



A PROPOSAL FOR

Enterprise Asset Management System (EAMS) Needs Assessment and RFP Development

FOR THE CITY OF BLAINE

June 10th, 2022

1801-101st Ave NE
Blaine, MN 55449



Re: Proposal for Enterprise Asset Management System (EAMS) Needs Assessment and RFP Development

Dear Selection Committee,

On behalf of WSB, thank you for this opportunity to submit our proposal to develop an Enterprise Asset Management System (EAMS) Needs Assessment and RFP Development. This plan will set the strategic vision and provide a road map for the city to implement an Enterprise Asset Management System (EAMS) that supports sustainable, data driven asset management that is aligned with other departments and divisions throughout the city. WSB is the team of choice for the following reasons:

Experience | Our broad experience as both a consultant and as an asset owner will efficiently guide the city through this process and provide a clear path to successfully implementing an EAMS. Our team of asset management experts, public works operations leaders and technologists have worked for and with cities in Minnesota at a level that is unmatched by other firms. This experience will provide the perspective and depth needed to successfully complete this challenging and exciting project.

Broad Background in Technology | Our vendor agnostic team has worked with numerous Enterprise Asset Management Systems (EAMS) in a diverse set of organizations. This means that the actions we will take in this project are done with a clear understanding of the city's next steps, streamlining implementation, and reducing risk. Our team also includes technologists who understand the perspective of the OTC and how this can fit into the city's larger technology goals.

Local Firm, National Expertise | WSB works with a national client base from our Twin Cities headquarters. We have deep ties to the MN asset management and public works communities that we will leverage throughout this project. Needs assessments are personal, collaborative exercises and in person meetings are essential. Our team also includes national asset management experts with an extensive resume of large AM needs assessments and implementations.

Thank you for this opportunity to propose on this project. If you have any questions on our qualifications or availability, please contact Shannon or John using the contact information below.

Sincerely,
WSB

A handwritten signature in black ink, appearing to read "Shannon McGrath".

Shannon McGrath
Director of Asset Management, Project Manager
651.492.9291, smcgrath@wsbeng.com

A handwritten signature in black ink, appearing to read "John Mackiewicz".

John Mackiewicz
Vice President of Technology, Principal
651.295.9290, jmackiewicz@wsbeng.com



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Firm Overview



Forge ahead.

WSB is a design and consulting firm specializing in engineering, asset management, community planning, environmental, and construction services. Together, our staff improves the way people engage with communities, transportation, infrastructure, energy, and our environment. We offer services that seamlessly integrate planning, design and implementation.

We share a vision to connect your dreams for tomorrow to the needs of today—the future is ours for the making.

650+
STAFF

30+
SERVICE AREAS

15
OFFICES

5
STATES

Alternative Project Delivery | Biogas | Bridges & Structures | City Engineering | Community Planning | Constructability Review | Construction Materials Testing & Special Inspection | Contractor Modeling | Drinking Water | Economic Development | Environmental Compliance | Geohazard Risk Management | Geospatial | Geotechnical Engineering | GIS Services | Grants & Funding | Health & Safety Compliance | Intelligent Transportation Systems | Investigation & Remediation | Land Development | Landscape Architecture | Managed Services | Natural Resources | Pavement Management | Pipeline | Project Management & Construction Administration | Public Engagement | Public Works Management | Right of Way | Roadway Design | Smart Cities | Solar | Survey | Technology Solutions | Traffic Engineering | Transit Planning | Transportation Planning | Urban Design | Vibration Monitoring | Visualizations | Water Resources | Water Reuse | Wind



Statement of the Proposal

Project Understanding

The City of Blaine (the City) has shown a commitment to asset management by investing in asset management software (PubWorks), dedicating asset management positions to advance the practice, sending staff to networking and training opportunities, maintaining a high level of data completeness and accuracy, and communicating benefits to staff at all levels of the organization. The City has continued this commitment by recognizing the value of further expanding and advancing its enterprise approach to asset management. Currently, there are over 70 users of PubWorks, and the city desires to increase the number of users in a future EAMS with integration of additional departments and divisions.

The City is seeking a qualified firm to conduct an asset management needs assessment and develop a request for proposals (RFP) for the purchase of an Enterprise Asset Management System (EAMS) to serve the current and projected needs of the City. The population of Blaine has had steady growth and forecasts a continued growth. **WSB understands the importance of considering additional needs to keep up with this growth while aligning this work with the city's vision and mission.**

VISION STATEMENT

Blaine is where residents want to call home, businesses thrive, and visitors choose to stay. Boosted by its natural beauty and vibrant community, Blaine is more than a city, it is a destination.

MISSION STATEMENT

Deliver exceptional public services with the highest degree of professionalism and accountability.

Through this project, the City will need to develop an enterprise approach to asset management and complete a comprehensive needs assessment. The City currently uses PubWorks as the asset management software for several departments and divisions including:

- IT
- GIS
- Water, Stormwater
- Sanitary Sewer
- Streets
- Parks Maintenance
- Parks & Recreation
- Forestry
- Facilities Management

Additionally, the needs of several additional departments and divisions will need to be identified as part of this project, including:

- Fleet Maintenance
- Sign shop
- Finance, Engineering
- Communications
- Community Standards
- Code Enforcement
- Community Development
- Utility Billing
- Building Inspections
- Police



Before choosing a new EAMS, it is important to assess what is currently working for the City as well as opportunities for improvement. The city desires more coordination amongst departments and divisions, consolidation and integration of existing software systems, and a consultant to drive this process to allow staff to focus on existing responsibilities. It has been identified that there are several areas where PubWorks is lacking capabilities including:

- Support for mobile mapping
- The ability to effectively manage Work Orders (WO) using mobile devices
- The lack of robust, sustainable GIS integration
- Ineffective playground and building inspections
- Financial modeling capabilities
- The ability to generate analysis to communicate funding needs to leadership



WSB is not a partner of an any Asset Management software vendor and currently works with clients of all sizes who leverage different vendors. This will provide the city with an informed, impartial, and comprehensive review of EAM system needs.



Once the needs assessment is done, the City will need to document the technical and process requirements for inclusion in the RFP. In addition to the RFP, the City will also require detailed information regarding how to review, interview and select a vendor.

To achieve this objective, it is beneficial for the City to partner with an unbiased firm that has a deep understanding of EAMS and effective strategies similar Cities have used to succeed with EAMS.

To effectively lead this project, the firm will need the technical and operational experience to conduct a needs assessment and inform the development of an RFP. WSB commits to serving these needs and understands that there is additional support the City may desire. WSB will work with project leadership to determine if additional services shall be added to the scope to further benefit the results of this project.

ADDITIONAL OPTIONAL TASKS THAT THE CITY HAS IDENTIFIED INCLUDE:

- Participation in the scoring, selection, and implementation of the software.
- Creation of communication materials to stakeholders such as the city Council
- Development of training materials for users of the new EAMS
- Providing additional analysis on consolidation and/or integration of other existing software

Alignment between city-wide objectives, departmental goals and functional requirements will be a key part of this project. The city's stated objectives are:



**ALIGN THE PROCESS
WITH THE CITY'S
STRATEGIC PLAN**



**ACHIEVE GREATER
ALIGNMENT IN
BUSINESS PROCESSES**



**PREVENT DUPLICATION
OF EFFORT**

Approach

For this project we will leverage our multi-disciplinary team of Asset Management experts, Public Works leaders, technologists, and Business Analysts (BAs) as well as our experience working with government in MN. This will provide the city a 360-degree view of Enterprise Asset Management (EAM) and Enterprise Asset Management Systems (EAMS). Our multi-disciplinary team will accelerate implementation, reduce risk, minimize errors, and speed adoption as well as align EAM with other stakeholders.

