incredibly important to the overall project."

Greg McClain
City Manager | City of Maryville, TN

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

- Demonstrated ability to foster long-term, trust-based relationships built upon exceeding our clients' expectations



- Proven track record and relevant IT subject matter expertise, including IT functional & organizational structure assessments and strategy development
- Extensive experience working with all aspects of Robust Business Process Mapping and Redesign expertise, applying Lean Six Sigma, PMI and other proven methodologies
- Demonstrated expertise in end-to-end IT infrastructure modernization
- Deep experience with City government operations, infrastructure, and cultural dynamics.

Furthermore, **Avèro is a 100% independent, 3rd party consulting firm with no affiliation to software or hardware vendors, which ensures that we tailor our strategic recommendations to the City of Scranton's specific needs.** Our firm is a certified Minority-owned Business Enterprise (MBE) in multiple States and is a financially stable, profitable enterprise that strives to deliver significant value to our clients nationwide.

Throughout this project, Avèro will commit to providing practical solutions to enable the City to do business more efficiently and serve its citizens more effectively. We will also apply our proven expertise and professional skills to complete this engagement's objectives on time and within the allocated budget.

I, Abhijit Verekar ("AV"), will be the primary contact for the negotiations on Avèro Advisors' behalf. Please feel free to contact me at 865-850-5451 or av@averoadvisors.com with any questions you may have.

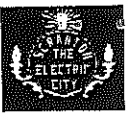
Sincerely,

Abhijit "AV" Verekar
President

Avèro Advisors

Home Office | 512 West Broadway Avenue, Maryville, TN 37801
West Coast Office | 10396 East Caribbean Lane, Scottsdale, AZ 85255
Office: 865-415-3848 | Email: av@averoadvisors.com





Contents

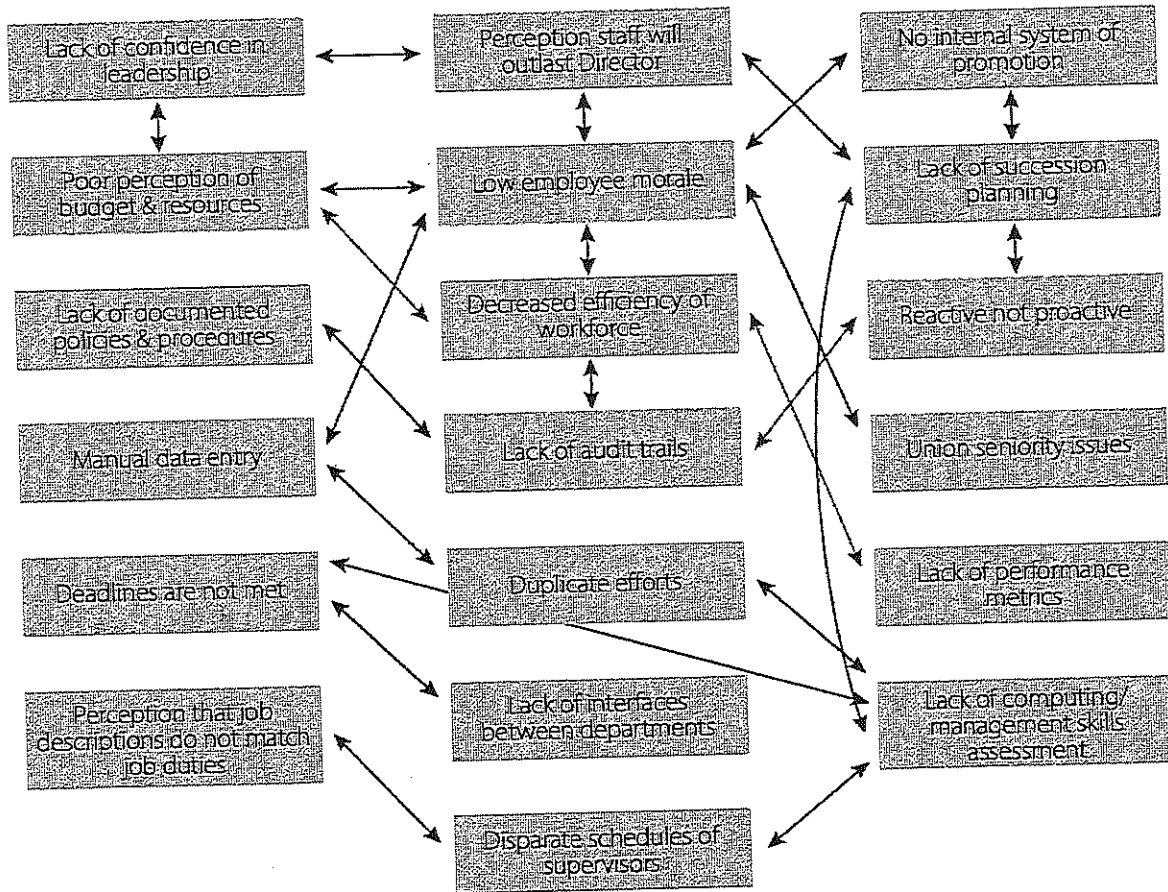
Statement of Services Rendered	5
Management Summary	6
Experience	17
Company Profile	17
References	19
Personnel	20
Cost and Price Proposal	27
Relationship	28
Addenda Information	28



Statement of Services Rendered

Avèro Advisors understands that organizations such as the City of Scranton are under increasing pressure to keep up with higher service levels expectations while adhering to traditionally shrinking budgets and staffing levels. Over the last several years across organizations, demand for IT services has increased, as departments seek to use technology 'to do more with less,' improve service delivery, enhance security, make data-driven decisions, and serve constituents more effectively. An increase in demand isn't the only pain point that influences change within an organization. Avèro has engaged organizations inundated with manual processes with an apparent lack of modern technology, causing inefficiency. Siloed departments that foster an absence of standardization and highlight frustration and lack of control. Whether your organization is being influenced by similar increases in demand for IT-enabled services or one of the many commonly perceived issues, the City has initiated a business process mapping and redesign effort to become more efficient and better serve the citizens of Scranton.

The following graphic is an example of observed pain points and perceptions found within organizations that lack sufficient IT tools to allow staff to perform as efficiently as possible:



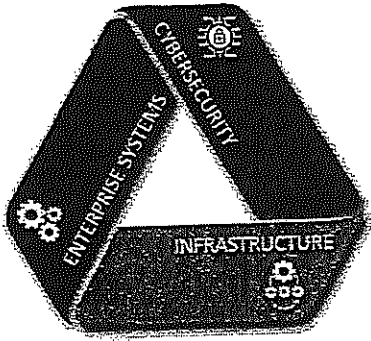
We understand that the City of Scranton seeks a competitive organization to provide business analysis for information technology implementation, and business process digitization as the City of Scranton moves to a new platform. In addition, the firm will closely work with the City to



implement the new operating platform contracted with OpenGov. We will accomplish these objectives by first initiating an assessment of the current state to identify gaps in existing processes, technology, maps, staffing levels, funding, and policies & procedures, and customer services. These practices will aid in streamlining business processes e.g., complex approvals, external data incorporation and internal financial controls. Consequently, achieving these objectives will improve customer services and make the City a better place to live and work.

The frequently used phrase, "the future is now," is even more applicable today for technology. Government agencies are acting on increasing demands and modernizing their operations at a rapid pace. The City of Scranton is poised to latch on to modernization opportunities that not only improve internal operations but revolutionize service delivery to its citizens and businesses.

For any long-term technology strategy to be sustainable and successful, we must lay its foundations on the following pillars:



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

Avèro has performed process mapping for several Cities and Counties all over the country that are choosing to use our recommendations to guide their IT decision-making for years to come. Our unparalleled dedication to clients is one of the many attributes that separates our firm from others. Our President and Founder, Abhijit Verekar, not only manages the work completed by his team of consultants, but he also remains active in projects throughout their duration as part of the core team. Mr. Verekar will be involved in group visioning sessions, quality assurance on all deliverables, and all significant presentations, supporting and guiding his team to deliver the best possible results for the City of Scranton.

We understand the City desires a knowledgeable, accountable, and dedicated firm to provide a comprehensive, independent, customized Information Technology implementation and process mapping. Dedication, pursuit of excellence, and transparency are values we live by and are confident that we are the right firm to join the City of Scranton on its journey to ensure the City's ability to update process maps.

