

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	Berry, Dunn, McNeil & Parker, LLC	Cogent Infotech Corporation	Crowe LLP
ADDRESS	2211 Congress Street	1035 Boyce Road, Suite 108	605 Seward Avenue NW
	Portland, ME 04102	Pittsburgh, PA 15241	Grand Rapids, MI 49504
Firm Established	1974	2003	1942
Years in Business	51	21+	82 years
Type of Organization	LLC	Corporation	LLP
Please provide a narrative that demonstrates your understanding of the City's objectives for this project. Describe the scope of your proposed solution, including the key deliverables, and explain how your approach, methodologies, and strategies will address the City's needs. Be sure to outline how your proposed solution aligns with the City's goals and how you will ensure a thorough understanding of the City's requirements throughout the project lifecycle.	BerryDunn understands that the City is seeking to transition from its current Lucy CMMS to an Enterprise Asset Management (EAM) solution due to the legacy nature and limited functionality of the existing system and that the project will impact several City departments including Public Services, Facilities, Parks and Natural Resources, MIS, Fiscal, Accounting, and Procurement. Their proposed solution focuses on AMS assessment, selection, and implementation. They have experience in municipal utility management. They employ a project management approach that integrates change management methodologies, using best practices from PMI® and Prosci®. This approach aims to ensure stakeholder buy-in and consensus, increasing the likelihood of successful implementation. BerryDunn highlights its independence and objectivity as a key attribute, stating they do not sell, develop, or provide staff augmentation services for software, hardware, or implementation vendors.	Cogent Infotech Corporation (Cogent) understands that the City is seeking professional consulting services to transition from its current Lucy Computerized Maintenance Management System (CMMS) to a more robust Enterprise Asset Management (EAM) system. The City's objective is to implement a comprehensive, integrated EAM solution that streamlines asset management across departments such as Public Services, Parks and Natural Resources, Facilities, and MIS, moving towards a proactive, data-driven strategy. Cogent's proposed solution focuses on delivering a comprehensive and integrated EAM system that aligns with the City's goals of enhancing asset management, improving system integration, and providing better long-term value. Their approach guides the City through every phase from assessment and planning to implementation and ongoing support. Their methodology is built around two phases to ensure seamless progress and effective system adoption. Cogent emphasizes its impartiality, stating no financial or reseller relationships with EAMS vendors.	Crowe LLP proposes a multi-phased, vendor-neutral project to transition the City from its legacy CMMS to a strategic, data-driven Enterprise Asset Management System (EAMS). The goal is to establish a long-term asset management strategy, promote preventative maintenance, improve service delivery, and ensure seamless integration across all relevant City departments.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 1: The Work Plan should at a minimum address the following:• Approach to efficiently and effectively capturing software requirements. • Strategies for identifying and managing project risks. • Methods for planning, executing, and maintaining quality throughout the project lifecycle. • Tactics to minimize negative impacts on project schedule and costs. • Communication and stakeholder engagement strategies, specifically with the City of Rochester Hills. • Plans for acquiring additional expertise or resources, if necessary, to fulfill project requirements. • Technical approach to completing the services.	BerryDunn's approach involves several Phase 1 tasks, including web surveys, on-site fact-finding, and Joint Requirements Planning (JRP) sessions, culminating in an RFP Package. They manage risk with a "no surprises" approach, monitoring risks via a Risk Mitigation Matrix, and establishing escalation procedures to respond to issues within 24 hours. Quality is ensured via a Consulting Quality Management (CQM) Program. They utilize PMI® best practices, strategic planning, and videoconferencing to minimize travel costs. Their team includes over 80 specialists in local government.	Cogent's methodology focuses on collaboration, thorough planning, and strategic execution across the project lifecycle, ensuring quality via detailed documentation (blueprints, training materials). They efficiently capture requirements through interviews/workshops and conduct technical reviews of existing systems (Lucy CMMS, GIS, ERP). Risk management is embedded in their strategic oversight, and they emphasize close collaboration and regular communication with City leadership and the steering committee, with the Program Advisor acting as the primary liaison.	Crowe employs a 5-phase project management approach aligned with PMI's PMBOK® for quality assurance and project execution. Requirements are captured via limited-duration Requirements Elicitation Sessions (up to 8 hours). Risk management uses a "stoplight fashion" log tracked with weekly status reports. Stakeholder engagement involves a Stakeholder Engagement Matrix, interviews/focus groups (up to 24 hours), and a web-based stakeholder survey to ensure alignment and communication across purpose, organization, methodology, and timing.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 2: Please include a breakdown of how the work will be carried out, including:• Specific tasks and milestones• Assigned roles and responsibilities• Estimated person-hours for each key activity• Expected level of participation and input• Overall project timeline	The work is divided into four main phases (Phase 0, Phase 1, and Phase 2, with Phase 1 containing four sub-phases) and a total of 19 deliverables. Phase 0 focuses on Project Initiation (Work Plan, Schedule, Status Updates). Phase 1 is the Assessment & Planning stage: Phase 1.1 covers Current System Review (web survey, on-site fact-finding, D3/D4 reports). Phase 1.2 focuses on Needs Assessment (EAM education, virtual vendor outreach, D5/D6 reports). Phase 1.3 develops the Vision and Strategic Plan (D7 Report). Phase 1.4 provides Software Solution Assistance (Preliminary/Final Requirements, JRP sessions, D8 Report, RFP planning).	The work is divided into two main phases: Phase 1 (3 Months) covers Assessment, Planning, & Procurement (4 Tasks, 4 Deliverable sets). Key activities include Current System Audit, Needs Assessment (gap analysis, organizational readiness), Strategic Plan Development (vision, roadmap, budget), and Software Solution Assistance (RFP development, vendor evaluation, contract negotiation). Phase 2 (18 Months) provides Implementation Support (4 Tasks, 4 Deliverable sets). Key activities include EAM System Configuration & Data Migration, Integration with existing systems, User Training & Adoption, and Go-live & Post-Implementation Review (support and final review report).	The work is divided into Phase 1 (Assessment, Planning, & Procurement - 8 Months) and Phase 2 (Implementation Support - 18 Months). Phase 1 covers Current System Assessment (Task 1), Needs Assessment (Task 2, including change readiness), Vision & Strategic Plan (Task 3, includes Strategy Lab and OCM/Change Management roadmap), and Software Assistance (Task 4, including contract negotiation). In Phase 2, Crowe acts as the City's PM Team, coordinating implementation, change management, and vendor support. The team includes a strong mix of specialized roles: Engagement Principal (Heitger, strategic oversight, public sector); Strategy Lab lead (Solis); Subject Matter Advisor (Solzak, PM/PMO, OCM); Project Manager (Prena); OCM Lead (Solano); Data Analytics SME (Chambers); Lead Business Analyst (Muse-Myers); and two GIS SME Subcontractors (Miller, Clark) for GIS support/data migration.

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Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services, including their experience related to data migration and experience with the Scope of Services Requested. List their role on the team and office location. Please provide resumes (limit 2 pages for each team member).	BerryDunn proposes a team of seven individuals and does not intend to subcontract any portion of the work. Kevin Price, MPP, PMP®, Prosci® CCP: Provides overall responsibility for services, ensures resource allocation, and reviews/approves all deliverables. Leads BerryDunn's Local Government Practice Group; certified PMP and Lean Six Sigma Green Belt; extensive experience in municipal systems (permitting, inspections, code enforcement) and data conversion (\$~\$75% of projects). Joseph Bergeon, CAPM®: Primary liaison with the City, monitoring progress, communication, and task completion. Supports system selection, needs assessment, data conversion planning, RFP development, and proposal evaluation. Andrea Brinkley, MPA, PMP®: Public Works Subject Matter Expert (SME) (remote in Texas). Brings 24 years of municipal government experience, including capital improvement, program execution, public works, and public utilities.	Cogent proposes a dedicated team executed on a hybrid basis (on-site/remote), emphasizing technical expertise, project management, data migration, and system integration. Quinn Lawery (EAM Solutions): Provides Strategic Oversight of EAM transformation, leads vision/planning, governance, and stakeholder engagement. Primary liaison with City leadership; oversees RFP/vendor selection and risk management. Over 20 years experience in EAM, focusing on IBM Maximo and complex data migration. Yogesh Bhatt (EAM Implementation): Oversees day-to-day project management (schedule, budget, scope). Leads system configuration, data migration from Lucity CMMS, manages integration with GIS, ERP, SCADA, and provides implementation support. Over 20 years in EAM consulting; specialized in IBM Maximo and large-scale data migration. Yogesh Bhatt (EAM Implementation): Oversees day-to-day project management (schedule, budget, scope). Leads system configuration, data migration from Lucity CMMS, manages integration with GIS, ERP, SCADA, and provides implementation support. Over 20 years in EAM consulting; specialized in IBM Maximo and large-scale data migration. Maitho Kimaru (EAM): Leads requirements gathering, gap analysis, functional specifications, data mapping for migration, guides change management, and leads report development/customization. 7+ years of consulting experience in EAM solutions (Maximo, data migration, integration).	Susannah Heitger (Engagement Principal): Leads public sector strategy, procurement, and large-scale government transformations. Jill Willis (Engagement Director): Manages public sector business transformation, strategic planning, and complex projects (including ERP procurements). Ann Solzak (Subject Matter Advisor): Experienced in IT implementation, strategic planning, PMO, and change management for state/local government. Andrea Prena (Project Manager): Specializes in public procurement, project management, and software implementation. Rebecca Solano (OCM Lead): Human-centered OCM (Organizational Change Management) focus on tech adoption, ERP implementations, and strategic communications. Justin Chambers (Data Analytics SME): Lead Data Engineer specializing in BI dashboards, data strategy, and real-time data migration. Robert Muse-Myers (Lead Business Analyst): Experienced in business analysis, IT procurement, and data migration for government. Afraa Tarafdar (Analyst): Senior Consultant familiar with all project phases (planning to implementation), strategic planning, and ERP procurement. Randee Miller and Karen Clark (GIS SMEs - Geo Jobe Subcontractors): Expertise in ArcGIS Enterprise/Online, GIS deployments, data migration, and creating solutions for government entities (16+ years experience).
Describe the Proposer's staffing and organization plan, including relationships, roles and distribution of responsibilities among Key Personnel, Staff, and Subcontractors.	BerryDunn's staffing plan consists of a seven-member project team, with no subcontractors intended for this work. The organizational structure shows Kevin Price as Project Principal overseeing Joseph Bergeon as Project Manager. Reporting to the Project Manager are Andrea Brinkley (Public Works SME), Jabari Sealy (Lead Business Analyst), Jeff Martin (Technical Analyst), and Kate Offerdahl-Joyce (Procurement Lead). Evan Agnello (Business Analyst) reports to Jabari Sealy.	Cogent proposes a dedicated, highly skilled team for the EAM project, operating in a hybrid (remote/on-site) work environment. Key Personnel and Roles: Quinn Lawery (Program Advisor – EAM Solutions): Provides high-level strategic oversight, leads vision/planning, stakeholder liaison, and oversees RFP/vendor selection. Yogesh Bhatt (Project Manager – EAM Implementation): Manages day-to-day project execution, leads system configuration, data migration, and integration (GIS, ERP, SCADA). Maitho Kimaru (Senior Business Process Analyst – EAM): Leads requirements gathering, gap analysis, functional specifications, data mapping, training, and change management. Samar Parikh (Account Manager): Overall account management. Relationships: The Program Advisor provides strategic guidance to the Project Manager, who manages technical execution. The Senior Business Process Analyst aligns functional needs with strategic vision and partners on technical implementation. Close communication is maintained with City stakeholders and leadership. Work Staffing: Led by Key Personnel and supported by experienced professionals, responsibilities are assigned by expertise for efficient execution across project phases	Crowe LLP employs a collaborative staffing model emphasizing senior-level involvement, with Susannah Heitger serving as the Engagement Principal for high-level strategic oversight. The core Project Management Team is led by Jill Willis (Engagement Director), who oversees organizational management and procurement aspects, supported by Andrea Prena (Project Manager). Subject Matter Advisors include Ann Solzak (PMO/Project Management lead) and Rebecca Solano (OCM Lead). The Business Analyst Team consists of Robert Muse-Myers (Lead Business Analyst), Justin Chambers (Data Analytics Subject Matter Advisor), and Afraa Tarafdar (Analyst). GEO Jobe, an ESRI Platinum Partner, serves as the subcontractor, accounting for 7% of the work, providing GIS expertise via Randee Miller and Karen Clark (GIS Subject Matter Advisors). Crowe emphasizes continuity and manages resource allocation using centralized tools to ensure consistent quality and efficient project delivery in close collaboration with the City's project team.
Provide an organization chart that identifies Key Personnel and the project team, and how the Work will be staffed and completed.	An organizational chart was provided on page 42 of their proposal, illustrating the reporting structure from the Project Principal down to the Business Analyst.	An organization chart is provided on page 25 of the proposal, identifying the following Key Personnel and their relationships: Samar Parikh (Account Manager) Quinn Lawery (Program Advisor - EAM Solutions) Yogesh Bhatt (Project Manager - Enterprise Asset Management (EAM)) Maitho Kimaru (Senior Business Process Analyst - Enterprise Asset Management System (EAMS)) The work will be staffed with this dedicated team of Key Personnel, supported by additional experienced professionals. Each team member has specific responsibilities based on their expertise. The project will be completed in two phases (Assessment, Planning, and Procurement; and Implementation) with close collaboration with City departments and continuous monitoring of progress.	An organization chart is provided on page 41 of the proposal, identifying: Crowe Engagement Executive & Oversight: Susannah Heitger Project Management Team: Jill Willis and Andrea Prena Crowe Subject Matter Advisors: Ann Solzak, Rebecca Solano, Randee Miller (GEO Jobe), and Karen Clark (GEO Jobe) Crowe Business Analyst Team: Robert Muse-Myers, Afraa Tarafdar, and Justin Chambers It also shows connections to Client Executive Sponsorship, Client Project Manager, Client Subject Matter Advisors, and Client Participants.