Our proven process is based on listening to the City's needs and then empowering City staff with the knowledge and tools they need for long-term success.

We will begin by formalizing the City's vision for Work Order (WO) and Asset Management (AM). This will help our team understand the city's current vision, refine the vision as needed and align the requirements gathering portion of this project to the vision. We will then hold focused informational sessions to build a foundational understanding of EAMS across all departments and divisions. The information from the requirements analysis will then be synthesized, reviewed with the leadership team, and benchmarked to identify the asset management maturity and readiness of business lines for EAM.



WSB will then consolidate the information from the meetings into a Needs Assessment and develop a road map for Blaine to implement an EAMS including. This will include critical tasks to complete before, during and after the actual software implementation.

Based on Blaine's specific needs, WSB will then leverage our experience working with similar Cities to provide a short list of 3-5 vendors for consideration. While the RFP will be open to all vendors, engaging While the RFP will be open to all vendors, engaging with select vendors before the RFP will allow the City to identify what they like about the solutions and include that info in their RFP.

WSB will then work with the City to write and issue the RFP. Our plan also includes optional tasks to assist the City during the selection process and during implementation.

DELIVERY:

THIS PROJECT WILL GATHER AND ANALYZE A SIGNIFICANT AMOUNT OF DETAILED INFORMATION. THIS INFORMATION WILL BE DELIVERED TO THE CITY SO THAT IT PROVIDES:

- 1 Requirements that flow directly into the RFP
- 2 Clear direction on future direction and EAM systems to consider
- 3 Budgets and timelines
- 4 A roadmap for actionable next steps
- 5 A final EAMS RFP
- 6 Vendor Interview Scripts and Scoring



In the following sections, you will find specifics about how we will complete this project and how we will successfully help the City of Blaine achieve the goals stated in the RFP.

TASK 1:

Project Management

Our proven, flexible approach to conducting needs assessments is integrated with a project management process built to provide effective day-to-day management of the overall work program, facilitate effective communication, and provide project coordination to ensure that the project is successfully completed on time, within budget and with high quality. We will kick off the project by meeting with the City of Blaine's project leadership team to identify project communication channels, adjust the work plan, and develop a risk management plan. We will also review the city's EAM vision and develop an action plan for Task 2. As the project progresses, our project management team will facilitate quality reviews and prepare monthly project progress reports and invoices. WSB stresses the following key factors for successful project management and will apply them to this project:

- Clear and open communications
- Effective issue resolution
- Scope management
- Budget and schedule management
- Facilitation of decisions/ approvals
- Quality control
- Risk assessment
- Thorough documentation

Our approach includes complying with any reporting, invoicing or communication standards that exist at the city.

Deliverables: Project Work Plan, Risk Management Plan

TASK 2:

Develop Strategic EAM Vision and Objectives

Our project process focuses on aligning line of business objectives and metrics with overall enterprise vision. To achieve top to bottom alignment we will begin by working with the city project leadership team to define asset management and understand the city's EAM vision. Once this is complete, we will lead business leaders through a visioning exercise to develop an EAM vision for Blaine. During this task we will work with key departmental stakeholders to define strategic enterprise goals, objectives, needs, and the metrics that will be used to define success. Techniques will include brainstorming, white boarding, demonstrations, and risk management exercises.

The City has already formed a multi-disciplinary leadership team that includes leaders from Asset Management, Finance, Fire/Facilities, GIS and IT for this project. Working with this team, WSB will form a common, foundational knowledge of Asset Management across the departments and divisions who will participate in this project. This will serve as the basis for the rest of this project.

Deliverables: EAM definition, vision, and objectives

TASK 3: Needs Assessment

TASK 3.1: ASSESSMENT PLANNING

Once the high level vision and objectives are built, WSB will work with project leadership to determine which staff should participate in the needs assessment. Needs assessment meetings will be 30 - 90 minute meetings focused on individual departments and divisions aimed at assessing group needs and connections to other departments and divisions at the City.

TASK 3.2: REVIEW OF MATERIALS/SURVEYS

WSB will review materials from the city that may be relevant to the city's asset management practices, including documents such as the city's strategic plan and other existing EAMS documentation. The intent is to take advantage of any insights already included in these documents and to reduce time and effort from the city to explain existing information.

WSB will also develop surveys and other pre-meeting materials that will be provided to staff before the interviews occur to streamline the process and make efficient use of staff time.

TASK 3.3: INTERVIEWS WITH KEY STAKEHOLDERS

WSB will interview all departments and divisions about the agency's work order and asset management practices. These interviews will assess the perceived strengths, weaknesses, and gaps in business process. These interviews will also identify system architecture requirements for a future EAMS.

Deliverables: Needs Assessment documentation with process, detailed notes, and outcomes.



TASK 3.4: CONDUCT IN-PERSON, REAL-TIME SELF-ASSESSMENT

WSB will schedule and facilitate a half-day workshop with city staff. The workshop will be interactive in sharing interview results and WSB will facilitate discussions around key topic areas. The intent is to engage across city departments and divisions to get a cross-section of the staff to candidly discuss the strengths, weaknesses and gaps that need to be closed to improve asset management. The workshop result will produce a consensus of key EAMS needs.

WSB will also use this time to identify risks to the successful implementation of the EAMS.

TASK 3.5: DRAFT NEEDS ASSESSMENT AND SYSTEM ARCHITECTURE REQUIREMENTS

WSB will draft a needs assessment listing the strengths and weaknesses of PubWorks, as well as identifying priorities for future EAMS needs. The assessment will be based upon the stated objectives from the interviews and workshop. Additionally, comprehensive system architecture requirements will be developed for stakeholder review.

The draft needs assessment will be provided to Blaine staff for review. Staff comments will be incorporated into the final road map.

TASK 3.6: REVIEW AVAILABLE VENDORS

Through our experience implementing and managing EAMS, WSB has broad knowledge about numerous solutions that the City of Blaine should review. WSB will work with Blaine staff to discuss potential EAMS that fit for the City **including but not limited to Elements, Cartegraph, VueWorks, CityWorks and others** and setup times to meet with the vendors for preliminary meetings.