Management Summary

Avèro utilizes an inclusive approach to business process management to provide agility and enhance the organization's ability and flexibility to react to changes in the business environment. We keep constant communication and request frequent feedback from the end users and subject matter experts to ensure compliance with the requirements and business needs of the project. In our holistic approach, Avèro identifies methods of improving the overall



service delivery of the City through the efficient allocation of available resources and procurement of practical technologies that would naturally increase the efficiency and effectiveness of the organization, while at the same time reducing operational costs. **Highlights of our approach include:**

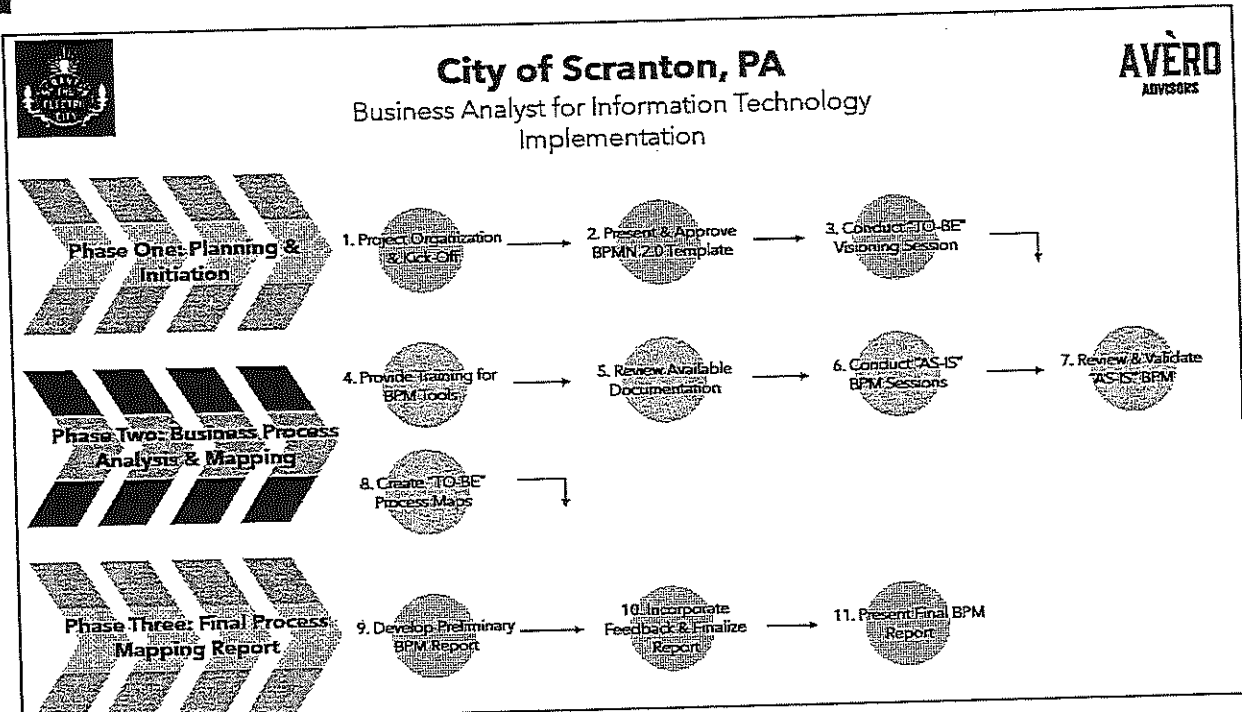
- **Industry-Specific Subject Matter Expertise and Tailored Methodology** – Our team of consultants has expert knowledge in land management, asset management, and has provided similar services exclusively to Local and State Government for over ten years. This allows us to understand better our clients’ business drivers, goals, and needs. During the project we will guide and educate the City throughout the business process mapping and requirements definition initiative;
- **Tools and Process Framework** –Avèro is licensed and trained to use MS Visio at the City’s discretion as well for compatibility needs.
- **Business Process Analysis & Reengineering** – Avèro team of consultants applies industry best practices, PMP, Agile, and Lean/Six Sigma business process analysis techniques for higher efficiency and results;
- **“End to End” Expertise** – Our team of professional consultants has completed multiple similar engagements, where we have assisted clients right from strategy conceptualization, business process redesign, proposal evaluation, vendor selection, and complete vendor and project management during implementation.
- **Independent and Unbiased** – Avèro does not have any affiliations with software or hardware vendors and works on behalf of our clients as trusted advisors. Our recommendations remain unbiased towards any specific technology, platform or vendor.

To best address the City’s project objectives for this engagement, Avèro developed the proposed methodology to allow maximum results within the defined scope of work and timeframe. This methodology was tailored exclusively for the City of Scranton based on specific needs discussed in the BAIT RFP and incorporates comprehensive analyses, leading tools, a collaborative organizational engagement approach and professional project management. **All of the work defined in the following section can and will be performed remotely, with on-site visits at the City of Scranton as needed.**

The following chart shows an overview of the proposed methodology. In addition to the specific project tasks as outlined below, the team will also provide the following:

- Weekly process report to the City’s Contract Administrator;
- Within (30) days after award of the contract, an outline of the organizational structure of the final report;

At least two weeks before submission of final report, a preliminary report to the City’s Contract Administrator.



In response to CDC guidelines related to COVID-19, all project tasks within our proposed methodology may be performed remotely or on-site. We welcome feedback from the City of Scranton to ensure compliance with the project's requirements and the City's business needs. Avèro remains flexible and committed to providing practical solutions that align with the City's business goals in a timely and cost-effective manner.

PHASE ONE: Planning and Initiation

1. PROJECT ORGANIZATION AND KICK-OFF

Avèro Advisors will facilitate a kick-off meeting with the City's project sponsors, including the executive team (e.g., City Manager, City Council, and Departmental Directors) and other key stakeholders, to assimilate project goals and formalize expectations. During this meeting, we will accomplish the following tasks:

- Introduce our project team and identify the roles of each consultant on this engagement;
- Present a detailed Work Plan, including project tasks, goals, timeframes, deliverables, and milestones;
- Identify the list of interview participants and determine the desired collaboration between stakeholders within the various departments at the City;
- Collaborate with the City's project sponsors to identify roles and responsibilities for reviewing and validating project deliverables;
- Answer any questions and incorporate feedback from attendees; and
- Finalize the work plan & project schedule with feedback and approval of the City of Scranton.



Deliverable 1: Initial Work Plan and PSR

Figure 1 is a sample Project Work Plan utilized by Avèro Advisors on an IT Infrastructure Evaluation & Staffing Analysis project that took place in early 2021.

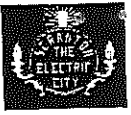
Figure 1 - Project Work Plan

Task	Duration	Start Date	End Date
UNION COUNTY - IT Infrastructure Evaluation & Staffing Analysis	63 days	Mon 3/27/20	Thu 5/30/20
Phase 1: Discovery	10 days	Mon 3/27/20	Fri 4/3/20
Facilitate Project Planning Meeting	2 days	Mon 3/27/20	Tue 3/28/20
Review Current IT Infrastructure Environment	2 days	Mon 3/27/20	Tue 3/28/20
Conduct Staff & Leadership Discovery Interviews	10 days	Mon 3/27/20	Mon 4/13/20
Phase 2: Analysis	15 days	Mon 4/13/20	Mon 4/27/20
Conduct Benchmarking & Best Practices Review	2 days	Mon 4/13/20	Tue 4/14/20
Assessment of Current Strengths & Weaknesses	3 days	Mon 4/13/20	Wed 4/15/20
Conduct Future State Visioning	3 days	Mon 4/13/20	Wed 4/15/20
Conduct Future State Analysis	3 days	Mon 4/13/20	Wed 4/15/20
Conduct Staff Analysis	3 days	Mon 4/13/20	Wed 4/15/20
Develop Strategic Recommendations	4 days	Mon 4/13/20	Thu 4/16/20
Phase 3: Strategy	11 days	Mon 4/27/20	Mon 5/11/20
Develop Strategic Recommendations	3 days	Mon 4/27/20	Wed 4/29/20
Prioritize Strategic Recommendations	1 day	Mon 4/27/20	Mon 4/27/20
Develop IT Infrastructure Strategic Plan and Roadmap	10 days	Mon 4/27/20	Mon 5/11/20
Present IT Infrastructure Strategic Plan and Roadmap	1 day	Tue 5/12/20	Tue 5/12/20
Final Revisions (As Needed)	24 days	Wed 5/25/20	Mon 6/27/20

Throughout the project, Avèro will strive to maintain effective communication with the City's leadership. Figure 2 is a sample Project Status Report (PSR) utilized by Avèro on an IT Strategic Plan Project that took place from August - October 2020. The PSR summarizes what activities were completed during the previous reporting period, the development of any deliverables during that reporting period, activities scheduled for the upcoming reporting period, and any planned deliverables for the upcoming reporting period. A similar format will be utilized for effective communications during the City of Scranton project.