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Indicate the primary work location(s) and percentage time commitment of the Key Personnel for the Work.	Kevin Price - Project Principal - Portland, Maine Office - 5% Joseph Bergeon - Project Manager - Portland, Maine Office - 30% Andrea Brinkley - Public Works SME - Remote in Texas - 20% Jabari Sealy - Lead Business Analyst - Remote in Washington, D.C. - 15% Evan Agnello - Business Analyst - Remote in Michigan - 10% Jeff Martin - Technical Analyst - Remote in Georgia - 10% Kate Offerdahl-Joyce - Procurement Lead - Remote in Minnesota - 10%	The project will be executed in a hybrid work environment, with the team working both remotely and on-site as necessary for effective collaboration and critical milestones (system configuration, UAT, go-live support). Quinn Lawery - Program Advisor - EAM Solutions - 37.21% Yogesh Bhatt - Project Manager - Enterprise Asset Management (EAM) 27.91% Maitho Kimaru - Senior Business Process Analyst - Enterprise Asset Management System (EAMS) - 34.88% Phase 1: Assessment, Planning, and Procurement Needs Assessment (Requirements Gathering) - 34.88% Comprehensive System Design - 23.26% RFP Development - 11.63% Procurement Process - 4.65% Phase 2: Implementation - 25.58%	Susannah Heitger: Chicago 5% Jill Willis: Chicago 10% Ann Solzak: Indianapolis 15% Andrea Prena: Detroit 50% Rebecca Solano: Chicago 10% Robert Muse-Myers: Indianapolis 50% Afraa Tarafdar: Detroit 50% Justin Chambers: Franklin, TN 10% Randee Miller (subcontractor): Gulfport, MS 5-10% Karen Clark (subcontractor): Gulfport, MS 5-10%
Attachment D Subcontractor Information	No subcontractors will be used for this project.	No subcontractors will be used for this project.	Subcontractor will be used: GEO Jobe, GIS subject matter specialists, 7%. Form provided.
Provide a narrative of your firm's prior experience and qualifications pertaining to the above Scope of Work and provide a list of projects with similar scopes.	BerryDunn's Local Government Practice Group has extensive experience in system assessment and selection, working with clients to assess software environments, identify needs, and develop RFPs. They have experience in both system selection and implementation, understanding how early actions impact later phases. In addition to system selection experience, BerryDunn has provided implementation services for over 200 systems-related projects, including requirements and RFP development, vendor/system integrator selection, contract negotiations, and implementation support. They have worked with a wide range of organizations on these types of engagements. They provided an extensive summary of relevant public-sector system selection experience for many city's across the country. They have also provided a list of implementation support for over 100 local government clients. They have also provided a list of many in state clients that project team members have worked with through similar and other types of consulting services.	Cogent Infotech Corporation offers over 21 years of experience in Asset Management Consulting Services for public sector clients, utilizing an integrated approach combining business analysis, technical expertise, and project management. Their core methodology is built upon four fundamental building blocks—Strategy, Process, People, and Technology—to align the EAM vision with City goals, optimize processes, ensure workforce readiness through training, and select/implement appropriate EAM solutions with advanced analytics. Key benefits include assessing costs and risks, identifying hidden optimization costs, and enhancing system efficiencies for greater asset longevity. Additionally, Cogent specializes in IT Asset Management (ITAM) services, adhering to ISO 19770-1, offering Maturity Assessments to evaluate IT asset governance, review compliance risks, and provide comprehensive deliverables such as transformation roadmaps, a Target Operating Model, and defined ITAM processes.	Crowe LLP, a global accounting and consulting firm established in 1942 with over 50 years of public sector experience, offers specialized services relevant to this proposal, focusing on improving performance, optimizing revenue, and managing risk for states and municipalities. Their core service areas include Business Process Improvement and Organizational Change Management (OCM), Procurement Support and PMO (offering third-party PMO and PM-As-A-Service), Strategic Planning (using Crowe Strategy Lab design sessions), and Enterprise Technology Implementations (including ERP, CRM, and CMS solutions with data mapping and integration). Crowe emphasizes their high professional standards and extensive experience in public sector procurements and complex technology projects. For GIS-related components, Crowe has strategically teamed with GEO Jobe, an ESRI Platinum Partner and recognized innovator in the ArcGIS ecosystem.
Comparable Projects/References	Provided	Provided	Provided
Provide additional information about enhanced services, capabilities, and benefits that may have not been required or identified in the Request for Proposals and that may be viewed as a value-added benefit to the City.	BerryDunn's implementation support fee proposal is based on the full-time project management option presented. They are open to implementation support being either a monthly fixed fee or an hourly-based contract. The Phase 2 fee is based on 140 hours per month at an hourly rate of \$265 for 20 months, which includes two months of post-live support beyond the 18-month planned implementation. If the City chooses the oversight option, the fee would be half the total hours per month and half the total fee. Travel expenses will be invoiced as incurred, with an assumption of two trips per month for full-time project management and one trip per month for oversight.	At this time, Cogent is not proposing any additional services beyond those outlined in the RFP. They are committed to delivering the EAM implementation as specified.	No response provided.
Exceptions Listed	Exceptions Listed	None.	Exceptions Listed

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NAME	Cultivate Geospatial Solutions LLC	Cynerge Consulting Inc.	Engineering Industries eXcellence
ADDRESS	3500 DePauw, Suite 10815	31 N. Saginaw Street	22 W. Monroe Street, Suite 2575
	Indianapolis, IN 46268	Pontiac, MI 48342	Chicago, IL 60603
Firm Established	2020	2005	2006
Years In Business	5	20	19
Type of Organization	LLC	Corporation	Operates under The Engineering Group
Please provide a narrative that demonstrates your understanding of the City's objectives for this project. Describe the scope of your proposed solution, including the key deliverables, and explain how your approach, methodologies, and strategies will address the City's needs. Be sure to outline how your proposed solution aligns with the City's goals and how you will ensure a thorough understanding of the City's requirements throughout the project lifecycle.	Cultivate Geospatial Solutions (CGS) proposes an EAM consulting project focused on transitioning the City from reactive to proactive asset maintenance across all infrastructure types (water, sewer, streets, parks, buildings). Their proposal includes assessment, strategic planning, procurement assistance (Phase 1), and implementation support, utilizing a mature, PMI-aligned project methodology emphasizing detailed requirements gathering, technical solution development, and comprehensive risk management.	Cynerge Consulting proposes to transition the City to an Enterprise Asset Management System (EAMS) with a strong focus on GIS integration and multi-departmental coordination. Their approach adheres to CMMI Level 3 and ISO 9001 standards, utilizing an agile methodology with proactive Risk Management (RMF) and impact minimization tactics for schedule and cost control. They emphasize transparency through project management software and using a RACI matrix for communication, and highlight their vendor-neutral position and public sector expertise.	IndX proposes a transition from the City's reactive CMMS to a proactive Enterprise Asset Management System (EAMS) to mitigate operational risks and data disunity. Phase One (13 weeks) focuses on a detailed assessment, formal kick-off, and comprehensive on-site/remote surveys of physical assets and IT infrastructure. Based on a gap analysis, IndX will provide targeted recommendations and an actionable plan aligned to an asset maintenance lifecycle, prioritizing requirements based on value, impact, and readiness.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 1: The Work Plan should at a minimum address the following: • Approach to efficiently and effectively capturing software requirements. • Strategies for identifying and managing project risks. • Methods for planning, executing, and maintaining quality throughout the project lifecycle. • Tactics to minimize negative impacts on project schedule and costs. • Communication and stakeholder engagement strategies, specifically with the City of Rochester Hills. • Plans for acquiring additional expertise or resources, if necessary, to fulfill project requirements. • Technical approach to completing the services.	CGS uses an organized process to capture requirements, including current-state review of business/GIS/database architecture, a City technology review, and evaluation against Michigan Asset Champions Program standards. Requirements are organized by high-level categories (e.g., system infrastructure, data analysis, predictive analysis). They follow PMI risk management practices, categorizing risks by type (technical, operational, organizational, financial) and employing risk registers/matrices, with Phase 1 risks considered low. Quality for Phase 1 deliverables is maintained via outlines, internal reviews, and multiple revision cycles.	Cynerge utilizes a Risk Management Framework (RMF) that is proactive and continuous throughout the project lifecycle, tracking risks in a register and classifying responses into four approaches (Avoid, Mitigate, Share, Accept). Requirements are captured in a "living repository" using user stories, process maps, and traceability matrices. Quality is maintained through CMMI Level 3 appraised and ISO 9001 certified processes, utilizing Agile Project Management with 2-4 week sprints, frequent feedback sessions, and rigorous internal reviews of deliverables. A dedicated City Product Owner is critical for prioritization and conflict resolution.	IndX's approach guides the City from a reactive to a proactive EAMS through a structured, 13-week assessment (Phase One) followed by implementation (Phase Two). Requirements are captured via detailed cross-departmental interviews, leveraging industry experience for suggesting best practices. Risk management is embedded through continuous monitoring of progress and proactive collaboration. Quality is maintained through User Acceptance Testing (UAT) and strict documentation/reporting standards. Costs are minimized by optimizing project costs using remote surveys and virtual tools where possible.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 2: Please include a breakdown of how the work will be carried out, including: • Specific tasks and milestones • Assigned roles and responsibilities • Estimated person-hours for each key activity • Expected level of participation and input • Overall project timeline	The work is divided into Phase 0 (55 hours) for Project Start-up and Ongoing Management (kick-off, survey tool, RFI preparation). Phase 1 covers Assessment, Planning, & Procurement (4 Tasks, total \$~\$1,040 hours). Tasks include Current System Review (215 hrs), Needs Assessment (235 hrs, includes new GIS Database Evaluation), Vision & Strategic Plan Development (300 hrs, includes Roadmap/Budget/Timeline), and Software Solution Assistance (290 hrs, includes RFP, Vendor Demos, Contract Negotiation, Implementation Scope Definition). Requires input from various City departments: Building, Ordinance, & Facilities; Public Services/Engineering; Fiscal, Accounting, Purchasing; Parks & Natural Resources; and MIS. The team is led by Ryen Tarbet (Technical Project Manager), who is the primary point of contact. Other key roles include Allen Ibaugh (Principal-in-Charge, Quality Control), Ashley Hitt (Business Project Manager), Tom Brenneman (GIS SME), and Peter Crowell (Business Analyst, Process SME).	The comprehensive Work Breakdown Structure for Phase I includes 4 major tasks and 20 subtasks, detailing duration, start/finish dates, and predecessors. These tasks will be broken down further into sprints during project initiation. The overall project timeline is approximately two years, including both phases. Cynerge proposes a RASCI Matrix (Responsible, Accountable, Supportive, Consulted, Informed) to clarify roles, responsibilities, and escalation paths across City departments (e.g., Natural Resources, Public Services, MIS, CFO) and the Cynerge/EAMS Vendor teams. The City primarily holds Accountable or Responsible roles for approvals, reviews, and documentation access. Detailed person-hours are provided for Phase I subtasks, allocated across Cynerge roles: Project Manager (PM), Asset Management, GIS, Solution Architect, and Writer/BA. Phase II hours are estimated for general oversight, consulting, project management, and implementation.	The work is divided into Phase One: Assessment, Planning, & Procurement (4 Tasks) and Phase Two: Implementation Support (Support Options). Phase One covers Current System Review (Task 1, summarizing workflows/gaps), Needs Assessment (Task 2, including gap analysis/organizational readiness), Vision & Strategic Plan Development (Task 3, delivering vision, roadmap, budget/timeline), and Software Solution Assistance (Task 4, delivering functional requirements, RFP specifications, evaluation matrices, contract negotiation support, and implementation scope). Phase Two provides continuing support (oversight, project management, training, risk assessments, go-live support).