TASK 3.7: FINALIZE ROAD MAP AND PLAN

WSB will combine the information from the needs assessment and the vendor review to develop a road map for the city with the goal of providing immediate next steps and actions for the city to follow. The road map will leverage WSBs experience implementing EAM from the perspective of operations experts, technology implementers and asset managers. It will include:

- Recommended pre-implementation tasks
- Costs of
 - Software
 - Data conversion
 - Implementation
 - Maintenance
- Timeline
 - Implementation prioritization
- Critical path timeline
 - Staffing
 - Resource requirements
- Skill assessments and training needs
 - Consultant requirements

TASK 4:

Develop RFP for EAMS

TASK 4.1: BUILD EVALUATION MODEL

In parallel with developing the RFP, WSB will build an evaluation model and interview scripts for the City to conduct the software selection process. WSB recommends a four-step process including:

1. Issuing an RFP
2. Shortlisting 3-5 vendors for interview based on the evaluation model for the written RFP response
3. Shortlisted vendor demos focused on scripts that will show City staff how a day in their life would look with each software solution
4. Ranking the software demos based on established scoring criteria

This approach will give the City real world feel for what it will be like to work with the software rather than working off an exhaustive feature list. All the required demo scripts and evaluation materials will be developed under this task. Criteria will include but is not limited to:

- Coverage of city's system requirements
- Ease of use
- Completeness of SOW
- System architecture
- Integration capabilities
- Product documentation
- Training and product quality
- Implementation and annual cost
- Data conversion plan and cost

TASK 4.2: FINALIZE RFP DOCUMENTATION

WSB will then develop the final documentation required for the RFP. This includes:

- The scope of work (SOW) for EAMS implementation
- Documentation of roles to be fulfilled by EAMS vendor project manager
- Requirements of vendor work plan

WSB will then incorporate the RFP requirements documentation developed in Task 3 into the final RFP package.

TASK 4.3: EXECUTIVE SUMMARY AND COMMUNICATION PLAN

WSB will provide an executive summary that clearly articulates the overall strategy, road map and ROI the EAM will provide to the city for presentation to city leadership. Presentation is expected to be similar to an executive summary of the process and recommendations.

As an additional enhancement, WSB may provide high-level stakeholder communication materials with references to the detailed needs assessment documentation in task. The primary purpose of these materials is to continue communication while considering upcoming changes to city council representatives and additional staffing changes at the City.

Deliverables: Request for Proposal for an EAMS, evaluation model, and executive summary.
Optional: additional communication materials.



OPTIONAL TASK 5: RFP Evaluation and Interview Support

For this optional task, WSB will provide support evaluating RFP responses and conducting vendor interviews. The materials required for this task will have already been developed as part of Task 4. This task includes leveraging WSB's expertise and experience in EAMS and the selection process. This task includes:

- **Reviewing and ranking proposals:** This will use the criteria developed in Task 4.
- **Conducting Interviews:** Participating in the interviews and demonstrations of the top three to five proposers. Interviews and demonstrations will follow the scripts developed in Task 4.
- **Scoring/Reviewing Proposals:** This task includes providing technical expertise and workflow context during the scoring of the proposals.
- **Reviewing Statement of Work:** This task includes reviewing vendor Statements of Work (SOW) for completeness, unnecessary items and identifying pre-work the City should complete prior to implementation.

VALUE ADD +

During this process WSB will leverage our experience implementing EAMS and working with vendors to identify and modify the SOW for implementation.

During the City of Champlin's recent RFP process, WSB worked with the preferred vendor to adjust the work plan, add missing scope items, and remove unnecessary items. This resulted in:

- **Year one savings of \$57,000**
- **\$17,000 savings per year moving forward.**

In addition to the direct costs, WSB's involvement reduced risk and had several other positive impacts with indirect value to the City.

OPTIONAL TASK 6:

EAMS Implementation Support

This optional task includes aiding the City of Blaine with implementation of the selected EAMS. The scope of this task will be refined as we work through the needs assessment and can be customized based on the City's individual preferences. This task includes:

- **EAMS Pre-Implementation Planning:** WSB will assist City staff with planning, project management, and initial vendor coordination of the EAMS implementation. This includes assisting staff with pre-work, coordinating with the vendor on any scope and/or requirements changes and preparing implementation documentation needed by the vendor. In addition, WSB will consult with City IT staff on expected technical and related requirements for the selected EAMS.
- **GIS Integration:** WSB will work with the City's GIS staff to streamline the effort to integrate the City's GIS asset data with the selected vendor's EAMS. This includes making necessary modifications to asset data structure, publishing dedicated EAMS GIS services and base map support. Historical maintenance and inspection records will be imported into the EAMS where applicable.
- **EAMS Implementation and Go-Live:** WSB can act as the City's project manager and/or technical lead for the EAMS implementation. WSB will partner with the vendor's Project Manager to ensure implementation success. Additional WSB responsibilities will be to coordinate with staff on internal change management, internal documentation, staff coordination, task completion, and schedule commitment. WSB will work closely with the vendor to ensure all scheduled meetings are attended by coordinating with City subject matter experts on required attendance. WSB will also communicate relevant City policy, procedure, stakeholder engagement, technical architecture, data, and integrated systems with the vendor.



OPTIONAL TASK 7:

Post Go-Live Support

WSB views asset management engagements through a long-term lens and has a long history of developing custom plans to support each City's individual needs. This can include several different support tasks including but not limited to:

- Providing post go-live support for the City's EAMS
- Filling gaps as staffing changes occur
- Building EAMS customizations or modifications
- Supporting GIS integrations and mapping
- Providing continued staff training
- On-going Asset management planning



Similar Project Experience

Over the past 20 years WSB has assisted several communities with the implementation of EAMS. Our experience ranges from small communities to large Cities to large state Agencies. The majority of the EAMS work we have done is for Cities similar to Blaine such as Eagan, Minnetonka and Maple Grove. The table below shows our experience working with different communities and the service areas that they focused on. WSB understands that each City is different and requires a different solution, which is why we have chosen to remain platform agnostic. This is demonstrated by the fact that our clients have achieved success with different technology platforms that provide the best fit for their community including: AssetWorks, Cartegraph, CityWorks, Elements XS, VUEWorks and others.

CLIENT	SERVICE AREA																
	INFO. TECH. / GIS	FLEET MAINTENANCE	PARK MAINTENANCE	ENGINEERING	FACILITIES MGMT.	SERVICE/WORK ORDER MGMT.	STREET/PAVEMENT MGMT.	STORM SEWER	SANITARY SEWER	WATER	UTILITY BILLING	CODE ENFORCEMENT	SAFETY SERVICES	SIGN SHOP	ADMIN. SERVICES	FORSTRY/GOLF COURSES	COMMUNITY DEVEL.
BLOOMINGTON		●	●	●	●				●							●	
BROOKLYN PARK	●	●		●	●				●		●	●			●	●	
BURNSVILLE	●	●		●	●	●	●	●	●	●	●		●	●	●		●
CHAMPLIN	●	●	●	●		●	●	●	●	●	●	●		●	●		●
CHANHASSEN	●			●		●		●	●	●	●			●	●		●
CARVER COUNTY	●			●			●										
COON RAPIDS	●			●		●	●	●	●	●		●					
EAGAN	●	●	●	●	●				●	●	●	●		●	●	●	●
GOLDEN VALLEY	●	●		●	●	●	●	●	●	●	●			●	●		●
HUGO	●			●				●	●	●				●			●
LAKEVILLE	●	●	●	●		●	●		●	●	●	●	●	●	●		●
LINO LAKES	●	●		●	●	●	●	●	●	●				●	●		
MAHTOMEDI	●			●		●	●		●	●				●			
MAPLE GROVE	●			●		●	●	●	●		●			●			
MINNEAPOLIS	●			●		●						●		●			
MINNETRISTA	●	●		●		●	●		●	●			●	●	●		●
MNDOT	●			●	●								●	●			
PRIOR LAKE	●	●	●	●	●	●	●	●	●	●				●	●		●
RAMSEY COUNTY	●			●			●										
ROGERS	●			●		●	●		●	●				●			
ROSEMOUNT	●	●		●		●	●		●	●	●		●	●	●		●
SAINT PAUL	●	●	●	●	●				●	●	●	●		●	●		
SHAKOPEE	●	●	●	●	●	●	●	●	●	●			●	●	●		●
SIBLEY COUNTY	●	●		●			●	●						●			

Saint Paul Enterprise Asset Management Needs Assessment

CLIENT: CITY OF ST. PAUL

LOCATION: ST. PAUL, MN



The City of Saint Paul selected WSB as the prime consultant to conduct a thorough needs analysis/assessment and develop a Request for Proposal (RFP) for the purchase of an Enterprise Asset Management System (EAMS). WSB worked with Saint Paul Regional Water Services (SPRWS), Saint Paul Public Works (PW) and the Office of Technology and Communications (OTC) to review current practices, identify future needs, align the needs with ISO 55000 best practices, identify / research alternatives and develop the RFP that is currently posted.