Figure 2 - Project Status Report

Current Reporting Period	Upcoming Reporting Period
August 17 - August 21	August 24 - August 28
<p>Project Activities Completed</p> <p>During the current reporting period, Avèro Advisors conducted current state discovery sessions with departmental directors and key personnel from the following County departments:</p> <ul style="list-style-type: none"> Accounts Payable Information Technology Payroll Purchasing County Executive Assistants Community Development Commissioner of the Revenue Treasurer's Office Economic Development Building & Grounds Landfill Sheriff <p>Along with these tasks, Avèro also started the current state assessment of the County's existing gaps in the network. A report is being prepared to identify current findings. The County Administrator, Project Manager, and members of the Executive Team are reviewing the report.</p>	<p>Planned Project Activities</p> <p>During the upcoming reporting period, Avèro Advisors will complete the current state discovery session interviews with remaining County Departments/stakeholders (e.g., Sheriff's Office, etc.). Avèro's technical team will also review the current state assessment report for both applications and devices on the network. The input from the County's IT team, Avèro's technical team, and Avèro's project manager will be used to develop a high-level IT Strategic Plan. The County's IT team will be working on the implementation of IT strategies. The County's IT team will be working on the implementation of IT strategies. The County's IT team will be working on the implementation of IT strategies.</p>
<p>Deliverables Developed</p> <ul style="list-style-type: none"> D2 - Current State Assessment (DRAFT) - IN-PROCESS D3 - IT Strategic Roadmap (DRAFT) - IN-PROCESS 	<p>Planned Deliverables</p> <ul style="list-style-type: none"> D2 - Current State Assessment Draft Report (COMPLETE) D3 - IT Strategic Roadmap Draft (IN-PROCESS) D4 - IT Strategic Plan Draft Report

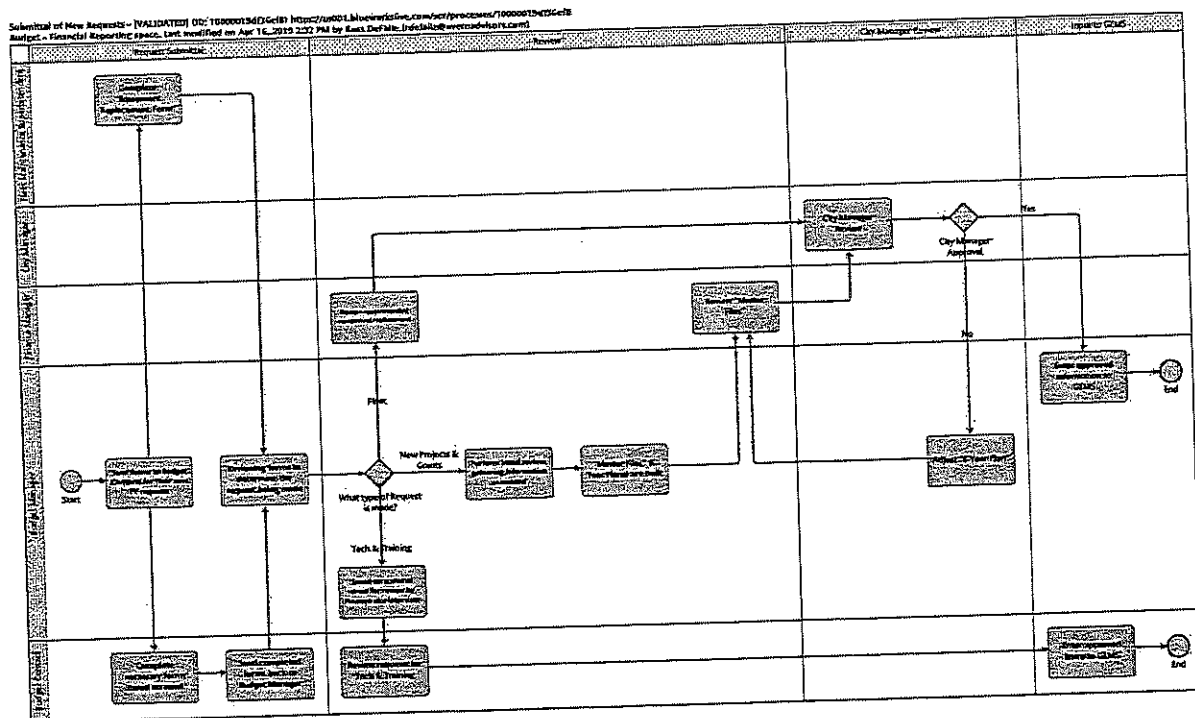


2. PRESENT AND APPROVE BPMN 2.0 TEMPLATE

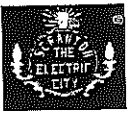
Before beginning mapping sessions, the project team will present our BPA approach and BPMN 2.0 template for review and approval. The model will be consistent and applied to all processes reviewed. We will customize the template to fit the needs of the project precisely. We will capture the interaction of City staff with the current system and capture specific issues and areas for improvement. At a minimum, the template will include a process summary, process map, visualization of integration of systems/technology, issues, areas for improvement, inputs, and outputs, and other desired categories as deemed necessary.

The following sample presents a "Swim Lane Workflow" process map, created in real time during interviews by using IBM BlueWorks Live. Each process is reflected using one or multiple vertical process milestones (critical sections, for instance, intake, plan review, inspection, and issuance). Each process participant has her own "Swim Lane" and process steps. Complex and related processes may be presented as embedded sub-processes on the same map for clarity. They can be collapsed or expanded based on the level of detail desired. Task numbers are added for precision and easier reference during discussions. This is a BPMN 2.0 format which can be used for both "AS-IS" and "TO-BE" Analysis.

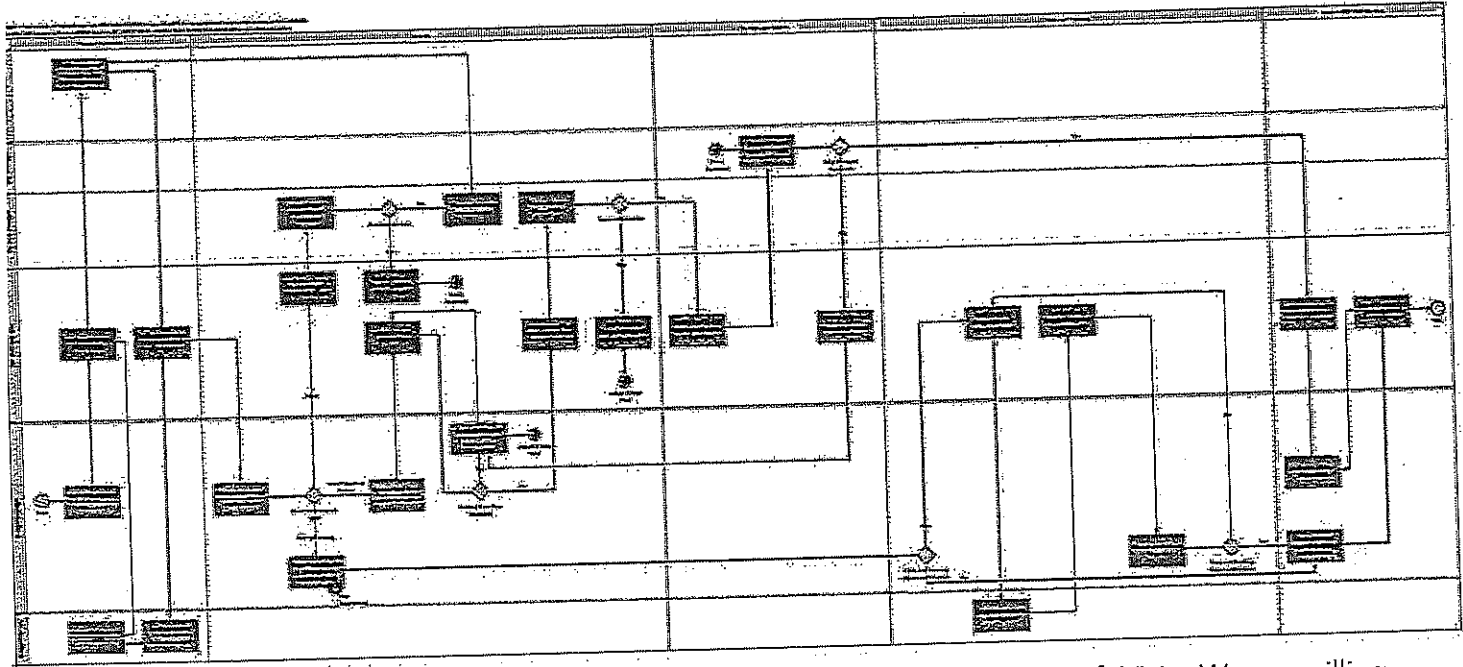
The following samples are from budgeting processes at the City of Maryville, TN. The first map shows the "As-Is" or current-state of the Budget - Submittal of New Requests process. This process map is presented in blue, indicating this process is done outside of Maryville's ERP system. The budget, and all preliminary budget documentation was developed in Excel and emailed between stakeholders for review and approval.