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Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services, including their experience related to data migration and experience with the Scope of Services Requested. List their role on the team and office location. Please provide resumes (limit 2 pages for each team member).	Allen Ibaugh (Principal-in-Charge, Quality Control): CEO overseeing operations, overall project quality, RFP development, and contract negotiation. Ashley Hitt (Business Project Manager): Primary Project Manager, responsible for kick-off, communications, survey tools, solution evaluation, and vendor demonstrations. Ryen Tarbet (Technical Project Manager and Asset Management SME): Leads the CGS team as the main point of contact, directing work and approving deliverables. Subject matter expert in EAM, including ISO 55001. Leads needs assessment and strategic planning. Tom Brenneman (GIS SME): CTO leading software development and GIS advancements (Esri ArcGIS). Leads tasks for map/data sharing, GIS database evaluation, and functional requirements Peter Crowell (Business Analyst, Facilitator, Subcontractor): Independent consultant with extensive experience in IT, GIS, business process evaluation, and procurement support for local governments. Focuses on documenting business processes/workflows and facilitating meetings.	Dane Wortley, PMP, SAFe®: Leads planning, execution, and delivery; manages schedules, risks, and communications. Over 15 years experience managing large-scale IT and operations technology projects; led multi-million-dollar initiatives (e.g., RFID, mobile hardware rollouts). Certified PMP and SAFe 4.0 Practitioner. Jason Myers, CTBM: Analyzes and manages software inventory/licensing, procurement, cost optimization, and risk analysis. Over 25 years experience in software asset management and logistics; certified in Technology Business Management (TBM); achieved consistent savings of \$2-5 million/year managing portfolios with annual spends of \$20-30M. Paul Gorman, AWS Certified: Leads technical architecture, modernization planning; evaluates/designs enterprise system integrations; develops cloud migration strategies and technical roadmaps. Over 20 years experience in IT architecture, cloud services, and enterprise integration; supports USDA Forest Service CTO.	The key personnel (Solution Architect and Functional Consultant) are fully dedicated to the project and will work both remotely and on-site (especially for workshops/presentations). No specific team members were named. Oversees and coordinates the entire project delivery (start to finish), ensuring scope, schedule, budget, risk, quality, and resources are met. Possesses technical/managerial skills and experience leading complex asset management system implementations and assessments. Acts as a subject matter expert with process knowledge relevant to the functional domain, ensuring the design of business cases, solutions, and roadmaps meets customer business requirements. The proposal lacks a detailed narrative describing the team members' individual experience related to data migration, despite it being a key activity in Phase Two.
Describe the Proposer's staffing and organization plan, including relationships, roles and distribution of responsibilities among Key Personnel, Staff, and Subcontractors.	Key Personnel and Roles: Allen Ibaugh is the Principal-in-Charge and handles Quality Control Ashley Hitt serves as the Project Manager and is the direct point of contact Ryen Tarbet is the Technical Project Manager and Asset Management Subject Matter Expert (SME) Tom Brenneman is the GIS SME Subcontractors: Peter Crowell is the Business Analyst and Facilitator, operating as an independent consultant and subcontractor. His work includes documenting business processes and facilitating meetings. He will perform 18% of the total work. Distribution of Responsibilities: The team's roles are detailed in a resource matrix, outlining who leads, participates in, or reviews each project task. The Technical Project Manager (Ryen Tarbet) is the primary contact with the City, directs the CGS team, and approves deliverables. The project will involve gathering information and working with multiple City Departments, including Public Services/Engineering, Fiscal, Accounting, Purchasing, Parks and Natural Resources, Management Information Systems, and Building, Ordinance, & Facilities. The City will define specific project participants from these departments.	Cynerge Consulting's project team is structured collaboratively, led by Dane Wortley (Project Manager), who oversees planning, execution, delivery, and manages all schedules, risks, and communications, leveraging over 15 years of experience in large-scale IT projects. Strategic alignment is ensured by the Project Manager reporting to Matt Russell (Program Manager). Key technical leads include Paul Gorman (Solutions Architect), who designs technical architecture, enterprise system integrations, and cloud migration strategies; Darren Baird (Geospatial Architect), an expert with 17 years at Esri, who leads GIS architecture, spatial data solutions, and ensures alignment between enterprise GIS and EAM systems; and Jason Myers (Software Asset Management Analyst), who manages software inventory, licensing, procurement support, and cost optimization. The team is further supported by dedicated staff including a Financial Analyst and Technical Writers, with all technical leads coordinating closely to ensure seamless integration.	IndX's staffing plan emphasizes successful project delivery through a lean, fully dedicated core team of two highly qualified key personnel. The Solution Architect is responsible for providing technical and managerial oversight for the entire project, ensuring continuous adherence to scope, schedule, budget, risk, and quality targets, and has direct experience leading asset management and reliability assessments. The Functional Consultant acts as the subject matter expert, applying industry and process knowledge to work closely with the Solution Architect to ensure all business cases, solutions, and roadmaps align precisely with the customer business requirements. Both key personnel will collaborate continuously with end-users and work both remotely and on-site, particularly during workshops and presentations.
Provide an organization chart that identifies Key Personnel and the project team, and how the Work will be staffed and completed.	There is an organization chart on page 26. CGS will work with and gather information from multiple City Departments, the most important of which include the Department of Building, Ordinance, & Facilities; the Department of Public Services/Engineering; the Department of Fiscal, Accounting, Purchasing; the Department of Parks and Natural Resources; and the Department of Management Information Systems. They will work with the City to define project participants from these and other Departments as necessary. Before project initiation, the City will assemble a project team composed of representatives from the main Department participants—those individuals who will guide the project, support Cultivate in setting up information gathering and meetings, review and comment on deliverables, and other routine project activities. They also expect that there will be other individuals from the Procurement Division who will be assigned to oversee the RFP document preparation and the procurement process.	Staffing and Organization Plan: The team is structured for strong oversight and specialized support, with the Project Manager reporting to the Program Manager. Technical leads report to the Project Manager and coordinate closely. Support personnel work cross-functionally. An organization chart is provided on page 39.	There is no organization chart provided, and they describe the roles of their Solution Architect and Functional Consultant as "key personnel".

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	Cultivate Geospatial Solutions LLC	Cynerge Consulting Inc.	Engineering Industries eXcellence
ADDRESS	3500 DePauw, Suite 10815	31 N. Saginaw Street	22 W. Monroe Street, Suite 2575
	Indianapolis, IN 46268	Pontiac, MI 48342	Chicago, IL 60603
Indicate the primary work location(s) and percentage time commitment of the Key Personnel for the Work.	The work will be split between on-site activities at the City and remote work at CGS headquarters in Indianapolis, Indiana and Frankfort, Kentucky.	Dane Wortley (Project Manager): Remote; 100% Phase I, 80% Phase II. Jason Myers (Software Asset Management Analyst): Pontiac, Michigan; 100% Phase I, 25% Phase II. Paul Gorman (Solutions Architect): Pontiac, Michigan; 100% Phase I, 25% Phase II. Darren Baird (Geospatial Architect): Remote; 75% Phase I, 20% Phase II.	Primary Work Location(s): The Key Personnel, identified as the Solution Architect and Functional Consultant, will work "both remotely and onsite". They mention working onsite "particularly during workshop sessions/executive presentation or as needed". Percentage Time Commitment: The Solution Architect and Functional Consultant are described as "fully dedicated to the project" but no percentage was given.
Attachment D Subcontractor Information	There will be 1 subcontractor, Peter Croswell of Croswell-Schulte IT Consultants. He will document business processes and workflows and facilitate on-site meetings. The percentage of work to be assigned is 18%. Form provided.	No subcontractors will be used for this project.	They did not specify whether or not subcontractors will be used.
Provide a narrative of your firm's prior experience and qualifications pertaining to the above Scope of Work and provide a list of projects with similar scopes.	Cultivate Geospatial Solutions (CGS) is a specialized consultancy focused on the intersection of GIS, Enterprise Asset Management (EAM)/CMMS, and ISO 55001 best practices, aiming to deliver actionable information that helps clients balance risk, cost, and infrastructure performance. Key differentiators include an in-depth understanding of local government operations, vendor independence for unbiased recommendations, and extensive hands-on experience with multiple EAM solutions, Esri ArcGIS, and the Institute of Asset Management principles. CGS is highly qualified to support Phase 2 implementation, offering Project Oversight (including replacing legacy systems like Lucity), Technical Configuration and Deployment Support (with proven expertise in integrating EAM systems with the City's existing platforms like Esri ArcGIS Enterprise and JD Edwards ERP, data migration, and optimizing mobile workflows), and comprehensive Training and Change Management (designing customized programs, establishing user champions, and developing SOPs). The firm highlights its financial stability, consistent annual growth, and a strong track record of successful project delivery with over 30 local governments and utilities.	Cynerge Consulting, Inc. emphasizes its vendor-independent approach and extensive prior experience in software/procurement, cloud/infrastructure, and physical asset management with Esri GIS. This experience is demonstrated through several major projects for the U.S. Forest Service (USFS), including modernizing their Enterprise Software Asset Management Program, consolidating procurement systems via the Integrated Incident Procurement Automation (IIPA) project, and achieving spatially aware asset management through the FS Connect Geospatial Integration of Esri ArcGIS with ServiceNow. Furthermore, Cynerge supported the USFS CTO Standup and led their IT Service Management (ITSM) Capability Maturity Transformation, which made asset management foundational for unifying IT and physical assets, optimizing processes, and reducing costs. They provide references from the USFS for asset management work and from the Rochester Hills Public Library for software development.	IndX, the global division of the Engineering Group, specializes in developing and implementing holistic digital transformation solutions for industrial and manufacturing leaders, leveraging over 25 years of experience. Their Asset Management practice focuses on transitioning clients from reactive to proactive maintenance to reduce operational costs and maximize asset return, utilizing a portfolio of solutions covering work management, resource scheduling, mobility, reliability assessments, and predictive maintenance. As a certified SAP services partner, IndX highlights their Solution Architects and Functional Consultants' direct experience in leading asset management, reliability assessments, and implementing systems of comparable scope. Their relevant project experience includes performing a Global Asset Reliability Assessment with roadmap development, implementing a Datawarehouse solution for operational data, deploying a CMMS-integrated resource scheduling and mobile solution, and implementing a full end-to-end Copperleaf Asset Investment planning solution.
Comparable Projects/References	Provided	Provided	Provided
Provide additional information about enhanced services, capabilities, and benefits that may have not been required or identified in the Request for Proposals and that may be viewed as a value-added benefit to the City.	No response provided	Cynerge can provide additional services for the Implementation Phase, if desired. These would be dependent on the information and requirements gathered during Phase I. This task area is somewhat open-ended, depending on how the RFP requirements are interpreted. While implementation planning is mentioned, it could reasonably fall under Item #2 (Project Management Support). Based on their experience with similar implementations, they propose focusing on several key areas—some explicitly outlined in the RFP, and others recommended based on proven practices from past projects: • Implementation support • Training materials & education • Organization change management • Integration services • Go-live support • Post go-live planning for future phases. They included a baseline level of support for Phase II, Support Item #3. They would create more detailed estimates for these once the requirements are further defined, minimizing the risk of future change orders for the City of Rochester Hills. There is a list of assumptions on page 53 of the proposal.	No response provided.
Exoeptions Listed	None	None	None