To successfully complete this project, WSB worked with departments and divisions across the City to review existing and desired business practices. This included working with staff who have experience working with the City's existing Computerized Maintenance Management System (CMMS), staff who had a clear vision for CMMS, and staff with no prior experience. WSB began the process by giving all staff a baseline understanding of EAMS/CMMS and defining a high-level vision for the City. Once this was complete WSB completed the departmental assessments, documented technical requirements, and developed a road map that informed the development of the RFP. WSB also developed detailed technical specifications that included seamless integration with the City's ArcGIS Enterprise system and other City solutions such as ERP and time keeping.

For this project WSB developed a turnkey RFP package that included the RFP, scoring criteria for City staff to score RFP responses, demonstration scripts for the top respondents, and a scoring matrix for the vendor demos. The RFP package was approved by City legal and the City requested an amendment to the contract to have WSB participate in vendor review and interviews. WSB is currently working with the City on interviewing vendors and other follow tasks based on the overwhelming success of this project.

KEY WSB STAFF: JOHN MACKIEWICZ, JUSTIN HANSEN, LINDSAY AMYS-ROE, CHARLIE WILD

REFERENCE: CHRIS MARTINSON, 651.266.6243

RELEVANCY:

This project demonstrates WSB's experience conducting a project similar to what is required for Blaine including working with a diverse set of stakeholders through the RFP process.

Strategic Asset Management Plan and Implementation

CLIENT: CITY OF CHAMPLIN
LOCATION: CHAMPLIN, MN

WSB assisted the City of Champlin in taking a strategic look at their Enterprise Asset Management needs and long-term goals. The resulting Strategic Asset Management Plan (SAMP) provided a focused vision and action plan for the subsequent Enterprise Asset Management System (EAMS). In addition to meeting the business needs of Public Works and Utilities, the plan identified ways for the City to integrate EAMS data with other departments and their Tyler Technologies New World ERP / Utility Billing solution. This integration eliminated the double entry of data, streamlining the meter replacement project. It will also support advanced financial analysis.

WSB wrote the vendor RFP and facilitated the proposal review and interview process. The City received responses from several vendors and ultimately shortlisted Cartegraph, Elements XS and VUEWorks. WSB then refined the scope, saving the City \$72,000 in vendor costs over the first three years.

WSB is currently assisting the City with the implantation of the EAMS including managing the technical implementation and migrating the City's ArcGIS Enterprise deployment to the cloud.

KEY WSB STAFF: JOHN MACKIEWICZ, JUSTIN HANSEN

REFERENCE: TODD BEISANG, 763.923.7108, TBEISANG@CI.CHAMPLIN.MN.US

RELEVANCY:

This project demonstrates WSB's experience providing turnkey solutions to move from existing system to best of breed EAMS. It also demonstrates our experience integrating EAMS/GIS with Tyler Tech New World.

Public Works Asset Management Plan

CLIENT: CITY OF BLOOMINGTON
LOCATION: BLOOMINGTON, MN

The City of Bloomington partnered with WSB to develop a Strategic Asset Management Plan for the city's Public Works Maintenance Division. WSB performed a needs assessment for multiple departments including public works, parks, fleet, finance, and information technology. WSB helped Bloomington develop vision, high level objectives, departmental assessments, and a road map that resulted in the successful implementation of an Enterprise Asset Management System (EAMS). In addition, the city required a focus on integration with the city's centralized Enterprise GIS system.

WSB developed an Asset Management Plan (AMP) which included a Risk Assessment and Management Plan (RAMP) that allowed the city to consolidate their organizational/business and technical needs. WSB then developed a set of requirements and that were directly integrated into the RFP package. While working for the City, Charlie Wild then developed the final RFP package. Ultimately, the city was able to use the AMP to procure a vendor for an EAMS.

KEY WSB STAFF: JOHN MACKIEWICZ, JUSTIN HANSEN, CHARLIE WILD

REFERENCE: SCOTT ANDERSON, 952.563.5867

RELEVANCY:

This project demonstrates WSB's experience gathering requirements and developing an RFP that was successfully used by a client to select a vendor.

Strategic Asset Management Plan

CLIENT: CITY OF EAGAN
LOCATION: EAGAN, MN

The City of Eagan was an early adopter of Asset Management technology and had assembled several Asset Management silos that met departmental needs but did not provide actionable information across the City. Working with Public Works, GIS staff, and IT staff, WSB worked with the City to implement an enterprise approach to asset management. This included providing an asset management on-ramp for departments new to GIS while aligning and integrating departments with existing systems that were functioning at a high level. WSB developed a strategy to implement Esri based tools augmented with other technologies to achieve the City’s Enterprise Asset Management (EAM) objectives. This included developing a five-year budget, implementation plan, and recommending technology to meet the City’s goals.

WSB continues to assist Eagan with implementing best practices for GIS application development, asset management and Capital Improvement Planning

KEY WSB STAFF: JOHN MACKIEWICZ, JUSTIN HANSEN

REFERENCE: RUSS MATTHYS | RMATTHYS@CITYOFEAGAN.COM | 651.675.5637

RELEVANCY:

This project demonstrates WSB’s ability to implement an Enterprise Approach to asset management for a group of stakeholders who had successful, silo’s asset management systems.

Public Work Asset Management

CLIENT: CITY OF BURNSVILLE
LOCATION: BURNSVILLE, MN

WSB has supported the City of Minneapolis for over eight years with the city’s Transportation Asset Management program. This includes assisting the City’s Traffic Division with asset management strategy, supporting the city’s sign replacement program, integrating the asset management system (AMS) with the city’s enterprise GIS and EAM, and adding additional assets to the AMS. The city has been able to reach their goal of digitally transforming their multi-year sign replacement program that manages and replaces more than 90,000 street signs. Since the start, WSB has provided high-level strategic support that includes asset management assessments and policy recommendations. As the city’s asset management program has evolved, WSB developed the Traffic Division’s road map for asset management, developed strategies for addressing gaps, and supported engagement with city leaders. The Traffic Division’s AMS is based on Cartegraph and the Citywide EAM is based on IBM Maximo.