The following map shows an optimized Submittal of New Requests process. Avèro's team reengineered this process, along with many more across all departments, using best practices and our institutional knowledge pertaining to what modern ERP solutions offer. Green boxes



indicated that information is being entered directly into the future ERP solution and Orange boxes depict the automation a new solution will offer the City.



Avèro has extensive experience using IBM BlueWorks Live and Microsoft Vizio. We are willing to use the tool the City of Scranton prefers, whether that is IBM BWL or Vizio. Regardless of the tool, the City can expect accurate current-state processes and future-state processes optimized for OpenGov.

Deliverable 2: Approved Model/Template for Business Process Mapping

3. CONDUCT "TO-BE" VISIONING SESSION WITH LEADERSHIP

Avèro will meet with key stakeholders to understand the "TO-BE" Vision of the City. The project team will facilitate a session with the City of Scranton's project sponsors, including the executive team (e.g., City Manager, City Commission, and Departmental Directors) and other key stakeholders to understand specific expectations and goals for this significant initiative. We will seek to understand expected outcomes for resolving issues with touch points between departments, and ideas to facilitate data sharing across departments to better serve the citizens of Scranton. We will apply this perspective and expected targeted outcomes to steer the discussion and analysis, especially during the "TO-BE" process mapping portion of the project.



PHASE TWO: Business Process Analysis and Mapping

4. PROVIDE TRAINING FOR BUSINESS PROCESS MAPPING TOOLS

Avèro will provide dedicated training to selected City staff on the model/template for business process mapping model offered. We will train resources on how to use the template and be able to conduct similar business process analysis independently in the future. The new skills will be beneficial for continuous process improvement initiatives and succession planning for any business area.

Deliverable 3: Provide Training on Model/Template for Business Process Mapping

5. REVIEW AVAILABLE DOCUMENTATION

Avèro understands that there is little documentation available in support of the business processes listed for analysis and will not rely solely on that for our first background and preparation. Regardless of the limited amount of supporting documentation available, we may request to review any additional associated samples, if possible, such as:

- Completed Process Maps
- Reports
- Initial Business Process Descriptions
- Policies and Existing Standard Operating Procedures (SOPs)
- Key Performance Indicators
- Organizational Charts
- Service Satisfaction Surveys
- Service Contracts

6. CONDUCT "AS-IS" BUSINESS PROCESS MAPPING SESSIONS

During this step, the project team will conduct a series of in-person or virtual interviews and group sessions with selected staff members and business process owners, as designated by the City of Scranton's project sponsors, including the executive team (e.g., City Manager, City Commission, and Departmental Directors) and other key stakeholders.

Avèro's main objectives for this phase include:

- Map daily activities to business processes;
- Identify customer service improvements and easy wins;
- Diagram and document the processes;
- Identify inefficiencies in the processes, such as bottlenecks or duplications;
- Identify missing key business activities (KBAs) and essential controls;
- Determine undefined or ill-defined process ownership responsibilities;
- Identify insufficient or unsuitable key performance indicators
- Define inefficient access to data and/or poorly structured data

Our project team will develop and distribute interview questionnaires, assisting staff in preparing for our on-site meetings. Interview/group sessions will last between one and two hours, based on staff availability and complexity of the process analysis. These interviews will be intended to provide the project team with essential information related to internal and external workflows, communications, use of existing technology, process strengths, weaknesses, and opportunities for improvement. Our interview questions will focus on the following key areas:

- Existing processes, policies, procedures and associated documentation;
- Interrelationships between divisions/departments and activities in the workflow;
- Integration points and dependencies between internal and external processes in the workflow; and
- Current organizational structure and staffing.

Avèro understands that the subject of this initiative is for approximately 72 business process maps to review the 12 departments:

- Business Administration
- City Mayor's Office
- City Clerk
- Public Works Department
- Fire Department
- Human Resources Department
- Information Technology Department
- Licensing, Inspections and Permits Department
- Office of Economic and Community Development
- Parks
- Treasury Department
- Law Department

Where possible, we will attempt to consolidate interview topics and group sessions to discover and map end-to-end process flows. For example, we may schedule meetings with staff who perform different functions to map the lifecycle of an invoice (requestor, purchasing, accounts payable), doing so will allow staff to see past their function and look at the overall process.

Avèro will utilize the information provided during the in-person interviews/group sessions with City staff as a foundation to analyze and document "AS-IS" business processes. It is during this stage that Avèro will gain a deeper understanding of the different departmental processes and business rules. We will assess end-to-end processes to identify leading practices and potential deficiencies in the current business process standards.

7. REVIEW AND VALIDATE "AS-IS" BUSINESS PROCESS MAPS

Our project team will utilize an iterative approach for review and approval. This means that as we are done creating a draft process map and its process summary (including any system integrations, outside department interactions, etc.), we will submit the draft documents for review and approval to the City of Scranton's project sponsors, including the executive team (e.g., City Manager, City Commission, and Departmental Directors) and other key stakeholders. This provides for a more effective and efficient turnaround, leading to shorter project timelines. The project team will incorporate any feedback and suggestions provided and will include the approved documents as part of the Preliminary Business Process Mapping Report.

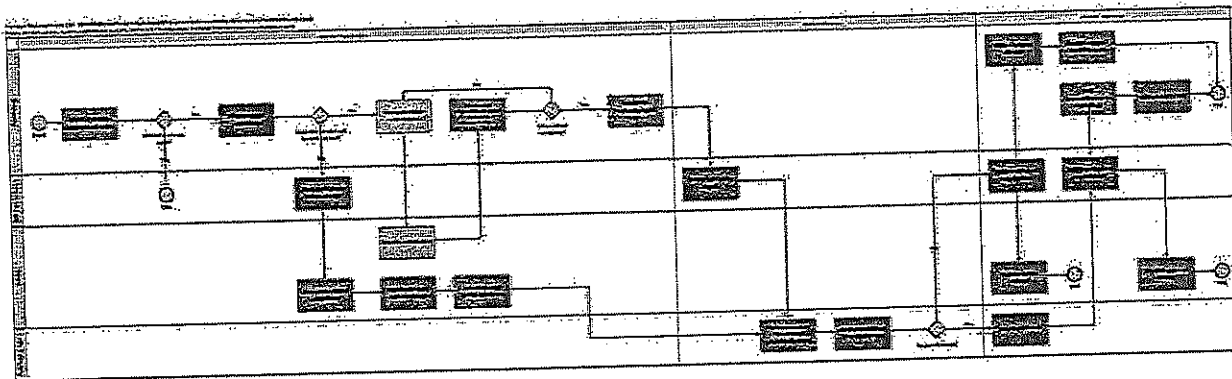
Deliverable 4: Completed & Validated "AS-IS" Business Process Maps

8. CONDUCT "TO-BE" VISIONING AND CREATE "TO-BE" PROCESS MAPS

The project team will apply the future vision and goals of the City of Scranton coupled with our expertise and latest best practices to develop the "TO-BE" versions of the business processes. We will use the same iterative approach for review and approve maps and supporting summary documentation. The key output of this stage will be used for the subsequent development of the non-proprietary business requirements matrix that the City may use as a tool to evaluate future proposed systems. Each reengineered workflow will be optimized to foster digital reviews and approvals, electronic notifications, and digital document retention, and greatly reduce the amount of hardcopy paper in circulation at the City of Scranton. The approved "TO-BE" process maps and supporting documentation will be included in the Preliminary Business Process Mapping Report.