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	Gartner, Inc.	GHD Inc.	Pragma Edge Inc.
ADDRESS	56 Top Gallant Road Stamford, CT 06902	26850 Haggerty Road Farmington Hills, MI 48331	12926 Gran Bay Parkway West, Suite 220 Jacksonville, FL 32258
Firm Established	1979		2013
Years In Business	46	97 globally, 25+ years in Michigan	12
Type of Organization	corporation	Corporation	Corporation
Please provide a narrative that demonstrates your understanding of the City's objectives for this project. Describe the scope of your proposed solution, including the key deliverables, and explain how your approach, methodologies, and strategies will address the City's needs. Be sure to outline how your proposed solution aligns with the City's goals and how you will ensure a thorough understanding of the City's requirements throughout the project lifecycle.	Gartner proposes services to help the City shift to a proactive EAMS by addressing data fragmentation and system limitations. Their structured methodology covers the full project lifecycle, including needs assessment (strategic context, business capability workshops, target state development), roadmap/TCO creation, and comprehensive procurement support (RFP development, evaluation, negotiation advisory). The project management approach includes risk management and quality control, leveraging Gartner's extensive research and tools.	GHD proposes a systematic, proven, and vendor-neutral approach to transform the City's fragmented CMMS (Lucity/ESRI) into a proactive Enterprise Asset Management (EAM) solution. Key strategies include Business Process Mapping (providing up to 50 "As-Is" and "To-Be" maps), an Integrated Approach focusing equally on people, processes, and technology, and comprehensive Risk Mitigation to identify bottlenecks and inefficiencies. They emphasize structured stakeholder engagement and continuous validation to ensure alignment with City interests and integration with existing systems (JD Edwards, GIS, etc.).	Pragma Edge proposes a comprehensive, end-to-end implementation of the IBM Maximo Application Suite (MAS) to drive the City's digital transformation, streamlining operations, and enhancing asset management. Their structured, phased methodology (including Initiation, Gap Analysis, Solution Design, Build/Deploy, Go-Live, and Hyper Care) leverages Agile methodologies, cognitive integration, and cloud modernization. The focus is on enhancing asset visibility, streamlining workflows, and improving decision-making through successful MAS implementation.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 1: The Work Plan should at a minimum address the following:• Approach to efficiently and effectively capturing software requirements. • Strategies for identifying and managing project risks. • Methods for planning, executing, and maintaining quality throughout the project lifecycle. • Tactics to minimize negative impacts on project schedule and costs. • Communication and stakeholder engagement strategies, specifically with the City of Rochester Hills. • Plans for acquiring additional expertise or resources, if necessary, to fulfill project requirements. • Technical approach to completing the services.	Gartner utilizes a structured, two-phased approach (Assessment/Procurement & Implementation Support). Requirements are captured via Business Capability Workshops and tailored from their extensive EAM library, documented in a Requirements Traceability Matrix. Risk management covers seven key domains (Strategy, Governance, etc.), and includes Independent Verification & Validation (IV&V) during Phase 2. Quality is maintained using Deliverable Review Checklists. Gartner acts as an independent "buyer's agent" to mitigate risks and offers Total Cost of Ownership (TCO) estimates and negotiation support to inform budgeting.	GHD uses a two-phase approach (Assessment/Planning/Procurement & Implementation Support) to transform the City to proactive EAM. Requirements are captured via up to 15 half-day "As-Is" business process mapping workshops, providing up to 50 annotated maps. They develop a formal Risk Management Plan at project kickoff, including a dedicated "Risk Management and Contingency Planning Session" with senior leadership. Quality is maintained using an ISO 9000 Quality Control Plan. Costs are minimized through upfront planning to reduce change orders and their experience negotiating software contracts, claiming significant client savings.	Pragma Edge's work plan focuses on the successful IBM Maximo Application Suite (MAS) implementation. Requirements are captured via a dedicated gap analysis phase, including current state/future state definition, use cases, and prototyping, documented in a Requirements Traceability Matrix. Quality is maintained via a comprehensive Quality Assurance (QA) plan guiding iterative testing (unit, integration, UAT), defect management, and strict documentation. Costs/Schedule are controlled using a detailed Work Breakdown Structure (WBS), critical path analysis, and strict scope control. A dedicated Project Manager is the single point of contact, ensuring transparent reporting.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 2: Please include a breakdown of how the work will be carried out, including:• Specific tasks and milestones• Assigned roles and responsibilities• Estimated person-hours for each key activity• Expected level of participation and input• Overall project timeline	The work is divided into Phase I (Assessment, Planning, & Procurement), which is broken down into 7 sequential steps with specific durations totaling ~\$37 weeks. Key activities include Establishing Strategic Context (4 wks), Current State Assessment (8 wks, refines Business Capability Model), Defining Vision/Target State (6 wks, develops TCO and roadmap), RFP Development/Release (5 wks), Evaluation Support (7 wks), Vendor Demonstrations (5 wks, identifies vendor risks), and Negotiation Support (4 wks). Phase II provides Project Management Support Services (Ongoing), focusing on Initiation (4 wks), continuous PM/Quality Assurance (IV&V), and Project Close-out (4 wks). The team includes Sr. Managing Partner (Nitesh Dixit) for high-level oversight, an Engagement Manager (Nitin Shenoy) for day-to-day PM, a Quality Assurance Specialist (Timothy Kutz), a Program Assurance SME (Curt Sawyer), an EAM SME (Dave Jackson), and various Delivery Consultants. The City must provide a Project Manager and other key stakeholders for participation, approvals, and resource coordination.	GHD proposes a systematic approach with Phase One: Assessment, Planning, and Procurement (8 Months) and Phase Two: Implementation Support (18+ Months). Phase One includes Current System Review (Task 1, Work Management/Data Sharing), Needs Assessment (Task 2, Gap Analysis/Readiness), Vision & Strategic Plan (Task 3, Roadmap/Budget), and Software Solution Assistance (Task 4, RFP, Contract Negotiation, Implementation Scope). Phase Two provides implementation support via three flexible models with core steps: Assess, Design, Configure, Test, and Deploy. The team includes a Project Director (Wayne Francisco) for executive oversight and escalation, a Project Manager (Rohit Ghosh) for coordination, client relations, and managing deliverables/schedule, and a Technical Team Lead (Kathleen Zynda) who leads the technology assessment, guides software evaluation, and oversees Phase Two.	The work is divided into Phase One (Assessment, Planning, & Procurement) and Phase Two (Implementation Support). Phase One includes tasks like System Review (Work Management/Asset Practices), Assessment & Stakeholder Engagement, Vision/Strategy/Planning, and Software Procurement Support. Key deliverables include a Work Management Assessment Report, Stakeholder Engagement Summaries, Vision and Strategic Plan Document, and Functional Requirements Specification Document. Phase Two covers General Oversight & Advisory, Project Management, and Implementation & Training Services. The work uses a detailed Work Breakdown Structure (WBS) organized under the headings: Initiation, Gap Analysis and Requirement Gathering, Solution Design, Build, Deploy and Testing, Pre-Cutover & Go-Live, and Hyper Care. The team is staffed for the IBM Maximo Application Suite (MAS), including a Maximo Consultant & Project Manager (Vivek Kumar), IBM Maximo Technical Architecture (Kesava Kagitha), Sr. Integration specialist (Venu Sagar), Solution Architect - IBM MAS, MAS System Admin, and various MAS-specific Developer and Consultant roles (e.g., Reports, Data Loading).