KEY WSB STAFF: JOHN MACKIEWICZ, JUSTIN HANSEN

REFERENCE: JEFFREY RADICK | JEFFREY.RADICK@BURNSVILLEMN.GOV | 952.895.4418

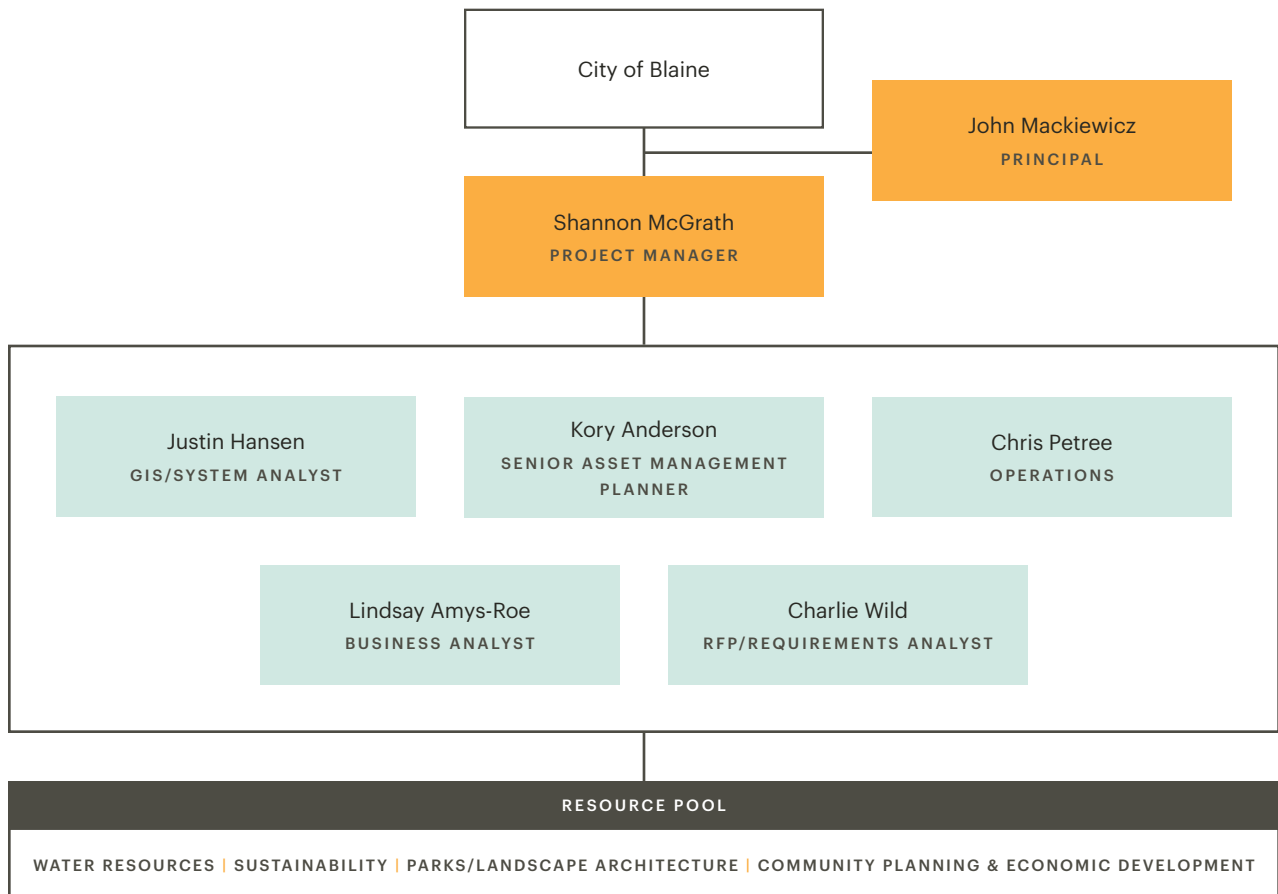
RELEVANCY:

This project showcases WSB’s ability to understand complex technical environments through our hosting of Burnsville’s asset management platform and its integration with a centralized enterprise GIS.



Key Staff

For this project we have assembled a cohesive team of experts in Public Works (PW) operations, asset management technology and requirements gathering. Many of the members of our team have worked together at WSB, or with WSB as asset management clients for over 20 years. Our team understands the technology, processes, standards, and how organizations operate as well as how to engage, empower, and educate staff about asset management. For this project we will use a lean team, but also have the depth to pull from if the need arises. Our team is built to minimize risk and help Blaine cover all the bases in this critical, time sensitive project.





Shannon McGrath

DIRECTOR OF ASSET MANAGEMENT / PROJECT MANAGER



Shannon has spent over a decade providing strategic asset management leadership. She has been involved in advancing asset management at local, state, and national levels by serving on asset management committees, advisory panels, and project management teams. While working at MnDOT, Shannon directed the agency-wide asset management planning including projects, research, policy, innovation, strategic planning, and implementation in collaboration with internal and external stakeholders. She is experienced in conducting risk assessments, life cycle planning strategies, developing performance measures and targets, cross-asset trade-off decision making, determining asset management system needs, investment scenario planning, climate risk modeling, and other planning efforts.

SERVICE GROUP:

Asset Management
Planning

EDUCATION:

BLA University of Minnesota
– Duluth, 2008, Environ.
Studies, Geography, GIS

MEMBERSHIPS:

American Public Works
Association

Women's Transportation
Seminar

Institute of Asset
Management

American Association
of State Highway
Transportation Officials

Transportation Research
Board

WHY SHANNON?

Shannon leads our asset management practice and brings years of experience working with MnDOT and local agencies develop asset management plans

Statewide Transportation Asset Management Plan

CLIENT: MINNESOTA DEPARTMENT OF TRANSPORTATION (MNDOT)

Shannon served as the project manager for the development and implementation of MnDOT's 10-year statewide Transportation Asset Management Plan, which included infrastructure asset, condition, risk analysis, life cycle planning, financial planning, investment strategies, performance measures, and performance targets for 12 statewide asset classes. She fostered diverse multi-agency, interdisciplinary, and inter-department collaboration and communication. This federally required project won the MnDOT 2019 Planning Technical Rigor and People's Choice Awards, and the WTS-MN 2020 Innovative Transportation Solutions Award.

Asset Management Strategic Implementation Plan

CLIENT: MINNESOTA DEPARTMENT OF TRANSPORTATION (MNDOT)

Shannon served on the project management team for the development and implementation of MnDOT's 5-year statewide Asset Management Strategic Implementation Plan. This plan identified the agency's asset management vision, mission, and goals. She worked with stakeholders throughout the agency to gain consensus to develop a work plan which includes roles, responsibilities, and prioritization of work activities.

Asset Management Guide for Local Agencies

CLIENT: LOCAL ROAD RESEARCH BOARD

Shannon served on the project management team to develop this interactive guidebook to help local agencies create a consolidated asset management program. The guide is scalable to address the particular needs of local agencies to effectively and optimally manage their roadways, buildings, vehicles, equipment and other assets.



John Mackiewicz

PRINCIPAL



John is a Vice President at WSB and leads WSB's technology related teams in the analysis, design, and implementation of cutting-edge solutions. John has 20 years of experience in strategy, process improvement, application development, and database development. John's focus is on helping organizations develop and execute strategies that drive organizational innovation and change. John is currently on the Steering Committee for the Minnesota Chapter of the Institute of Asset Management and has served on the Statewide Geospatial Advisory Commission. John has broad experience helping cities develop EAM strategy, document requirements, develop RFP's and implement EAM systems. This breadth of experience is essential when helping clients build their EAM ambition. John also has experience integrating AMS and GIS with permitting, Enterprise Resource Planning (ERP), content management, CRM, reporting, Business Intelligence (BI), Capital Improvement Planning (CIP), and project management solutions.