The following is a sample "TO-BE" process map developed for the City of Maryville's purchasing department that depicts proposed changes to the "AS-IS" process, along with system changes and recommendations. This format allows the team and the process owners to look at proposed changes at a global level, rather than in an isolated manner.

Throughout this phase, Avèro is prepared to collaborate with OpenGov's implementation team to configure OpenGov's ERP platform to include the City's optimized "TO-BE" process maps. Avèro's project team will work with City staff to test workflows and certify they function as portrayed in the future-state process maps. Avèro's team will document any necessary revisions to ensure the maps and training material developed is accurate.



Deliverable 5: OpenGov Optimized "TO-BE" Process Maps



PHASE THREE: Final Process Mapping Report & Attachments

9. DEVELOP PRELIMINARY BUSINESS PROCESS MAPPING REPORT AND ATTACHMENTS

Utilizing the information gathered during the "AS-IS" and "TO-BE" mapping the project team will conduct a GAP analysis, and will review and assess current operating procedures, processes, and workflows to identify process improvements and system enhancements that will streamline methods of operations and achieve efficiencies. We will focus on bottlenecks, duplicate effort, manual activities and associated dataflow. We will identify where data is captured - in existing systems, spreadsheets, and paper format. We will apply our knowledge of industry best practices and experience in similar engagements to ensure compliance with industry standards of similar-sized leading City governments. Our findings and recommendations will be included together with all "AS-IS" and "TO-BE" maps as part of the Preliminary Business Process Mapping Report.

Deliverable 6: Preliminary Business Process Mapping Report & Attachments

10. INCORPORATE FEEDBACK AND FINALIZE BUSINESS PROCESS MAPPING REPORT

Avéro will hold a session where we will provide answers to questions, address any concerns, clarify the contents of the initial report. Our project team will then make any necessary revisions to the process maps, user guides and other attachments, and to the report's narrative. Once completed, our team will schedule time with key stakeholders, department heads, and City leadership to present the final Business Process Mapping Report.

11. PRESENT FINAL BUSINESS PROCESS MAPPING REPORT AND ATTACHMENTS

Avéro's project team will present the Final Business Process Mapping Report and Attachments to key stakeholders, department heads, and City leadership. This presentation will include, but not be limited to, the review of current-state business process maps, approved future-state business process maps, the inherit gaps between the two states and techniques to mitigate those gaps, a comprehensive business process manual, and digital map files for future reference and revision.

Deliverable 7: Final Business Process Mapping Report & Attachments

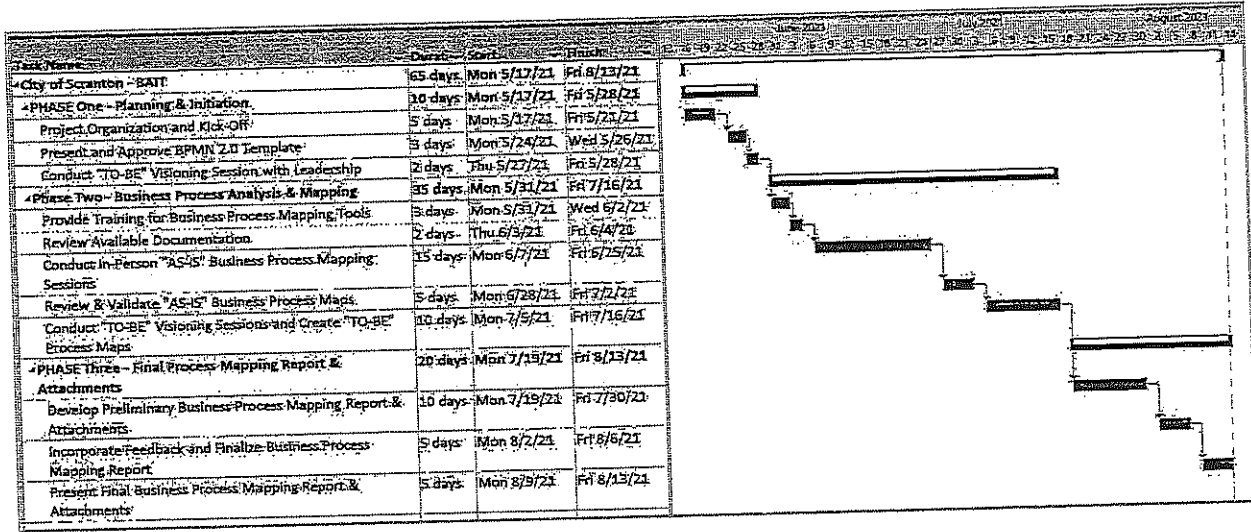


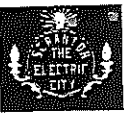
Project Timeline

Based upon our experience of Business Process Mapping with other government and public sector clients similar in scope to the City of Mequon, Avèro Advisors estimates a Project Timeline of ~3 months from notice to proceed.

The Project Work Plan for this engagement, as shown in **Figure 3**, illustrates the timeline with specific phases for all project activities.

Figure 3 - Project Timeline



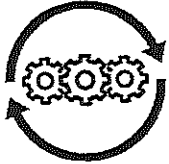


Experience

Company Profile

Avèro, LLC (dba Avèro Advisors) is an IT Modernization firm that guides municipalities and public sector clients to "*Rethink IT.*" Avèro focuses on helping our valued clients answer critical business questions through the strategic alignment of *People, Process, and Technology.* With a deep understanding of both the cloud era and traditional technology environments, Avèro strives to build smart organizations, which empower their employees to enrich the lives of those they serve.

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



Professional Services

- Quality Assurance & Control
- Validation & Verification
- Project Program Management
- IT Procurement Support
- Standard Operating Procedure
- Enterprise Software Selection
- Documentation | Training



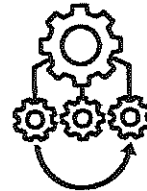
Application Support

- Requirements Definition
- Workflow Configuration
- Cloud | On-Premises Planning
- Database Administration
- Solicitation Management
- Vendor Management
- System Implementation



Analysis & Strategic Planning

- Cybersecurity Assessment
- Benchmarking & Best Practices Review
- IT & Organizational Analysis
- Business Process Re-engineering
- Fiber Network Mapping
- Strategic Roadmap Development



Infrastructure Support

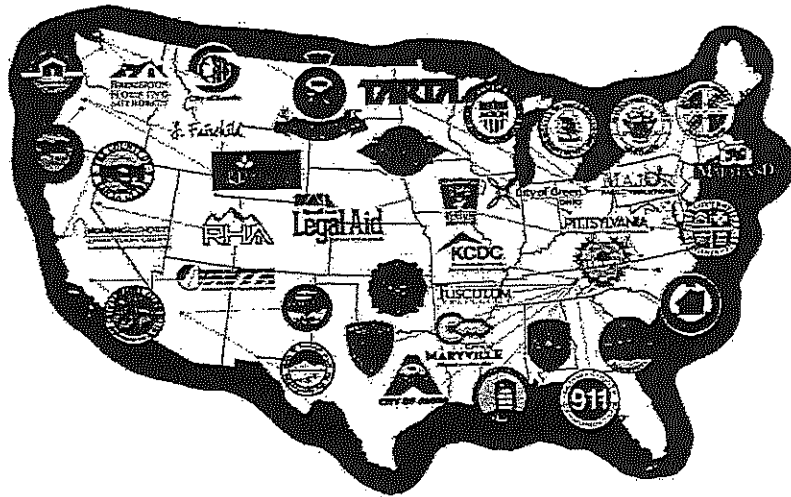
- Networking & Telecommunications
- Disaster Recovery Planning
- Configuration & Testing
- Fiber Optic Construction
- Vendor Management
- Change Management & Staff Training



Our experience grants us a unique perspective on inter-departmental interactions across organizations concerning business processes and statutory, regulatory, and discretionary analysis. Moreover, Avèro has extensive experience working with the various departments across each organization that interface with Information Technology.