NAME	Gartner, Inc.	GHD Inc.	Pragma Edge Inc.
ADDRESS	56 Top Gallant Road Stamford, CT 06902	26850 Haggerty Road Farmington Hills, MI 48331	12926 Gran Bay Parkway West, Suite 220 Jacksonville, FL 32258
Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services, including their experience related to data migration and experience with the Scope of Services Requested. List their role on the team and office location. Please provide resumes (limit 2 pages for each team member).	Nitesh Dixit (Sr. Managing Partner, Key Personnel): Provides high-level oversight, strategic alignment, and client relationship management. 20 years consulting experience, deep expertise in business strategy, vendor selection, digital transformation (SLG/Higher Ed). Nitin Shenoy (Engagement Manager, Key Personnel): Provides day-to-day project management and is the primary Gartner contact. 10+ years experience in ERP/Enterprise Business Applications for public sector/utilities. Timothy J. Kutz (Quality Assurance Specialist, Key Personnel): Responsible for quality assurance review of the project plan and deliverables; promotes Gartner methodologies. 35+ years in consulting (ERP strategy, sourcing, migration for federal/state/local/utilities). Curt Sawyer (Program Assurance SME, Key Personnel): Provides industry/solution expertise, insights, and participates in deliverable reviews. 30+ years in program assurance/PPM (includes IV&V for legacy replacements). Dave Jackson (EAM SME, Key Personnel): Provides industry/solution expertise and participates in deliverable reviews. 25+ years in transportation technology consulting, specializing in EAM system acquisition/implementation oversight. Experience includes Oracle's ERP/EAM deployment across large facilities.	GHD proposes a five-member team led by Wayne Francisco (Project Director, 38 years experience, 10% commitment), specializing in whole-of-lifecycle asset management and organizational models. The core delivery is managed by Rohit Ghosh (Project Manager, PhD, PE, PMP, 50% commitment), focusing on municipal EAM and ISO 55001-based programs. Technical integration is led by Kathleen Zynda (Technical Team Lead, GISP, 50% commitment) with 28 years of GIS/EAM/CMMS expertise. The team is bolstered by two technical support roles providing extensive experience in organizational change (Sarah McCann, 75% commitment) and data assessment/integration (Jennifer Dustin, 30% commitment).	Vijay & Venu Sagar (Sr. AWS Cloud Architect/Sr. Integration specialist): Both have over 18 years experience, specializing in AWS, CI/CD, and developing scalable deployment systems. Strong experience in managing cloud migrations for on-premise setups (implies data migration). Ajay Kumar (AWS, Azure and Cloud Architect): Over 11 years experience designing/managing AWS infrastructure, specializing in cloud migrations with hybrid connectivity and VMware. Venu Kumar (IBM Maximo Technical Architecture): 10+ years experience, specializing in MAS Core (RedHat OCP) and MAS Manage implementations/migrations across on-premise/cloud. Certified in IBM Maximo 7.6 EAM & MAS8. Revanth Reddy (Maximo Functional/Technical): Over 9 years experience, specializing in MAS 8 implementations/upgrades (including Indian Rail sector projects). Expertise in complex integrations, automation scripts, and Agile methodologies. Kesu Sai Sathya (Integration specialist): Over 11 years experience designing/deploying enterprise integration solutions across hybrid cloud/on-premise environments, skilled in API integrations and system migrations. The team has strong implied data migration experience across multiple roles (Vijay, Ajay Kumar, Venu Sagar, Kesu Sai Sathya, Venu Kumar), specifically related to cloud migrations, hybrid connectivity, and Maximo system migrations.
Describe the Proposer's staffing and organization plan, including relationships, roles and distribution of responsibilities among Key Personnel, Staff, and Subcontractors.	Gartner presents its project team with a hierarchical and functional structure led by Nitesh Dixit (Sr. Managing Partner) , who provides high-level strategic oversight, oversees alignment with City goals, and manages the long-standing relationship with the City. Nitin Shenoy (Engagement Manager) serves as the primary day-to-day lead, managing daily project initiatives and acting as the main point of contact. Supporting this core leadership are specialized experts: Timothy Kutz (Quality Assurance Specialist) provides quality oversight using Gartner methodologies. Curt Sawyer (Program Assurance SME) provides industry, solution, and service expertise to enhance recommendations, and Dave Jackson (EAM SME) provides specialized subject matter expertise. This structure is designed to ensure strategic direction, quality assurance, specialized knowledge, and effective day-to-day management.	GHD's project team features a clear hierarchical structure, led by Wayne Francisco (Project Director), who provides executive oversight, strategic direction, and acts as the interface with City leadership. Rohit Ghosh (Project Manager), who reports directly to the Project Director, is responsible for overall project coordination, managing the schedule, budget, resources, and deliverable quality, and facilitating stakeholder meetings. Kathleen Zynda (Technical Team Lead) reports to the Project Manager and leads all technology assessment, evaluation, and technical activities, including GIS integration, SCADA connectivity, and enterprise system architecture. She is supported by Sarah McCann (Technical Support), who focuses on process mapping, documentation, and change management, and Jennifer Dustin (Technical Support), who handles data assessment, integration analysis, and the development of data migration and governance strategies.	There isn't really a breakdown of relationships or a distribution of responsibilities, just a list of titles and qualifications. Vivek Kumar: Maximo Consultant & Project Manager Saroja: Maximo Techno-Functional Kesava Kagiitha: IBM Maximo Technical Architecture Naveed Ahmad: IBM Maximo Consultant Vijay: Sr. AWS Cloud Architect Ajay Kumar: AWS, Azure and Cloud Architect Venu Kumar: IBM Maximo Technical Architecture Revanth Reddy: Maximo Functional/Technical Venu Sagar: Sr. Integration specialist Kesu Sai Sathya: Integration specialist
Provide an organization chart that identifies Key Personnel and the project team, and how the Work will be staffed and completed.	Gartner presents its project team in a hierarchical and functional structure in a chart on page 54 as well as an org chart on page 55, detailing the responsibilities for each role. It is highlighted above. The organization chart shows: High-level sponsorship and quality assurance from senior partners. Strong day-to-day project management through the Engagement Manager. Focused project consulting from the Delivery Consultants. Deep subject matter expertise from the various SMEs, who will be engaged as needed to provide insights that inform analysis. This structure indicates that the work will be managed centrally by the Engagement Manager, with strategic oversight from the Sr. Managing Partner, specialized support from the SMEs, and direct execution by the Delivery Consultants.	GHD's organization chart on page 33 identifies the Key Personnel and the project team, illustrating their reporting relationships for how the work will be staffed and completed. GHD Project Organization Chart: Project Director: Wayne Francisco, MIAM Project Manager: Rohit Ghosh, PhD, PE, PMP (Reports to Project Director) Lead Technical Advisor: Kathleen Zynda, GISP (Reports to Project Manager) Technical Support: Sarah McCann, Jennifer Dustin (Report to Project Manager with technical coordination through the Technical Team Lead/SME)	There is not an organization chart, but key personnel are identified in the statement of work (see above). There is a visual chart spreadsheet that details the allocation of estimated weekly hours for each resource name and role across the 69 week period.

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NAME	Gartner, Inc.	GHD Inc.	Pragma Edge Inc.
ADDRESS	56 Top Gallant Road	26850 Haggerty Road	12926 Gran Bay Parkway West, Suite 220
	Stamford, CT 06902	Farmington Hills, MI 48331	Jacksonville, FL 32258
Indicate the primary work location(s) and percentage time commitment of the Key Personnel for the Work.	Nitesh Dixit (Sr. Managing Partner, Key Personnel): Primary Work Location: Illinois; Percentage Time Commitment: 10% Nitin Shenoy (Engagement Manager, Key Personnel): Primary Work Location: New Jersey; Percentage Time Commitment: 50% Timothy Kutz (Quality Assurance Specialist, Key Personnel): Primary Work Location: Virginia; Percentage Time Commitment: 10% Curt Sawyer (Program Assurance SME, Key Personnel): Primary Work Location: New York; Percentage Time Commitment: 10% Dave Jackson (EAM SME, Key Personnel): Primary Work Location: Texas; Percentage Time Commitment: 50% Mandy An (Delivery Consultant): Primary Work Location: California; Percentage Time Commitment: 50% Dr. Daniel Ahlgren (OCM Delivery Consultant): Primary Work Location: Texas; Percentage Time Commitment: 50% Jeffrey Chan (Delivery Consultant): Primary Work Location: Georgia; Percentage Time Commitment: 50% Gartner also states in their assumptions that the majority of work performed during Phase 2 will be done remotely, with only occasional (no more than once per month) onsite presence	Rohit Ghosh, PhD, PE, PMP (Project Manager) Primary Location: Rosemont, IL; Percentage Time Commitment: 50% Kathleen Zynda, GISP (Technical Team Lead) Primary Location: Charlotte, NC; Percentage Time Commitment: 50% Wayne Francisco, MIAM (Project Director) Primary Location: Charlotte, NC; Percentage Time Commitment: 10% Sarah McCann (Technical Support) Primary Location: Seattle, WA; Percentage Time Commitment: 75% Jennifer Dustin (Technical Support) Primary Location: Charlotte, NC; Percentage Time Commitment: 30%	They state in their "key assumptions" on page 2 that unless otherwise specified, most activities (meetings, training, reviews) will be conducted remotely, with onsite presence for key workshops or milestones if required and notes that the primary work location for the team is expected to be offshore. There is no percentage breakdown, but there is an estimated weekly hours for each role over the project duration.
Attachment D Subcontractor Information	Gartner states that they do not anticipate the need for subcontractors to perform the scope of work contemplated in this Proposal. They say they would discuss any potential need for additional skills/resources with the City and seeking approval prior to engaging any subcontractors .	No subcontractors will be used for this project.	There is no subcontractor information indicated
Provide a narrative of your firm's prior experience and qualifications pertaining to the above Scope of Work and provide a list of projects with similar scopes.	Gartner Consulting leverages over 30 years of experience, supported by their industry-leading research, to help clients develop and execute enterprise application strategies, manage procurements, and lead successful implementations. They possess deep, hands-on experience across top-tier ERP and EAM platforms for both commercial and public sector organizations, including State and Local Governments. Their expertise aligns directly with the City's needs, covering technical and functional requirements gathering, solution development, EAMS gap analysis, system design and budgeting, interface specification development, RFP specification development, and implementation oversight. Crucially, Gartner emphasizes its complete independence from any EAM software vendor, which ensures objective and unbiased advice focused exclusively on the City's best interests, validated through their Independent Verification and Validation (IV&V) services. They provide extensive references and a list of numerous public sector clients with relevant EAM and ERP project experience.	GHD emphasizes its extensive and relevant experience in Enterprise Asset Management (EAM) consulting, boasting over 100 EAMS-related projects across North America in the last 15 years, with a strong recent focus on over 20 projects in the last four years. The firm highlights expertise in key areas such as process mapping, EAMS RFP content development, system configuration, and staff training for municipalities. GHD stresses its commercial independence from EAM software vendors, ensuring objective recommendations driven solely by the City's needs. The team offers a unique combination of strategic asset management leadership, technical implementation expertise, data analytics capabilities, and proven project management skills, all designed to guide successful EAM transformations, address multi-departmental complexities, and achieve proactive, data-driven asset management integrated with existing ERP, GIS, and SCADA systems.	The proposal states that Pragma Edge has experience as a global software, SaaS, and consulting services company with over 11 years in business and status as an IBM Gold Partner. Their offerings, such as Asset Management, Digital Transformation, Application Integration, Cloud Modernization, and API Integration, align with the scope of work. The firm's experience also extends to industries including Federal / SLED. Individual team member profiles detail their relevant experience in Maximo implementations, upgrades, and migrations.
Comparable Projects/References	Provided	Provided	There are 2 references, but they do not indicate the scopes
Provide additional information about enhanced services, capabilities, and benefits that may have not been required or identified in the Request for Proposals and that may be viewed as a value-added benefit to the City.	Gartner offers enhanced services beyond core RFP requirements, focusing on: Contract and Cost Optimization (CFO): Provides specialized negotiation support for commercial and contractual terms, leveraging Gartner's daily interaction with IT vendors globally. This aims to secure optimal pricing and terms, potentially saving significant costs, and ensures unbiased advocacy for the City. This is an optional service, distinguishing it from basic technical negotiation support. Organizational Change Management (OCM): Proactively addresses human-side risks in large-scale IT projects. Gartner offers a dedicated OCM program, emphasizing change impact assessment, stakeholder engagement, and a multichannel communication plan. They utilize proven methodologies (e.g., Prosci ADKAR, Gartner research) to mitigate project fatigue and ensure adoption.	Services include a Post-Implementation Optimization and Continuous Improvement Program, offering quarterly assessments for the first two years to refine workflows, identify enhanced automation opportunities, integrate smart city technologies, and provide performance analytics, while also confirming user task compliance and identifying training needs. Additionally, GHD will develop a custom Executive Dashboard and Municipal Performance Analytics solution, potentially utilizing the EAM software or Power BI, to translate complex asset data into strategic metrics for City Council decision-making, budget development, capital planning, and transparent community accountability. This dashboard will support data-driven policy, demonstrate infrastructure stewardship, and aid in documentation for grant applications.	No response provided.
Exceptions Listed	Exceptions Listed	Exceptions Listed	They did not provide the exceptions page, but they did provide assumptions.