DIVISION: Technology

EDUCATION:
MBA, Carlson School of Management, 2013

Master of Geographic Information Science, University of Minnesota, 2005

Bachelor of Science in Natural Resources and Environmental Studies, Emphasis in Hydrology and GIS, University of Minnesota, 2000

MEMBERSHIPS +
RECOGNITIONS:
Institute of Asset Management (IAM)

Minnesota High Tech Association (MHTA)

WHY JOHN?

John has helped more Cities successfully implement strategic approaches EAMS in the last 20 years than anyone else in MN

Enterprise Asset Management Assessment | Saint Paul, MN

CLIENT: CITY OF ST. PAUL

CLIENT: 2021 - CURRENT

As the project leader, John worked with staff from Saint Paul Regional Water Services, Saint Paul Public Works, the Office of Technology and Communications (OTC) to review current practices, identify future needs, align the needs with ISO 55000 best practices, and identify / research solutions alternatives for the City. The result of this project was a Request for Proposal (RFP) for the purchase of an Enterprise Asset Management System being issued. WSB also provided demo scripts and a scoring matrix for the selection process. John is currently consulting with the City on the final EAMS selection for the City.

Strategic Asset Management Plan | Eagan, MN

CLIENT: CITY OF EAGAN

PROJECT DURATION: 2017 - PRESENT

John was the project lead for the City of Eagan's Strategic Asset Management Plan. Eagan was an early adopter of Asset Management technology and had assembled several Asset Management silos that met departmental needs but did not provide actionable information across the city. John developed a strategy to implement Esri based tools to achieve city-wide asset management objectives. This included developing a five-year budget, implementation plan, and recommending technology to meet the city's goals. WSB continues to assist Eagan with implementing best practices for GIS application development, asset management, and Capital Improvement Planning.

Strategic Asset Management Plan | Brooklyn Park, MN

CLIENT: CITY OF BROOKLYN PARK

PROJECT DURATION: 2018 - 2019

John was the project lead for the City of Brooklyn Park's Strategic Asset Management Plan. Brooklyn Park had strong GIS and asset information spread between legacy systems and spreadsheets. Working with Public Works, GIS and IT staff, John developed a three-year plan to implement an Enterprise Asset Management (EAM) solution for the City. Brooklyn Park's EAM needs included facilities, fleet, signs, golf course, pavement, signals, water, sewer, storm, signals, parks and tree assets.



Justin Hansen

GIS/SYSTEM ANALYST



Justin is the Director of GIS Services and leads WSB's Geographic Information Systems (GIS) Group. He has a combined 15 years of GIS experience with a broad subject matter and technical expertise in GIS and asset management technology. He specializes in GIS and asset management for governments and has worked with over 60 communities, including a number of counties and state organizations on a wide range of GIS and asset management projects. Justin has worked with a number of asset management solutions and this brings needed depth to this project. His background in GIS, asset management, IT systems, and experience with government operations of all types makes him uniquely suited to provide a high-level of technical leadership for the City of Blaine.

SERVICE GROUP:
GIS

EDUCATION:
Master of Geographic
Information Science,
University of Minnesota,
2008

Bachelor of Science in
Geography, Emphasis
in GIS, University of
Wisconsin-Oshkosh, 2006

Public Works Asset Management | Burnsville, MN

CLIENT: CITY OF BURNSVILLE

PROJECT DURATION: 2016 - CURRENT

WSB's engagement with the City began with an update to the City's strategic approach to EAMS. Since the initial engagement, Justin has led the effort to provide strategic support for annual asset management programs, support for the implementation of new technologies and integrations with other City systems. In addition, Justin manages Burnsville's cloud-hosted asset management environment. Justin assisted the City with planning, sizing and deploying all infrastructure required to host the City's VUEWorks platform. This enables the City to provide a higher-level of service to its staff and ultimately its residents. The City performs annual reviews of its VUEWorks platform to determine the effectiveness and efficiency of the program. This includes comparisons with other asset management solutions to ensure the system meets all the City's needs.

Enterprise Asset Management Readiness Evaluation and RFP | WSB

CLIENT: CITY OF SAINT PAUL AND SAINT PAUL REGIONAL WATER SERVICES

PROJECT DURATION: JUN 2021 - JAN 2022

Justin was the GIS and technical lead for the City of Saint Paul and Saint Paul Regional Water Services Enterprise Asset Management Needs Assessment project. Justin coordinated the requirements gathering for both organization's system architecture and GIS integration requirements. These requirements were translated into an integration plan with GIS and other enterprise systems. Justin also evaluated vendor's responses with adherence to both organization's IT, GIS, and related enterprise systems requirements. Justin and WSB's efforts have aligned City GIS, IT and asset management leaders in a coordinated effort for a planned enterprise asset management system in 2023.

Transportation Asset Management | Minneapolis, MN

CLIENT: CITY OF MINNEAPOLIS

PROJECT DURATION: JAN 2013 - CURRENT

Justin has worked with the City of Minneapolis' Traffic Division for over eight years to provide strategic asset management support. As technology matured, Justin worked with the Division leaders to perform an asset management system review and ultimately supported the Division's decision to implement Cartegraph OMS. Throughout the OMS implementation, Justin supported the City by working to understand the City's operations, requirements, and GIS integration. Since adoption the City has implemented four additional transportation assets and is fully embracing using OMS in the field to manage operations.

WHY JUSTIN?

Justin has a thorough understanding of integrating asset management technology with GIS, utility billing and other IT systems. He also has the ability to relate to individuals at all levels of organizations

Kory Anderson, AICP

SENIOR ASSET MANAGEMENT PLANNER



Kory has over 8 years of experience working in transportation and community planning. He led the planning and writing of the federally mandated Transportation Asset Management Plan for the Minnesota Department of Transportation and collaborated on the financial analysis of the Minnesota Legislature's Gas Tax proposal in 2019. He has provided recommendations in technical advisory committees for transportation projects and contracts and led administrative work related to reviewing highway projects, investment targets, and compliance. He has experience managing applications for politically sensitive federal grants (e.g., RAISE, INFRA, etc.) Kory builds working relationships and processes across jurisdictions and agencies.

SERVICE GROUP:
Asset Management
Planning

REGISTRATION:
APA ID: 332012

EDUCATION:
Bachelor of Arts, Lewis &
Clark College, Portland, OR,
2015

Master of Urban and
Regional Planning,
Humphrey School of Public
Affairs, 2017

CERTIFICATIONS:
AICP

Asset Management & Transportation Planning | St. Paul, Minnesota

CLIENT: MINNESOTA DEPARTMENT OF TRANSPORTATION

PROJECT DURATION: MAY 2018 - PRESENT

As Asset Management Planning Director, Kory led the planning and writing of the federally mandated Transportation Asset Management Plan. He worked with asset experts to develop financial plans and life cycle strategies and crafted work plans to meet deadlines and maximize the skills of assisting staff. In his previous role as Principal Transportation Planner, Kory assisted in research and development of long-range and annual capital investment plans that consider project costs, debt service limits, construction capacity, and state's strategic goals and performance measures.