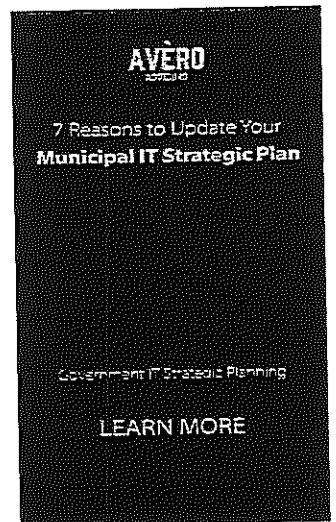
Avèro specializes in providing IT assessment services for national and international government and public sector agencies. Our Subject Matter Experts lead our team with more than 15 years of experience providing comprehensive IT infrastructure and organizational assessments, strategic planning, business process mapping & redesign, standard operating procedures, system selection & integration, and program/project management.

With 15+ years of public sector experience, Avèro's leadership team has provided IT strategic advisory services to numerous municipal government agencies across the country and successfully delivered the right results on time and within budget.



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

Additionally, Avèro was recognized as 2019's "Best Small Business" by the Blount County Chamber of Commerce, and we are certified as a "Great Place To Work®" based on feedback provided by 100% of our employees. Avèro's President also serves on the National Institute of Governmental Purchasing (NIGP) panel for cybersecurity.





References

Avèro Advisors has provided the following project summaries for projects completed with scopes related to the scope of the City of Scranton's Business Process Mapping initiative. These references specifically showcase Avèro's experience in developing business process maps and detail a successful track record of creating visual workflows to be used in system implementation for similar municipality clients:



CITY OF MARYVILLE, TN ERP ADVISORY SERVICES & BUSINESS PROCESS MAPPING

Contact Person:	Mr. Greg McClain, City Manager
Contact Information:	(865) 273-3401 gmcclain@maryville-tn.gov
Date of Services:	February 2018 - Ongoing
Project Description:	Avèro currently serves as the Executive Project Manager on a multi-year strategic plan for the City of Maryville, TN. One task on this plan was to replace the ERP system. Avèro developed a series of business process maps to visualize the workflow of the current ERP, "AS-IS," and the desired future-state of their ERP environment, "TO-BE." These process maps are provided in the tasks of the methodology as reference.



CITY OF CHARLOTTESVILLE, VA SYSTEM SELECTION SERVICES & BUSINESS PROCESS MAPPING

Contact Person:	Mr. Brian Haluska, Principal Planner
Contact Information:	(434) 970-3186 haluska@charlottesville.gov
Date of Services:	August 2018 - Ongoing
Project Description:	Avèro has served as the Project Manager to assess the current-state of the City's Neighborhood Development Services Department, Public Works Department, and the Parks & Recreation Department. Avèro developed a series of business process maps to aid in the procurement of the future Enterprise land Management (ELM) and Asset Management System (AMS) solutions. Avèro's team is also involved in the evaluation and implementation of the optimal enterprise solutions.



BLOUNT COUNTY, TN
IT ASSESSMENT & STRATEGIC PLAN,
ERP ADVISORY SERVICES

Contact Person:	Mr. Justin McClure, Assistant IT Director
Contact Information:	(865) 273-5730 jmcclure@blounttn.org
Date of Services:	February 2016 - Ongoing
Project Description:	<p>Avèro Advisors created a multi-year IT Modernization Strategy and Plan (ITMSP) for Blount County Government that is aimed at updating the County's IT infrastructure (hardware, software, processes, and policies). Avèro's team currently serves as the Executive Project Manager to guide the Blount County and its IT Department by implementing the ITMSP, including business process analysis & redesign, IT Risk Assessment, system requirements & RFP development, website redesign, network infrastructure upgrade, server virtualization, ERP system replacement, and Asset Management solution implementation. The County has achieved perfect audits throughout its five (5) years of IT modernization efforts.</p> <p>Avèro has developed workflow maps to be included in the procurement of their new ERP system, as well as network maps to visually display each node included in the network.</p>



Personnel

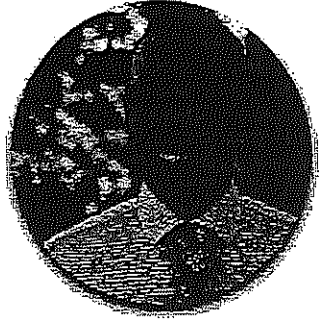
For this engagement, Avèro Advisors has put together the following team of qualified professionals who possess the knowledge and demonstrated expertise within IT business process mapping and process redesign disciplines including a Project Manager who will also serve as a single point of contact for the City.



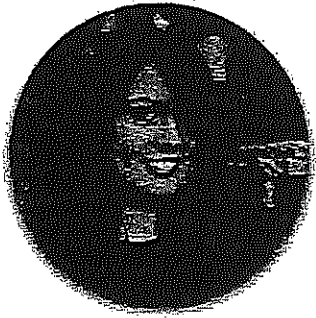
Abhijit Verekar | Project Executive, is a certified *Project Management Professional (PMP)* with 15 years of experience serving the public sector as an IT advisory professional. He has extensive experience leading IT and organizational modernization initiatives with State and Local government agencies across the United States. Over the years, he has helped his clients achieve significant efficiencies through IT strategic planning, cybersecurity, business process redesign, project management & implementation, and general advisory & stewardship when dealing with substantial organizational and technological changes (e.g., teleworking support to response to COVID-19 pandemic).



Andrew Hayes | Senior Manager, is a certified *Project Management Professional (PMP)* with Master's degrees in Business Administration (MBA) and Organizational Development (MOD). His experience includes 15 years of successfully leading Organizational Change Management and IT Modernization projects in the public, private, and nonprofit market sectors. He employs an appreciative approach to consulting that facilitates the identification, prioritization, and resolution of critical challenges, whether People, Process or Technology-driven. He creates value by establishing collaborative, cross-functional partnerships that focus on organizational strengths and continuous improvement opportunities.



Ross DeFalle | Project Manager possesses a reliable research professional with a Master of Business Administration (MBA) in Marketing focus. With a demonstrated history of working in the Information Technology and Services industry, he provides the subject matter expertise on IT & organizational infrastructure analysis, business process redesign & mapping, requirements analysis & development, project/program management, strategic planning, and management/mentorship for a variety of public sector organizations (e.g., Law Enforcement, Public Safety, Finance, HR, Utilities & Public Works). He has provided project management and advisory services on various enterprise systems (e.g., ERP, Land Management, and Records/Document Management) for local municipalities and public sector entities, such as Union County, City of Maryville, and Reno Housing Authority.



Sarah Quesenberry | Business Analyst completed her Bachelor of Science in Computer Science from the East Tennessee State University. She was engaged in providing Blount County (TN) with technical support on the implementation of ERP installation and managed the redeployment of content management software (Laserfiche), along with the modernization of computer upgrades, County-wide. Ms. Quesenberry is currently part of the project team to provide technology consulting services to plan for and acquire a document management system at the Reno Housing Authority, NV.



AVEROADVISORS.COM

ABHIJIT "AV" VEREKAR

Project Executive

865.415.3848

AV@AVEROADVISORS.COM

PROFILE

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

SELECT EXPERIENCE

EDUCATION

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

KEY SKILLS

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

SELECT CLIENTS

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

Blount County, TN - IT Modernization Program, Project Management & Support Services

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

City of Maryville, TN - IT Assessment, Business Process Analysis, ERP Planning Services

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

Union County, NC - IT Infrastructure Evaluation & Staffing Analysis

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

City of Maricopa, AZ - Information Technology Assessment

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

Pittsylvania County, VA - Information Technology Strategic Plan

Gathered technical data from interactive sessions with Pittsylvania County's IT Department and analyzed the current IT environment (hardware, software, systems, server, network security). Develop IT strategic recommendations to mitigate existing (and potential) gaps and support the County's business needs in its IT efforts to provide a better quality of service to its citizens in the next 3 years.