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	Raftells Financial Consultants, Inc.	RICEFW Technologies Inc.	Sapient Associates
ADDRESS	19 Garfield Place, Suite 500 Cincinnati, OH 45202	2150 Association Dr., Suite 270 Okemos, MI 48864	22525 Hall Road, Suite A Macomb, MI 48042
Firm Established	1993	2010	2019
Years In Business	32	14+	6
Type of Organization	Corporation	Corporation	LLC
Please provide a narrative that demonstrates your understanding of the City's objectives for this project. Describe the scope of your proposed solution, including the key deliverables, and explain how your approach, methodologies, and strategies will address the City's needs. Be sure to outline how your proposed solution aligns with the City's goals and how you will ensure a thorough understanding of the City's requirements throughout the project lifecycle.	Raftellis proposes a two-phase solution to address the City's Asset Management Information System (AMIS) needs: Phase 1 covers Assessment, Planning, and Procurement, and Phase 2 covers Implementation Support. Their methodology is designed to minimize staff time during the assessment using workshops (SWOT, visioning) and focuses on Organizational Change Management (OCM) and best practices. They leverage their experience with similar EAM/CMMS solutions and familiarity with the City's current Lucity system to provide active support through RFP development, contract negotiation, and implementation.	RICEFW proposes a strategic transformation to modernize the City's asset management framework by replacing its current Lucity CMMS with a comprehensive Enterprise Asset Management (EAM) solution. Their approach covers the full lifecycle, including Discovery (SWOT, workflow diagrams), Gap Analysis against ISO 55000 best practices and technology/data governance gaps, Strategic Vision/Roadmap Development, and Software Procurement Support (RFP development/evaluation, contract negotiation). They acknowledge and plan for challenges associated with organizational change and multi-departmental coordination.	Sapient Associates proposes a comprehensive transformation to replace the City's reactive Lucity CMMS with a modern EAM system. Their focus is on addressing fragmented data and ensuring seamless integration with existing City systems like GIS and ERP. They employ a highly collaborative approach using structured workshops and surveys to gain a thorough understanding of City requirements, integrating these insights into the final recommendations and plans.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 1: The Work Plan should at a minimum address the following: • Approach to efficiently and effectively capturing software requirements. • Strategies for identifying and managing project risks. • Methods for planning, executing, and maintaining quality throughout the project lifecycle. • Tactics to minimize negative impacts on project schedule and costs. • Communication and stakeholder engagement strategies, specifically with the City of Rochester Hills. • Plans for acquiring additional expertise or resources, if necessary, to fulfill project requirements. • Technical approach to completing the services.	Raftellis uses a two-phase methodology (Assessment/Procurement & Implementation Support) leveraging their internal "Project Quality Assurance Program." Requirements are captured in workshops and refined into a "Final Requirements Spreadsheet." Risk management involves continuous monitoring and maintaining a consolidated "Project Risk Log and Issue Log." To minimize cost/schedule impacts, they provide "realistic time estimates" and "planning-level budget estimates," utilizing "Project Change Control Procedures," and conducting "Cutover Workshops" with mock go-lives. They are confident in their ability to complete the project with in-house staff only (no subconsultants).	RICEFW develops "vendor-neutral functional and technical requirements" stemming from Discovery and Gap Analysis tasks. Risk mitigation addresses stakeholder availability (asynchronous interviews), data quality, scope creep (formal change control/weekly validation), and resistance to change (early training). Quality is maintained through internal peer reviews, stakeholder sign-offs, and a dedicated QA lead. To minimize costs, Phase One is a fixed-cost proposal (including all travel/admin fees for predictability), while Phase Two uses a task-based cost framework for flexibility.	Sapient captures requirements using structured, facilitated SIPOC workshops (Suppliers, Inputs, Processes, Outputs, Customers) at both Level 1 (high-level) and Level 2 (detailed). Risk management is integrated, with an optional Phase 2 Project Management Office (PMO) service explicitly including Issue/Risk Management and formal Change Control. They plan to leverage Lean Six Sigma methodology elements and existing tools to accelerate the project timeline and complete it at a lower cost, aiming to "strengthen budget and scope control." Quality is maintained through formal review sessions and the optional PMO Governance/Planning framework.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 2: Please include a breakdown of how the work will be carried out, including: • Specific tasks and milestones • Assigned roles and responsibilities • Estimated person-hours for each key activity • Expected level of participation and input • Overall project timeline	The work is organized into Phase 1 (Assessment, Planning, & Procurement) and Phase 2 (Implementation Support). Tasks within these phases cover Current System Review, Needs Assessment, Vision/Strategic Plan Development, Software Solution Assistance (RFP, vendor demonstrations), and Project Management/Implementation Support (data conversion, testing, go-live). The team includes Jason Small (Project Manager, Main City Contact), Doug Spiers, PE (Program Advisor, Strategic Direction/Decision-making), Brandon Vatter (Asset Management Review), and Andrea Fowles (GIS and EAM expertise). Total estimated effort for the entire project is 1,125 hours. Phase 1 is estimated at 315 hours, and Phase 2 is estimated at 810 hours. Person-hours are detailed per team member (Doug Spiers: 165 hrs, Jason Small: 525 hrs, Andrea Fowles: 250 hrs). The proposal emphasizes the need for "Committed City resources" and includes interactive sessions like a Project Kickoff Meeting and Group Kickoff Workshop for broader staff engagement.	The work is organized into six sequential milestones: Discovery & Assessment (160 hrs), GIS and Lucity Data Review (100 hrs), Readiness Assessment (80 hrs), Strategic Planning (120 hrs), RFP Requirements Development (120 hrs), Procurement & Demo Support (80 hrs), and Handoff & Final Presentation (40 hrs). The team includes Andrew Stinson, Puja Agrawal, Kevin Fowles, Ravi Yelugula, and Brad LeFevre, with roles varying across tasks, ensuring dedicated focus on Discovery, GIS/Data, Strategy, and Procurement. Total estimated effort is 700 hours for all key activities. The total expected duration is 21 weeks (approx. 5.25 months), broken down into: Stakeholder Discovery (4 wks), Gap Analysis & Readiness (4 wks), Strategic Vision & Planning (5 wks), RFP Development & Procurement (6 wks), and Final Wrap-Up (2 wks). Requires weekly status meetings with the City's Project Manager, monthly steering committee updates, stakeholder workshops at phase ends, and access to a shared online workspace.	The work is divided into Phase 1 (Assessment, Planning, and Procurement) and Phase 2 (Implementation Support - Optional Services). Phase 1 includes four tasks: Current System Review (Kickoff, Work Management, Data Sharing), Needs Assessment (Gap/Readiness Assessment, Technology Evaluation), Vision & Strategic Plan Development (Action Plan, Roadmap, Budget/Timeline), and Software Solution Assistance (RFP Development, Vendor Evaluation, Contract Negotiation). Phase 2 covers optional services like Program Management Office (PMO), Testing/Data Conversion Strategy, and Post Implementation Support. Primary Responsibility for activities is designated as either SA (Sapient Associates) or the City. SA typically handles planning and facilitating workshops, while the City handles scheduling participants and reviewing outputs. Individual team members (e.g., Jeff Wagner, Functional Consultant, Technical Consultant) are assigned to lead specific "major project activities. Key milestones include Kickoff Meeting, Vision and Plan Confirmed, RFP Published, Vendor Responses Due, and Vendor Contracted.

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	Raftells Financial Consultants, Inc.	RICEFW Technologies Inc.	Sapient Associates
ADDRESS	19 Garfield Place, Suite 500	2150 Association Dr., Suite 270	22525 Hall Road, Suite A
	Cincinnati, OH 45202	Okemos, MI 48864	Macomb, MI 48042
Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services, including their experience related to data migration and experience with the Scope of Services Requested. List their role on the team and office location. Please provide resumes (limit 2 pages for each team member).	Jason Small: Manages day-to-day project aspects and serves as the main City contact. Over 10 years in CMMS/EAM software implementation, including experience working for the software vendor Lucity and large organizations (e.g., City of Chicago). Explicit data migration experience includes moving the City of Chicago's GIS environment to AWS. Douglas A. Spiers, PE: Serves as Project Advisor, focusing on strategic direction, decision-making, and organizational culture. Over 35 years in strategic planning, IT, and asset management. Involved in projects requiring asset hierarchy development and data collection plans. Brandon Vatter, PE: Capital Program and Asset Management SME. Over 28 years of utility experience (water, wastewater, stormwater). Familiar with ESRI ArcGIS and multiple CMMS/EAM systems (Lucity, CityWorks, Maximo). Andrea Fowles: GIS and EAM SME. Over 15 years in sales/implementation of CMMS/EAM software, starting in technical support/GIS integrations. Strong data migration experience, including migrating Oracle work history/asset inventory and performing "Full data analysis and data remediation" of GIS assets for other clients. The team operates primarily from remote locations (IL, CA, MO) with one member in Cincinnati, OH.	A tightly integrated in-house delivery team of five key personnel. No subcontractors are proposed. All personnel are based in Okemos, Michigan, and are committed 100% full-time to the project. Andrew E. Stinson (Project Manager): PMP-certified Senior IT PM with 15+ years experience managing multi-million-dollar government IT projects (e.g., Michigan State Police, State of Michigan). Focuses on PMO governance, risk mitigation, and compliance Ravi Yelugula (Technical Lead): Azure Certified with 10+ years experience in cloud engineering, data pipeline automation, AI/ML modeling, and creating advanced dashboards (Tableau, QlikView). Specialty in DataOps and cloud migration (AWS & Azure). Kevin Fowlks (Integration Lead): 20+ years experience in enterprise software engineering and systems integration, specializing in Java/JEE application development, web services (SOAP/REST), service-oriented architecture, and Oracle/MySQL database management. Puja Agrawal (Business Analyst / Scrum Master): CSM (Certified Scrum Master) and ECBA certified with 10+ years experience. Focuses on requirements gathering, user story definition, Agile delivery, UAT support, and financial systems. Brad LeFevre (Customer Success Director): 30+ years experience in consulting/client relations. Focuses on adoption strategy, training rollout, KPI-driven service delivery, and long-term performance/innovation.	Timothy Couvreur (Principal / Quality Assurance): Provides Quality Assurance oversight and manages contractual/client relationships. Over 30 years of cross-sector leadership, including strategic planning for Great Lakes Water Authority and DWSD. Experience covers current state assessments, visioning, and RFP development. Jeff Wagner (Project Lead): 25+ years in PM/program management, focusing on utilities. Relevant experience includes EAM implementation assessment at a large SE Michigan utility, RFP development, and DWSD Work & Asset Management system activities. Expert in GIS/Billing integration. (Option 1 - 20+ years): EAM solution specialist for over a decade, with strong focus on utility operations. Experienced in data migration/conversion leadership and system integration for major Maximo deployments (e.g., Duke Energy, Portland General Electric). (Option 1 & 2 - 25+ years each): Two functional specialists with 25+ years experience each. Focuses on organizational strategy, program management, operational performance, RFP drafting/vendor selection (e.g., DESC, DWSD), and designing strategic roadmaps. All personnel are based in Southeastern Michigan, emphasizing local presence.
Describe the Proposer's staffing and organization plan, including relationships, roles and distribution of responsibilities among Key Personnel, Staff, and Subcontractors.	Organizational Chart and Relationships: They included an organizational chart on pg 32 which visually depicts the structure of their project team. Roles and Distribution of Responsibilities among Key Personnel and Staff: Jason Small, Project Manager: Will manage the day-to-day aspects of the project, ensure it's within budget and on schedule, and meets the City's objectives. He will lead the consulting staff and serve as the City's main point of contact. He leads the consulting staff in conducting analyses and preparing deliverables. Doug Spiers, PE, Project Advisor: Will serve as Raftellis' Project Advisor, focusing on the strategic direction, decision-making, and organizational culture of the City. Brandon Vatter, PE, Capital Program and Asset Management Subject Matter Expert: Will review the current asset management program and processes, deliver the Asset Management Report, and assist in the SWOT analysis. Andrea Fowles, GIS and EAM Subject Matter Expert: Will provide input and guidance as a Subject Matter Expert for the GIS and EAM components of the project.	Mary Yeddula (President): Oversees the entire team. Brad LeFevre (Customer Success Director): Reports directly to the President and focuses on client communication, stakeholder engagement, adoption strategy, training rollout, and long-term performance. Andrew E. Stinson (Project Manager): Reports to the Customer Success Director. His responsibilities include overall project oversight, stakeholder coordination, PMO governance, schedule control, and quality assurance. He manages project execution and serves as the primary liaison between client stakeholders and the project team. Ravi Yelugula (Technical Lead): Reports to the Project Manager. His responsibilities include data pipeline design, analytics solutions, AI/ML modeling, dashboarding, and cloud architecture. Kevin Fowlks (Integration Lead): Reports to the Project Manager. His responsibilities include system architecture, application development, middleware integration, and database management. Puja Agrawal (Business Analyst / Scrum Master): Reports to the Project Manager. Her responsibilities include requirements gathering, user story definition, Agile delivery, UAT support, and team facilitation. Support Staff (As Needed): Additional staff will be brought in to support the core team as required. They note that all key roles are filled by experienced, senior professionals familiar with	Overall Management (Client Satisfaction): Timothy F. Couvreur, a Principal at Sapient Associates, will be responsible for contractual, relationship, and ultimately client satisfaction performance. Project Leadership: Jeff Wagner will lead the engagement as the Project Lead (Key Personnel). Consulting Support: One of two proposed Functional Consultants will support current state assessment, functional requirements, stakeholder engagement, and developing an overall roadmap. A Technical Consultant will handle technical requirements, assessment, and evaluation. Team Engagement: Each team member will be actively engaged during key phases, with flexibility to scale staff as needed. Subcontractors: No subcontractors will be used. Location: All team members are based in Southeast Michigan, allowing for onsite or hybrid engagement.
Provide an organization chart that identifies Key Personnel and the project team, and how the Work will be staffed and completed.	The organizational chart on page 32 visually depicts Jason Small as the Project Manager, with Doug Spiers as the Program Advisor, and Brandon Vatter and Andrea Fowles as Subject Matter Experts, all reporting to the Project Manager. Raftellis states they are fully confident in their ability to complete this project with their in-house staff.	They do provide an organizational chart on page 13, and it is also detailed above.	An organization chart is located on page 33. Jeff Wagner (Project Lead) is at the top. Reporting to Jeff Wagner are two direct roles: a Functional Consultant and a Technical Consultant.