Covid-19 Vaccination Planning | Statewide, Minnesota

CLIENT: MINNESOTA DEPARTMENT OF HEALTH

PROJECT DURATION: JAN 2021 - MAY 2021

During the Covid-19 pandemic, Kory built working relationships and processes across jurisdictions and agencies to vaccinate Minnesotans efficiently. He designed pop-up clinics and the Minnesota State Fair vaccination facility. The project required Kory to respond quickly to public concerns and inquiries about accessing vaccines and set timelines to deliver vaccines rapidly.

Business Process Data Analysis | Minneapolis, MN

CLIENT: CITY OF MINNEAPOLIS

PROJECT DURATION: MAY 2016 TO AUGUST 2017

Kory synthesized issue-based and city-specific performance data to identify recommendations that drove action. He fostered collaborative relationships with city staff, governmental partners, council members, and others involved in transportation, public health, and economic development. Kory also participated in City led leadership development and project management courses.

WHY KORY?

Kory brings agency experience from MnDOT and Minneapolis and the ability to work effectively with stakeholders



Chris Petree

OPERATIONS



Chris has served as a Director of Public Works in three communities and has been in the public works profession for 25 years. Chris brings a unique perspective to WSB clients as a public works asset owner who has implemented and used EAMS at multiple organizations. Currently, Chris serves as the Director of Rochester Operations for WSB and leads a team of talented individuals in that office. Prior to working at WSB, Chris served as Director of Public Works for the City of Rochester from 2018-2019, the City of Lakeville from 2008-2018, the City of Hugo from 1999-2008 and worked for the City of Apple Valley prior to 1999. Chris holds a Class A Water Supply System Operators License from the MDH and a Class A Collection System Operators License from the MPCA.

SERVICE GROUP:

Municipal

REGISTRATIONS:

Class A Water Operator

SA Wastewater Treatment Facility

Certified Tree Inspector

EDUCATION:

Bachelors in Business Management, College of St. Scholastica

MEMBERSHIPS +

RECOGNITIONS:

APWA: Chapter President (2017) & Current Alternate Delegate

AWWA: +20 year member

MSSA

Director of Public Works | Rochester, MN

CLIENT: CITY OF ROCHESTER

PROJECT DURATION: JUN 2018 - DEC 2019

As the 3rd largest city in Minnesota, Chris was responsible for the supervision, management, planning and coordination of all activities of the physical development (traffic, transit, parking, engineering, GIS, land development), environmental services (wastewater, storm water), infrastructure maintenance, facilities and fleet divisions of the Public Works Department including a staff of approximately 160 FTE's. Budget responsibilities in this position include an annual operating budget of over \$35 million and an annual significant capital budget that varied. Chris directed and planned all operations for the department.

Director of Public Works | Lakeville, MN

CLIENT: CITY OF LAKEVILLE

PROJECT DURATION: AUG 2008 - JUN 2018

Lakeville was the fastest growing suburb in the Minneapolis/St. Paul area during Chris' tenure. Chris was responsible for the supervision, management, planning and coordination of all activities of the utilities, streets, construction services, forestry, engineering, environmental resources, GIS, facilities and fleet divisions of the Public Works Department including a staff of 58 FTE's. Budget responsibilities in this position include an annual operating budget of approximately \$15 million and an annual capital budget in excess of \$30 million. While at Lakeville, Chris implemented the City's first asset management program and a comprehensive street reconstruction program for the City's 350 miles of roadway. Chris also worked closely with the parks department on maintaining the City's infrastructure.

Director of Public Works and Parks & Recreation Director | Hugo, MN

CLIENT: CITY OF HUGO

PROJECT DURATION: JUN 1999 - AUG 2008

During Chris' time in Hugo, the City expanded considerably as did its infrastructure. Chris's group was responsible for the supervision, management, planning and coordination of all activities of the parks, utilities, streets, parks, engineering, environmental, facilities and fleet divisions of the Public Works & Parks Department including a staff of 15 FTE's. Budget responsibilities in this position included an annual operating budget of approximately \$5 million and an annual capital budget in excess of \$8 million. During this time, Chris was the staff liaison to the Parks Commission and successfully developed 10 neighborhood parks and 2 community parks.

WHY CHRIS?

Chris brings hands on operational experience from several cities that have successfully used EAMS



Lindsay Amys-Roe

BUSINESS ANALYST



Lindsay is an expert in business analysis and project management with focus on software development, process discovery, and workflow automation. Her five years of experience encompasses taking projects from concept through implementation while ensuring deadlines, quality standards, and functional requirements are being met. Lindsay's ability to implement automation within existing complex tools helps to streamline processes for clients that can be used today, and in the future.

SERVICE GROUP:

Information Technology

EDUCATION:

Associates, Lake Superior College, 2009

Project Management Certification, University of Wisconsin Stout, 2016

MEMBERSHIPS &

RECOGNITIONS:

Smartsheet Product Certified

Enterprise Asset Management Readiness Evaluation and RFP | St. Paul

CLIENT: CITY OF SAINT PAUL AND SAINT PAUL REGIONAL WATER SERVICES

PROJECT DURATION: JUN 2021 - JAN 2022

Lindsay coordinated and drove requirements gathering meetings, cumulating in the documentation of the needs, business requirements, and Enterprise Asset Management processes for supporting system use. Lindsay was also integral in requirements analysis for the final design and delivery of the RFP.

COVID Testing and Vaccination Program | MN

CLIENT: MINNESOTA DEPARTMENT OF HEALTH

PROJECT DURATION: SEP 2020 - MAR 2021

Working with multiple stakeholders, Lindsay established the fiscal and inventory management systems for the State of Minnesota COVID-19 testing and vaccination program. This was achieved through detailed process mapping, requirements gathering, and analysis for each of the systems involved. The results of these efforts created a real-time operational platform for the deployment and management of new testing and vaccinations sites. It also increased coordination of inventory and financial data to make better informed, data-driven decisions for all stakeholders.

Employee Training Program | MN

CLIENT: WENGER

PROJECT DURATION: FEB 2019 - MAY 2019

Lindsay coordinated with cross-functional teams including business unit leaders, manufacturing personnel, and third-party contractors to create a comprehensive new hire training program that focused on driving results. This was achieved by analyzing requirements both already included in the program as well as those that were needed but not addressed. This culminated in a plan that utilized automations in training, allowing work time to be more efficient, increased understanding of products, and ultimately a reduction in errors.

WHY LINDSAY?

Lindsay is a talented BA and is our "ace in the hole" when we need someone to analyze and streamline workflows.



Charlie Wild

RFP/REQUIREMENTS ANALYST



Charlie has been an Application Administrator and Analyst in Information Technology for nearly 20 years. Charlie has led numerous project that have modernized and redefined existing and non-existent processes. Throughout Charlie's career, he has successfully worked with everyone from organizational leaders to field workers including cross-functional teams and interdepartmental teams. Having this ability to work with a variety of staff members, Charlie can identify immediate business needs and then implement platforms/systems to improve workflows and facilitate desired outcomes.

SERVICE GROUP:
Information Systems

EDUCATION:
Management and
Information Technology,
Crown College, 2007

**MEMBERSHIPS &
RECOGNITIONS:**
American Public Works
Association & Minnesota
Technology Association
Alumni Board of Directors

Asset & Work Order Management | Bloomington, MN

CLIENT: CITY OF BLOOMINGTON, PUBLIC WORKS

PROJECT DURATION: MAY 2015 - SEP 2016

Lead division wide initiative to implement a comprehensive Asset & Work Order Management system with division-wide native GIS integration. The planning phases of this project involved a detailed needs and requirements gathering process including risk analysis and mitigation, pre-selection vendor evaluations, RFP writing, proposal analysis and scoring, final selection and contract negotiations. Charlie also managed the implementation phases of the project including, project teams, schedules, deliverables and go-live adoption.