Legal Aid of Nebraska - Integrated Technology Consultant

Conducted discovery & visioning sessions with approximately 32 key stakeholders to evaluate Legal Aid's current technology landscape. Conducted a SWOT analysis to identify existing and potential gaps and opportunities for improvement regarding infrastructure and organizational structure. Developed a long-term integrated technology plan for resolving gaps and optimizing operations related to expanding access.



AVEROADVISORS.COM

ANDREW HAYES

Senior Manager

865.415.3848

AHAYES@AVEROADVISORS.COM

PROFILE

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

SELECT EXPERIENCE

City of Maryville, TN - *IT Assessment, Business Process Analysis, ERP Planning Services*

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

City of Maricopa, AZ - *Information Technology Assessment*

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

City of Macedonia, OH - *Information Technology Modernization Plan*

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

City of Alcoa, TN - *Information Technology Strategic Plan*

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

Union County, NC - *IT Infrastructure Evaluation & Staffing Analysis*

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

Pittsylvania County, VA - *Information Technology Strategic Plan*

Gathered technical data from interactive sessions with Pittsylvania County's IT Department and analyzed the current IT environment (hardware, software, systems, server, network security). Develop IT strategic recommendations to mitigate existing (and potential) gaps and support the County's business needs in its IT efforts to provide a better quality of service to its citizens in the next 3 years.

EDUCATION

- PMP (Certification No. 1239835)
Project Management Institute
- MBA, *Business Administration*
Case Western Reserve University
(Cleveland, OH)
- Master of Organizational
Development
Case Western Reserve University
(Cleveland, OH)
- Bachelor of Science
Business Administration
University of Akron (Akron, OH)

KEY SKILLS

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

SELECT CLIENTS

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



AVEROADVISORS.COM

ROSS DEFALLE

Project Manager

865.415.3848

RDEFALLE@AVEROADVISORS.COM

PROFILE

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

SELECT EXPERIENCE

Union County, NC - *IT Infrastructure Evaluation & Staffing Analysis*

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

Pittsylvania County, VA - *Information Technology Strategic Plan*

Gathered technical data from interactive sessions with Pittsylvania County's IT Department and analyzed the current IT environment (hardware, software, systems, server, network security). Develop IT strategic recommendations to mitigate existing (and potential) gaps and support the County's business needs in its IT efforts to provide a better quality of service to its citizens in the next 3 years.

Legal Aid of Nebraska - *Integrated Technology Consultant*

Conducted discovery & visioning sessions with approximately 32 key stakeholders to evaluate Legal Aid's current technology landscape. Conducted a SWOT analysis to identify existing and potential gaps and opportunities for improvement regarding infrastructure and organizational structure. Developed a long-term integrated technology plan for resolving gaps and optimizing operations related to expanding access.

Knoxville's Community Development Corporation (KCDC), TN - *IT Division Review Services*

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

City of Alcoa, TN - *Information Technology Strategic Plan*

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

City of Maricopa, AZ - *Information Technology Modernization Plan*

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

EDUCATION

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

KEY SKILLS

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

SELECT CLIENTS

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



SARAH QUESENBERRY

Business Analyst

AVEROADVISORS.COM

865.415.3848

SQUESENBERRY@AVEROADVISORS.COM

PROFILE

Information Technology Consultant with 5 years' experience equipped with proficiency in Computing and Software design. Expertise in research and implementation of practical software to decrease downtime and increase productivity, efficiency, and customer satisfaction.

EDUCATION

- Bachelor of Science, Computer Science
East Tennessee State University (Johnson City, TN)

KEY SKILLS

- Hardware Support
- Operating System Support
- Operations Support
- Data Gathering & Analysis
- Requirements Definition
- System Evaluation
- System Implementation

SELECT CLIENTS

- Reno Housing Authority, NV
- Santa Clara County Housing Authority, CA
- Blount County, TN
- Pittsylvania County, VA
- Union County, NC

SELECT EXPERIENCE

Reno Housing Authority, NV - Consultant for Implementation of EDMS

Analyzed the current state of operations to determine system requirements and functionality for the future Electronic Document Management System (EDMS). Assisted in requirements gathering, requirements definition in the form of a Requirements Traceability Matrix, RFP Development, vendor evaluation, and contract negotiation.

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

Provided IT Project Management services for various concurrent Emphasys Elite related projects. Gathered feedback from SCCHA staff and other public housing authorities regarding the Emphasys Elite hosted solution. Developed a cybersecurity assessment report to document risks and potential threats.

Blount County, TN - IT Modernization Program, Project Management & Support Services

Provided technical support on the implementation of ERP installation. Collaborated with County staff to manage the redeployment of content management software and develop business processes to streamline workflow and increase efficiency. Managed the migration of animal center data location and software provider. Lead the modernization of computer upgrades County-wide, including new computer recommendations, modifications, and image development. Successfully encouraged better vendor relations to improve customer satisfaction and decrease downtime.

Pittsylvania County, VA - Information Technology Strategic Plan

Analyzed and implemented the redeployment of existing content management software and the development of business processes to streamline workflow and increase efficiency. Collaborated with the County's IT staff to establish better vendor relations.

Union County, NC - IT Policies & Procedure Manual Development

Assessed the current state of IT infrastructure & staffing and identified industry best practices for each functional area of IT services. Developed a new IT policies & procedures manual, which served as an employee guide to the terms and conditions of IT services and infrastructure.



Cost and Price Proposal

The estimated Investment Summary for this Scope of Work was developed using the following hourly rate schedule, as shown. Any additional work performed outside of this proposed scope will be billed at these rates, with prior written permission from the City of Scranton.

Hourly Rate Scale

Project Team Role	Hourly Rate
Project Executive	\$225
Senior Manager	\$200
Project Manager	\$180
Business Analyst	\$160

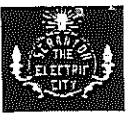
Based on the scope of work presented, Avèro Advisors proposes an estimated investment of **\$113,487** (which includes all fees, labor, and new client discount) for the Business Analyst for Information Technology Implementation at the City of Scranton. Avèro remains flexible in our approach and welcomes any feedback for modifications that the City of Scranton may deem necessary. Any additional work performed outside the scope of this proposal will be billed at the rates outlined above, with prior written permission from the City of Scranton.

City of Scranton Business Analyst for Information Technology Implementation	Project Executive	Senior Manager	Project Manager	Business Analyst	Hourly Rate
	\$225	\$200	\$180	\$160	
	20	104	196	368	Total Hours
	Hours	Hours	Hours	Hours	
PHASE ONE - PLANNING & INITIATION	4	12	24	32	\$12,740
Project Organization and Kick-Off	2	4	8	12	\$4,610
Present and Approve BPMN 2.0 Template	0	4	8	12	\$4,160
Conduct "TO-BE" Visioning Session with Leadership	2	4	8	8	\$3,970
PHASE TWO - BUSINESS PROCESS ANALYSIS & MAPPING	6	56	116	240	\$71,830
Provide Training for Business Process Mapping Tools	0	4	12	16	\$5,520
Review Available Documentation	0	4	8	16	\$4,800
Conduct In-Person "AS-IS" Business Process Mapping Sessions	0	16	32	64	\$19,200
Review and Validate "AS-IS" Business Process Maps	2	16	32	64	\$19,650
Conduct "TO-BE" Visioning Sessions and Create "TO-BE" Process Maps	4	16	32	88	\$22,680
PHASE THREE - FINAL PROCESS MAPPING REPORT & ATTACHMENTS	10	36	56	96	\$34,890
Develop Preliminary Business Process Mapping Report & Attachments	4	16	24	40	\$14,820
Incorporate Feedback and Finalize Business Process Mapping Report	2	4	8	16	\$5,250
Present Final Business Process Mapping Report and Attachments	4	16	24	40	\$14,820
				Total	\$119,460
				5% New Client Discount	(\$5,973)
				Not to Exceed	\$113,487

The estimated project cost for the **Business Analyst for Information Technology Implementation** Project is as follows:

Assumptions:

- Estimated Project Cost of **\$113,487** is a Not-To-Exceed amount for the proposed scope of work.
- Actual Project Hours will be billed on a Time and Material basis.
- Project Invoices will be submitted monthly.



Relationship

Avèro denotes no relationships between Avèro's principles or assigned staff and officials of the City of Scranton.

Addenda Information

This section provides the following information:

- Attachment A - Affirmative Action Certificate
- Attachment B - Certificate of Non-Segregated Facilities
- Attachment C - Non-Collision Affidavit of Prime Bidder
- Attachment D - Disclosure by Current Contractors Forms

The following Affidavits required by the City of Scranton are attached herein.