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	Raftells Financial Consultants, Inc.	RICEFW Technologies Inc.	Sapient Associates
ADDRESS	19 Garfield Place, Suite 500	2150 Association Dr., Suite 270	22525 Hall Road, Suite A
	Cincinnati, OH 45202	Okemos, MI 48864	Macomb, MI 48042
Indicate the primary work location(s) and percentage time commitment of the Key Personnel for the Work.	Jason Small, Project Manager: Remote (IL) , 70% time commitment. Doug Spiers, PE, Project Advisor: Remote (CA) , 20% time commitment. Brandon Vatter, PE, Asset Management Subject Matter Expert: Cincinnati, OH , 30% time commitment. Andrea Fowles, GIS and CMMS Subject Matter Expert: Kansas City, MO , 70% time commitment.	RICEFW explicitly states that "All Key Personnel are based in Okemos, Michigan and are committed 100% full-time to the successful delivery of this project for the City of Rochester Hills".	The proposal states that all team members are based in Southeast Michigan and available for onsite or hybrid engagement. No specific percentage time commitment has been given. There is a breakdown of hours for each task on pages 19-22, but it does not show specific role hours.
Attachment D Subcontractor Information	No subcontractors will be used for this project	No subcontractors will be used for this project.	No subcontractors will be used for this project.
Provide a narrative of your firm's prior experience and qualifications pertaining to the above Scope of Work and provide a list of projects with similar scopes.	Raftelis partners with local government and utility leaders to transform organizations, leveraging a consulting practice that includes over 190 experts, many of whom are former municipal and utility leaders with decades of hands-on experience. They emphasize their utility billing consulting expertise and have an extensive track record, assisting over 1,700 local governments and utilities across the U.S. with financial, rate, ERP, and utility billing software consulting services. Raftelis offers a proven methodology for CIS (Customer Information System/Utility Billing) Selection, including needs assessment, RFP support, and contract negotiation, and provides expert guidance through CIS Implementation, focusing on design, configuration, data conversion, system integration, testing, and go-live transition to avoid major issues. Their project experience, detailed on page 43, includes relevant services like Needs Assessment, EAM Selection, EAM Implementation, Data Integration, OCM, Asset Conversion, and Key Performance Indicators Management Framework.	RICEFW Technologies Inc. is a Michigan-based, certified Women-Owned S Corporation with over 150 employees, emphasizing their experience in delivering robust, cost-effective, and scalable technology solutions to public-sector clients. They are uniquely positioned to support the transition from the legacy Lucity CMMS to a future-ready EAM system, leveraging their proprietary WeComm platform, and deep experience in asset lifecycle optimization, GIS integration, and stakeholder-driven implementation. RICEFW highlights an established track record in EAM and data modernization projects with agencies like the Michigan State Police and the State of Michigan's Department of Natural Resources. Their team specializes in modernizing legacy systems, implementing cloud-based EAM solutions, integrating with GIS and ERP platforms, and supporting the entire lifecycle of asset management initiatives, confirming extensive relevant project experience in the past four years with detailed references provided separately.	Sapient Associates, a management consulting firm based in Southeastern Michigan, offers local resources at a lower cost than national firms and is fully independent from software providers, ensuring unbiased advice. Their specialized team has decades of relevant experience in Process/Operational Improvement, Strategic Planning, Program/Project Management, and IT projects, with extensive experience at public entities in Michigan, including the City of Detroit, Wayne County, and GLWA, as well as cross-industry private sector experience. They highlight their collective strengths, including a proven methodology for project delivery, hands-on experience with EAM functional/technical assessments, needs analysis, strategic roadmapping, RFP development, and vendor selection. Sapient believes their cross-industry experience is critical, as it enables broader solution thinking, better risk management via compliance frameworks from regulated sectors, proven change management tactics, and enhanced technical foresight regarding emerging trends (e.g., AI/IoT integration), ensuring the City receives high-value, low-risk, future-ready EAM solutions.
Comparable Projects/References	Provided	Provided	Provided
Provide additional information about enhanced services, capabilities, and benefits that may have not been required or identified in the Request for Proposals and that may be viewed as a value-added benefit to the City.	Raftelis states they are financially stable and have the resources to provide the requested services in a satisfactory manner. They note steady growth over 32 years of providing consulting services to hundreds of public agencies across the country, with consistent annual revenue and positive net income every year. They are also willing to provide financial information, such as tax filings or current financial position, upon request, with a request for confidentiality.	No response provided.	GHD's comprehensive proposal includes robust support services designed to maximize the City's EAM investment and ensure implementation success. The Value Added Services include a two-year Post-Implementation Optimization and Continuous Improvement Program with quarterly assessments for workflow refinement, automation, and integrating smart city technologies, along with the development of an Executive Dashboard and Municipal Performance Analytics solution (potentially using Power BI) to translate asset data into strategic metrics for Council decision-making and community accountability. Furthermore, GHD offers Additional Proposed Services, beginning with the establishment of a formal Project Management Office (PMO) to provide structured governance, budget control, and risk management throughout the implementation. Optional Phase 2 services are also available, including specialized planning for Testing Support (User Acceptance Testing), Data Conversion and Migration (ensuring data integrity), System Integration (connecting EAMS with GIS/ERP for real-time data), and Post Implementation Support for stability and accelerated user adoption after go-live.
Exceptions Listed	Exceptions Listed	None.	They did not provide exceptions, but they did provide assumptions.

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	The Shpigler Group
ADDRESS	181 14th Street NE, Suite 425
	Atlanta, GA 30309
Firm Established	2001
Years in Business	24
Type of Organization	
Please provide a narrative that demonstrates your understanding of the City's objectives for this project. Describe the scope of your proposed solution, including the key deliverables, and explain how your approach, methodologies, and strategies will address the City's needs. Be sure to outline how your proposed solution aligns with the City's goals and how you will ensure a thorough understanding of the City's requirements throughout the project lifecycle.	The Shpigler Group proposes transforming the City's CMMS to a proactive EAMS for unified data and long-term cost control. Their approach is evidence-based and financially justified, building detailed 10-year life-cycle cost models (TCO, NPV, Payback). Key steps include Current-state assessment, Needs assessment (with gap/maturity scorecard), Vision & Strategic Plan (5-year roadmap/budget), and Software Procurement Assistance (RFP package/evaluation workbook). They utilize an iterative requirements process validated against ISO 50000 standards and employ a configuration-traceability matrix to minimize misalignment.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 1: The Work Plan should at a minimum address the following: • Approach to efficiently and effectively capturing software requirements. • Strategies for identifying and managing project risks. • Methods for planning, executing, and maintaining quality throughout the project lifecycle. • Tactics to minimize negative impacts on project schedule and costs. • Communication and stakeholder engagement strategies, specifically with the City of Rochester Hills. • Plans for acquiring additional expertise or resources, if necessary, to fulfill project requirements. • Technical approach to completing the services.	Shpigler's process begins with field ride-alongs and observations with frontline staff to identify pain points, mapping requirements to a library grounded in ISO 5000 frameworks. A configuration-traceability matrix links confirmed requirements to future EAM settings and training. Risk is managed via a concise risk register with red/yellow/green status, reviewed in bi-weekly 30-minute check-ins. Their cost tactics use detailed 10-year financial modeling (NPV, payback) of various scenarios (cloud EAM, hybrid) to ensure the roadmap is fiscally responsible and fundable. Quality is maintained through peer/director reviews and defined stage gates.
Provide a detailed Work Plan that describes your approach to completing the full Scope of Work. The plan should be tailored to distinguish your response from others and demonstrate a clear, thoughtful and structured methodology for delivering the project successfully: Part 2: Please include a breakdown of how the work will be carried out, including: • Specific tasks and milestones • Assigned roles and responsibilities • Estimated person-hours for each key activity • Expected level of participation and input • Overall project timeline	The work is organized into phases shown on a Gantt chart: Initiate & Mobilize, Current-State Assessment, Requirements & Needs Assessment, Vision & Strategic Roadmap, Procurement Support, Implementation & Oversight, and Project Closeout. Key milestones include Project Charter signed (Week 1), Requirements matrix baselined (Week 9), RFP released (Week 14), and Recommendation/Contract agreed (Week 18). The team includes specialized roles such as Project Executive, PM, Analyst, GIS/CMMS SME (Technical Lead), Strategy Lead, Financial Modeler, and Evaluation Team. Person-hours are detailed per activity (e.g., Project Charter: 40 hrs, Field observations: 120 hrs, Vendor demos: 100 hrs). The total project spans July 2025 to July 2027 (~\$2 years). The Assessment, Planning, and Procurement phase concludes around Week 18 (November 2025). Implementation & Oversight runs from Month 6-18, followed by Project Closeout at Month 18. Involvement is detailed in a "City Input" column, with specific hours (e.g., Sponsor approval: 4 hrs, Dept. escorts: 12 hrs, Staff workshops: 24 hrs, Evaluation panel: 20 hrs).