Enterprise Asset Management Readiness Evaluation and RFP | St. Paul

CLIENT: CITY OF SAINT PAUL AND SAINT PAUL REGIONAL WATER SERVICES

PROJECT DURATION: JUN 2021 - JAN 2022

Throughout the course of the Enterprise Asset Management RFP project for the City of Saint Paul and Saint Paul Regional Water Services, Charlie drove the requirements gathering process with the goal of developing a turn-key RFP and vendor evaluation criteria. Charlie also played a critical role in the development of the Readiness Evaluation Report that accompanied the RFP and set the overall direction for the next stages of the project.

MyLink Client Portal | WSB

CLIENT: WSB

PROJECT DURATION: JAN 2017 - DEC 2017

Working with a cross-functional team of business leaders, Charlie defined the project scope and requirements for the development and delivery of a comprehensive client facing collaboration portal. This project has allowed WSB to engage with clients through a modern and interactive platform to improve relationship, increase transparency, and drive project success.

Minnehaha Creek Watershed District IT Consulting | WSB

CLIENT: WSB

PROJECT DURATION: JUN 2019 - JUN 2020 (ONGOING THRU 2020)

Leading the Watershed District's initiatives, Charlie updated and improved their use of information technology to gain insights, streamline process, and improve overall data quality and accessibility throughout the organization. Charlie worked closely with representatives to elicit system and functional requirements which ultimately led to improvements of their stated business outcomes. Throughout the project, Charlie also conducted vendor reviews, led evaluations and selections, assisted with implementation and system integrations, and handled all aspects of the project management.

WHY CHARLIE?

Charlie brings deep PW knowledge from Bloomington and experience managing complex requirements and writing RFP's for EAMS for Bloomington, Champlin and St. Paul



TASK 1: PROJECT MANAGEMENT	PROJECT MGR. (HRS)	PRINCIPAL (HRS)	SYSTEM ANALYST (HRS)	BUSINESS ANALYST (HRS)	SR PLANNER (HRS)	OPS. (HRS)	RFP REQS. ANALYST (HRS)	OFFICE TECH (HRS)	COST
RATE	\$192	\$206	\$206	\$150	\$136	\$206	\$150	\$97	
PROJECT MANAGEMENT	12	2						6	\$3,298
PROJECT PLAN	4								\$768
STATUS REPORTS AND INVOICES	8								\$1,536
FEE FOR PROJECT MANAGEMENT	24	2	0	0	0	0	0	6	\$5,602
TASK 2: DEVELOP STRATEGIC EAM VISION AND OBJECTIVES	PROJECT MGR. (HRS)	PRINCIPAL (HRS)	SYSTEM ANALYST (HRS)	BUSINESS ANALYST (HRS)	SR PLANNER (HRS)	OPS. (HRS)	RFP REQS. ANALYST (HRS)	OFFICE TECH (HRS)	COST
VISIONING MEETINGS	4	4				2			\$2,004
DRAFT VISION AND OBJECTIVES	4	4							\$1,592
FEE FOR VISION AND HIGH-LEVEL OBJECTIVES	8	8	0	0	0	2	0	0	\$3,596
TASK 3: NEEDS ASSESSMENT	PROJECT MGR. (HRS)	PRINCIPAL (HRS)	SYSTEM ANALYST (HRS)	BUSINESS ANALYST (HRS)	SR PLANNER (HRS)	OPS. (HRS)	RFP REQS. ANALYST (HRS)	OFFICE TECH (HRS)	COST
3.1 ASSESSMENT PLANNING	4	2							\$1,180
3.2 REVIEW OF MATERIALS/ SURVEYS	3	3							\$1,194
3.3 INTERVIEWS WITH KEY STAKEHOLDERS									
PUBLIC WORKS - WATER	1.5	1.5							\$597
PUBLIC WORKS - STORMWATER	1.5	1.5							\$597
PUBLIC WORKS - SANITARY	1.5	1.5							\$597
PUBLIC WORKS - STREETS	1.5	1.5							\$597
PUBLIC WORKS - PARKS (MAINTENANCE)	1.5	1.5							\$597
PUBLIC WORKS - FORESTRY	1.5	1.5							\$597
PUBLIC WORKS - ENGINEERING	1.5	1.5							\$597
FACILITIES / FIRE	1.5	1.5							\$597
FINANCE/UTILITY BILLING	1.5	1.5		1					\$747
SAFETY SERVICES	1.5	1.5							\$597
COMMUNITY DEVELOPMENT / BUILDING INSPECTIONS	1.5			1	1.5				\$642
ADMINISTRATIVE SERVICES	1.5			1	1.5				\$642

CODE ENFORCEMENT	1.5			1	1.5				\$642
FACILITIES / FIRE	1.5	1.5							\$597
GIS	1		2						\$604
TECHNOLOGY		1	2						\$618
REQUIREMENTS MANAGEMENT	3	1					12		\$2,582
3.4 SELF-ASSESSMENT WORKSHOP	8	4							\$2,360
3.5 DRAFT NEEDS ASSESSMENT AND SYSTEM ARCHITECTURE REQUIREMENTS	10	8	12			1			\$6,246
3.6 REVIEW AVAILABLE VENDORS	2	4	4						\$2,032
3.7 FINALIZE ROAD MAP AND PLAN									
DRAFT REPORT	16	4						8	\$4,672
FINAL REPORT	4				8	1		4	\$2,450
FEE FOR NEEDS ASSESSMENT	65	38.5	20	4	12.5	2	12	12	\$32,581
TASK 4: DEVELOP RFP FOR EAMS	PROJECT MGR. (HRS)	PRINCIPAL (HRS)	SYSTEM ANALYST (HRS)	BUSINESS ANALYST (HRS)	SR PLANNER (HRS)	OPS. (HRS)	RFP REQS. ANALYST (HRS)	OFFICE TECH (HRS)	COST
4.1 BUILD EVALUATION MODEL	2	2					2		\$1,096
4.2 FINALIZE RFP DOCUMENTATION	4						16		\$3,168
4.3 EXECUTIVE SUMMARY AND COMMUNICATION	12	4			4				\$3,672
FEE FOR DEVELOP RFP FOR EAMS	18	6	0	0	4	0	18	0	\$7,936
CONSULTING TOTAL	115	55	20	4	17	4	30	18	\$49,715
TRAVEL AND PER DIEM									\$0
GRAND TOTAL									\$49,715
OPTIONAL TASKS:	PROJECT MGR. (HRS)	PRINCIPAL (HRS)	SYSTEM ANALYST (HRS)	BUSINESS ANALYST (HRS)	SR PLANNER (HRS)	OPS. (HRS)	RFP REQS. ANALYST (HRS)	OFFICE TECH (HRS)	COST
TASK 5: RFP EVALUATION AND INTERVIEW SUPPORT	10	40							\$10,160
TASK 6: EAMS IMPLEMENTATION SUPPORT	10		80	80					\$30,400
TASK 7: POST GO-LIVE SUPPORT			20	40					\$10,120