Attachment A. Affirmative Action Certification

During the term of this contract, Bidder agrees as follows:

- (1) Bidder shall not discriminate against any employee, applicant for employment, independent contractor or any other person because of race, color, religious creed, ancestry, national origin, age, sex or handicap. Bidder shall take affirmative action to insure that applicants are employed, and that employees or agents are treated during employment, without regard to their race, color, religious creed, ancestry, national origin, age, sex or handicap. Such affirmative action shall include, but is not limited to the following: employment, upgrading, demotion or transfer; recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. Bidder shall post in conspicuous places, available to employees, agents, applicants for employment, and other persons, a notice to be provided by the contracting agency setting forth the provision of this affirmative action certification.
- (2) Bidder shall, in advertisements or requests for employment placed by it or on its behalf, state all qualified applicants will receive consideration for employment without regard to race, color, religious creed, ancestry, national origin, age, sex or handicap.
- (3) Bidder shall send each labor union or workers' representative with which it has a collective bargaining agreement to other contract or understanding, a notice advising said labor union or worker's representative of its commitment to this affirmative action certification. Similar notice shall be sent to every other source of recruitment regularly utilized by bidder.
- (4) It shall be no defense to a finding of noncompliance with this affirmative action certification that bidder has delegated some of its employment practices to any union, training program, or other source of recruitment which prevents it from meeting its obligations. However, if the evidence indicates that the bidder was not on notice of the third-party discrimination or made a good faith effort to correct it, such a factor shall be considered in mitigation in determining appropriate sanctions.
- (5) Where the practices of a union or of any training program or other source of recruitment will result in the exclusion of minority group persons, so bidder will be unable to meet its obligations under this affirmative action certification, bidder shall then employ and fill vacancies through other affirmative action employment procedures.
- (6) Bidder shall comply with all state and federal laws prohibiting discrimination in hiring or employment opportunities. In the event of bidder's noncompliance with affirmative action certification of this contract or with any such laws, this contract may be terminated or suspended, in whole or in

part, and bidder may be declared temporarily ineligible for further City of Scranton contracts, and other sanctions may be imposed and remedies invoked.

- (7) Bidder shall furnish all necessary employment documents and records to, and permit access to its books, records, and accounts by, the City of Scranton Department of Business Administration, for purposes of investigation to ascertain Compliance with the provision of this certification. If bidder does not possess documents or records reflecting the necessary information requested, it shall furnish such information on reporting forms supplied by the City of Scranton Department of Business Administration.
- (8) Bidder shall actively recruit minority subcontractors or subcontractors with substantial minority representation among their employees.
- (9) Bidder shall include the provisions of this affirmative action certification in every subcontract, so that such provisions will be binding upon each subcontractor.
- (10) Bidder's obligations under this clause are limited to the bidder's facilities within Pennsylvania, or where the contract is for purchase of goods manufactured outside of Pennsylvania, the facilities at which such goods are actually produced.

DATE: 4/26/2021

Avèro Advisors

(Name of Bidder)

BY Abhijit Verekar

TITLE President

Attachment B. Certificate of Non-Segregated Facilities

The bidder certifies that he does not maintain or provide for his employees and segregated facilities at any of his establishments, and that he does not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The Bidder certifies further that he will not maintain or provide for his employees any segregated facilities at any of his establishments, and that he does not permit his employees to perform their services at any location under his control where segregated facilities are maintained. The Bidder agrees that a breach of this certification will be a violation of the Equal opportunity clause in any contract resulting from acceptance of his bid. As used in this certification, the term "segregated Facilities," means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing directive or are in fact segregated on the basis of race, color, religion, or national origin, because of habit, local custom, or otherwise. The Bidder agrees that (except where he has obtained identical certifications from proposal sub-contractors for specific time periods) he will obtain identical certifications from proposed sub-contractors prior to the award of sub-contracts exceeding \$10,000 which are not exempt from the provisions of the Equal Opportunity clause, and that he will retain such certification in his files.

NOTE: The penalty for making false statements in offers is prescribed in 18 U.S.C. §1001.

DATE: 4/26/2021

Avèro Advisors

(Name of Bidder)

BY Abhijit Verekar

TITLE President

Attachment C. Non-Collusion Affidavit of Prime Bidder

STATE OF TENNESSEE

COUNTY OF BLOUNT

Abhijit Verekar, being

first duly sworn, deposes and says that:

1. He is Owner
(Owner, partner, officer, representative or agent)

of Avèro Advisors, the Bidder that has
submitted the bid;

2. He is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;
3. Such Bid is genuine and is not a collusive or sham Bid;
4. Neither the said Bidder nor any of its officers, partners, owners, agents, Representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, or to Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Scranton (Local Public Agency) or any person interested in the proposed Contract; and;
5. The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the bidder or any of its agents, representatives, owners, employees or parties in interest, including this affiant.

D. Disclosures by Current Contractors

List of Municipal Officials

Mayor of Scranton
Scranton City Councilpersons
Scranton Controller
Scranton Tax Collector

1. Provide the names and titles of all individuals providing professional services to the City including advisors and subcontractors, if any. After each name, please provide the responsibilities of that person with regard to the professional services provided to the City of Scranton.
 - List the names of any of the above individuals who are current or former officials or employees of the City of Scranton and their position;
 - List the names of any of the above individuals who has been a registered federal or state lobbyist and the date of the most recent renewal/registration.
2. Since January 1, 2015, have any of the individuals identified in paragraph two above been employed by the City of Scranton. If yes, please identify the individual by his/her name and position with the City of Scranton and dates of employment.
3. Since January 1, 2015, has the Contractor employed paid compensation to a third party intermediary, agent, or lobbyist to directly or indirectly communicate with any individual on the list of municipal officials in connection with any transaction or investment involving the Contractor and the City of Scranton. This question does not apply to any officer or employee of the Contractor who is acting within the scope of the Contractor's standard professional duties on behalf of the Contractor including the actual provision of legal, accounting, engineering, real estate, or other professional advice, services or assistance pursuant to its professional services contract with the City of Scranton.
4. Since January 1, 2015 has any agent, officer, director, or employee of the Contractor solicited a third party to make a political contribution to any municipal official or candidate for municipal office in the City of Scranton or to the political party or political committee for whom the solicitation was made. If yes, please identify the agent, officer, director, or employee who made the solicitation; the individual or individuals who were solicited, and the municipal officers, candidates, political party, or political committee for whom the solicitation was made.
5. Since January 1, 2015, has the contractor, officer, director, executive-level employee, or owner of at least five percent (5%) of the company made any contribution to a municipal official or candidate for municipal office in the City of Scranton. If yes, please identify the recipient, the amount, and the date of the contribution.
6. Does the Contractor have a direct financial, commercial, or business relationships with any individual on the List of Municipal Officials. With regard to every municipal official for which the answer is yes, identify that individual and provide a detailed written description of that relationship.
7. Since January 1, 2015, has the Contractor, officer, director, executive-level employee, or owner of at least five percent (5%) of the company conferred any gift of more than nominal value to any

individual on the list of Municipal Officials. A gift includes money, services, loans, travel, and entertainment, at value or discounted value. With regard to every municipal official for which the answer is yes, identify the recipient, the gift, and the date it was conferred.

8. Regarding the provision of professional services to the City of Scranton, are you aware of any conflicts of interest, whether apparent, potential, or actual, with respect to any officer, director, or employee of the Contractor and officials or employees of the City of Scranton. If yes, please provide a detailed written explanation of the circumstances which you believe provide a basis to conclude that an apparent, potential, or actual conflict of interest may exist.

9. Please provide the name(s) and person(s) completing this form. One of the individuals identified by the Contractor in paragraph two must participate in completing this form and must sign the verification statement below.

VERIFICATION

I, Abhijit Verekar, hereby state that I am the owner of

Avèro Advisors and that I am authorized to make this verification.

I verify that the facts set forth herein for entities providing professional services to the City of Scranton are true and correct to the best of my knowledge, information, and belief. I understand that false statements herein are made subject to penalties of 18 P.A.C.S section 4904 relating to unsworn falsification to authorities.

Signed:

Abhijit Verekar

Date: 4/26/2021