RFP-RH-25-032
Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	The Shpigler Group
ADDRESS	181 14th Street NE, Suite 425
	Atlanta, GA 30309
Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services, including their experience related to data migration and experience with the Scope of Services Requested. List their role on the team and office location. Please provide resumes (limit 2 pages for each team member).	David Shpigler (Project Executive / Strategy Lead): Provides strategic oversight, ensures quality/relevance of deliverables, and leads executive visioning. 25+ years of experience, directed 280+ system engagements (including asset management modernization), specializing in strategic and operational financial models. Glenn Purcell (Technical Lead): Leads system/infrastructure evaluation, data quality, technical requirements, and RFP development. 25+ years of executive leadership (CIO/VP of Technology at utilities), with firsthand experience integrating new technology into complex systems. Sharri Shpigler (Project Manager / Research Lead): Oversees day-to-day coordination, manages schedules/deliverables, leads community engagement planning, and synthesizes stakeholder input. Strong track record in research and managing multidisciplinary teams for modernization efforts. Ethan McCoy (Business Analyst / Financial Modeler): Develops cost models, benefit projections, and scenario-based financial comparisons. Leads TCO (Total Cost of Ownership) and NPV analyses and contributes to the five-year roadmap. Strong analytical and procurement expertise. Josh Carlson (Analyst): Supports process mapping, leads field-based observations, assists with data profiling/analysis, and contributes to requirements drafting/vendor evaluation. Expertise in technical feasibility and financial implications (Dual degrees in Engineering/Business). All personnel are based in Atlanta, GA.
Describe the Proposer's staffing and organization plan, including relationships, roles and distribution of responsibilities among Key Personnel, Staff, and Subcontractors.	David Shpigler (President): Will serve as the project executive and strategy lead. His role is to provide overall oversight and ensure strategic alignment throughout each step of the project. He will act as the team lead. Glenn Purcell (Vice President): Will function as the technical lead, engaging in technical assessments, requirements development, and providing subject matter expertise throughout the process. The proposal states that the project will be led by Glenn. Sharri Shpigler (Associate): Will be The Shpigler Group's project manager and research lead, facilitating day-to-day coordination and engagement. Josh Carlson (Consulting Analyst) and Ethan McCoy (Consulting Analyst): Will provide analytical support for the project, including financial modeling, process mapping, requirements development, and implementation oversight. All team members, including Glenn Purcell, Sharri Shpigler, Josh Carlson, and Ethan McCoy, will report to David Shpigler.
Provide an organization chart that identifies Key Personnel and the project team, and how the Work will be staffed and completed.	There is an organization chart on page 26. David Shpigler (President) is at the top, acting as the team lead. Reporting to David Shpigler are the following team members: Glenn Purcell (Vice President) Sharri Shpigler (Associate) Josh Carlson (Analyst) Ethan McCoy (Analyst)

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Asset Management Information System Consulting Services
Due: Wednesday, June 11, 2025 at 3:00 PM

NAME	The Shpigler Group
ADDRESS	181 14th Street NE, Suite 425
	Atlanta, GA 30309
Indicate the primary work location(s) and percentage time commitment of the Key Personnel for the Work.	<p>The primary work location for each member of the team will be The Shpigler Group's office in Atlanta, Georgia.</p> <p>The percentage time commitment for key personnel is expected to be as follows:</p> <p>David Shpigler: 20%</p> <p>Glenn Purcell: 50%</p> <p>Sharri Shpigler: 10%</p> <p>Josh Carlson: 10%</p> <p>Ethan McCoy: 35%</p>
Attachment D Subcontractor Information	No subcontractors will be used for this project.
Provide a narrative of your firm's prior experience and qualifications pertaining to the above Scope of Work and provide a list of projects with similar scopes.	<p>Shpigler Group highlights its 24-year history in managing the full lifecycle of system modernization, from initial assessments and requirements gathering to RFP support and managing system installation, testing, and process reengineering. The firm emphasizes its broad perspective, gained from implementing systems of various sizes and geographies, to proactively address problems and coordinate each project step. Their specific experience relevant to the City's needs includes: implementing asset management for a regional water system (covering the full cycle from RFP to deployment), developing modernization plans for municipalities (including calculating cost savings and financial/operational modeling), and managing county-wide and utility procurement processes for system automation. This involves developing technical specifications, creating operational work processes, managing the full bidding/negotiation process, and leading implementation planning for asset and work order management systems.</p>
Comparable Projects/References	Provided
Provide additional information about enhanced services, capabilities, and benefits that may have not been required or identified in the Request for Proposals and that may be viewed as a value-added benefit to the City.	No response provided.
Exceptions Listed	None

Asset Management Consulting Services
RFP-RH-25-032
Bids Opened: Wednesday, June 11, 2025 @ 3:00 p.m.

Recommended for Award		Cultivate Geospatial Solutions LLC 3500 Depauw, Suite 10815 Indianapolis, IN 46268		Berry, Dunn, McNeil & Parker, LLC 2211 Congress Street Portland, ME 04102		Cogent Infotech 1035 Boyce Road, Suite 108 Pittsburgh, PA 15241		Crowe LLP 605 Seward Avenue NW Grand Rapids, MI 49504		Cynerge Consulting, Inc. 31 N. saginaw Street Pontiac, MI 48342		Engineering Industries eXcellence 22 W. Monroe Street, Suite		Gartner, Inc 56 Top Gallant Road Stamford, CT 06902		GHD Inc. 26850 Haggerty Road Farmington Hills, MI 48331			
RFP-RH-25-032 Bids Opened: Wednesday, June 11, 2025 @ 3:00 p.m.																			
Phase 1: Assessment, Planning, and Procurement		Task O: Project Startup and Ongoing Mgmt		Cost		Cost		Cost		Cost		Cost		Cost		Cost			
		Kick-Off Meeting		\$2,000.00						Task O: Initiate and Plan						Additional Fee - Phase 1 Project Management			
		Final Work Plan		\$2,000.00						\$9,126						\$14,511			
		Survey Tool		\$1,500.00															
		Status Reports/Meetings		\$2,500.00															
Task 1: Current System Process Review																			
Work Management				\$8,000.00		\$15,350.00		\$41,113.00		\$57,037.00		\$73,920.00		\$50,000.00		\$142,272.00		\$84,718.00	
Strategic Asset Management				\$8,000.00		\$23,025.00		\$24,668.00				\$73,920.00						\$20,385.00	
Map and Data Sharing				\$8,000.00		\$23,025.00		\$16,445.00				\$48,800.00						\$9,140.00	
Technology Evaluation				\$8,000.00		\$15,350.00		\$13,704.00				\$37,400.00						\$18,745.00	
Task 2: Needs Assessent and Improvement Opportunities																			
Education Sessions				\$7,000.00		\$11,400.00		\$27,408.00		\$51,334.00		\$36,600.00		\$58,000.00		\$142,272.00		\$11,252.00	
Current Practices Evaluations				\$7,000.00		\$5,700.00		\$21,927.00				\$54,420.00						\$11,320.00	
Gap Analysis and Readiness Assessment				\$7,000.00		\$5,700.00		\$19,186.00				\$46,620.00						\$20,969.00	
Technology Evaluation				\$7,000.00		\$5,700.00		\$13,704.00				\$16,600.00						performed under Task 1	
	GIS Database Evaluation			\$7,000.00															
Task 3: Vision and Strategic Plan Development																			
Vision and Plan				\$9,000.00		\$5,850.00		\$13,704.00		\$39,926.00		\$59,400.00		\$64,000.00		\$284,545.00		\$9,687.00	
Actionable Recommendation				\$9,000.00		\$1,950.00		\$8,223.00				\$24,240.00						\$7,778.00	
Action Plan				\$9,000.00		\$3,900.00		\$10,963.00				\$29,280.00						\$12,763.00	
Implementation Road Map				\$9,000.00		\$3,900.00		\$13,704.00				\$27,720.00						\$8,926.00	
Budget and Timeline				\$9,000.00		\$3,900.00		\$8,223.00				\$23,360.00						\$8,749.00	
Task 4: Software Solution Assistance																			
Functional Requirements				\$6,250.00		\$14,250.00		\$5,482.00		\$62,741.00		\$94,800.00		\$10,500.00		\$242,584.00		\$4,947.00	
RFP Development				\$6,250.00		\$7,125.00		\$10,963.00				\$31,120.00						\$14,994.00	
Solution Evaluation				\$6,250.00		\$14,250.00		\$5,482.00				\$15,280.00						\$12,426.00	
Vendor Demonstrations				\$6,250.00		\$14,250.00		\$8,223.00				\$19,440.00				\$17,375.00			
Final Selection				\$6,250.00		\$7,125.00		\$5,482.00				\$9,240.00				\$347.00			
Contract Negotiation				\$6,250.00		\$7,125.00		\$2,741.00				\$3,680.00				\$2,080.00			
Implementation Scope Definition				\$6,250.00		\$7,125.00		\$2,741.00				\$13,400.00				N/A Inc as part of "RFP Dev"		\$7,030.00	
TOTAL PROJECT COST				\$163,750.00		\$196,000.00		\$274,086.00		\$220,164.00		\$739,240.00		\$182,500.00		\$1,054,257.00		\$298,142.00	
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Asset Management Consulting Services

RFP-RH-25-032	Pragma Edge, Inc. 12926 Gran Bay Parkway West, Suite 220 Jacksonville, FL 32258	Raftelis Financial Consultants, Inc. 19 Garfield Place, Suite 500 Cincinnati, OH 45202	RICEFW Technologies Inc. 2150 Association Dr., Suite 270 Okemos, MI 48864	Sapient Associates 22525 Hall Road, Suite A Macomb, MI 48042	The Shpigler Group 181 14th Street NE, Suite 425 Atlanta, GA 30309
Bids Opened: Wednesday, June 11, 2025 @ 3:00 p.m.					
Phase 1: Assessment, Planning, and Procurement	Cost	Cost	Cost	Cost	Cost
Task 1: Current System Process Review					
Work Management		\$5,780.00	\$20,000.00	\$26,340.00	\$6,700.00
Strategic Asset Management		\$5,780.00	\$10,000.00	\$26,340.00	\$5,900.00
Map and Data Sharing		\$5,780.00	\$20,000.00	\$17,700.00	\$5,000.00
Technology Evaluation		\$5,780.00	\$10,000.00	\$0.00	\$5,000.00
Task 2: Needs Assessent and Improvement Opportunities					
Education Sessions		\$5,780.00	\$10,000.00	\$15,240.00	\$5,000.00
Current Practices Evaluations		\$5,780.00	\$10,000.00	\$13,260.00	\$7,600.00
Gap Analysis and Readiness Assessment		\$5,780.00	\$20,000.00	\$9,420.00	\$8,000.00
Technology Evaluation		\$5,780.00	\$10,000.00	\$27,690.00	\$6,300.00
Task 3: Vision and Strategic Plan Development					
Vision and Plan		\$5,780.00	\$10,000.00	\$15,510.00	\$4,200.00
Actionable Recommendation		\$5,780.00	\$10,000.00	\$11,040.00	\$4,200.00
Action Plan		\$5,780.00	\$10,000.00	\$13,920.00	\$5,400.00
Implementation Road Map		\$5,780.00	\$30,000.00	\$10,770.00	\$3,500.00
Budget and Timeline		\$5,780.00	\$20,000.00	\$15,900.00	\$2,800.00
Task 4: Software Solution Assistance					
Functional Requirements		\$5,780.00	\$50,000.00	\$28,650.00	\$7,000.00
RFP Development		\$5,780.00	\$30,000.00	\$5,070.00	\$8,000.00
Solution Evaluation		\$5,780.00	\$25,000.00	\$5,760.00	\$5,300.00
Vendor Demonstrations		\$5,780.00	did not provide	\$3,600.00	\$5,000.00
Final Selection		\$5,780.00	did not provide	\$2,880.00	\$3,200.00
Contract Negotiation		\$5,780.00	did not provide	\$2,880.00	\$2,800.00
Implementation Scope Definition		\$5,780.00	\$25,000.00	\$4,050.00	\$2,100.00
TOTAL PROJECT COST	\$3,002,400.00	\$115,600.00	\$320,000.00	\$256,020.00	\$103,000.00