Proposal for Enterprise Resource Planning (ERP) Consulting Services

North Central Texas Council of Governments

February 26, 2025 I RFP # 2025-017

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Cherry Bekaert
Your Guide Forward

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Certificate of Offeror and Statement of Understanding

TXShare
Your Public Sector Solutions Center

REQUEST FOR PROPOSALS
For
Enterprise Resource Planning (ERP) Consultancy Services
RFP # 2025-017

Sealed proposals will be accepted until **2:00 PM CT, Monday, February 5, 2025** and then publicly opened and read aloud thereafter.

Cherry Bekaert Advisory LLC
Legal Name of Proposing Firm

Christian Fuellgraf — Partner, Cherry Bekaert Advisory LLC
Contact Person — Title

614.446.5438 — christian.fuellgraf@cbh.com
Telephone Number — E-Mail Address

221 West Sixth Street Suite 1900, — Austin, TX — 78701
Street Address of Principal Place of Business — City/State — Zip

221 West Sixth Street Suite 1900, — Austin, TX — 78701
Complete Mailing Address — City/State — Zip

Acknowledgment of Addenda: #1 Jan 24, 2025 #2 Feb 7, 2025 #3 ______ #4 ______ #5 ______

By signing below, you hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. You agree that failure to submit all requested information may result in rejection of your company's proposal as non-responsive. You certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. You acknowledge that you have read and understand the requirements and provisions of this solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract. And furthermore, that I certify that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Christian Fuellgraf

Authorized Signature

A brief statement of the respondent's understanding of the work to be done or desired deliverables requested in the solicitation.

The North Central Texas Council of Governments (NCTCOG) recognizes the ever-more pressing challenges public sector organizations face in their pursuit to serve constituents, while simultaneously preparing for and completing major technology changes. Legacy on-premise enterprise resource planning (ERP) platforms are reaching obsolescence and for many organizations, these systems and their supporting business processes have been in place for more than a decade. Additionally, advancements in ERP technology offer a vast range of new functionality and integrations to consider, while planning for new or changing user bases and increasingly complex security, integrity and control requirements.

To help organizations navigate their modernization initiatives, NCTCOG seeks to establish a contract vehicle available through the TXShare Cooperative Purchasing Program to provide participating public entities and Not-for-Profit organizations (Participating Entities) with access to affordable, timely and high-quality Enterprise Resource Planning (ERP) consulting, implementation and remediation services. With many counties, cities, school districts and special districts in the Dallas-Fort Worth Metropolitan Area and across Texas participating in TXShare, NCTCOG's goal is to help members:

- Reduce risks associated with software obsolescence and fragmented administrative environments.
- Enhance operational efficiency through standardized processes and integration of core ERP components, such as accounting, human resources and supply chain management.
- Meet evolving regulatory and operational requirements while maintaining compliance with industry standards.
- Streamline access to scalable and inclusive ERP consulting services that align with the unique needs of diverse entities.
- Maintain, repair or modify existing ERP infrastructures to extend their life span and enhance functionality.
- Receive strategic guidance and resources to assist in preparing for ERP system implementation or replacement.
- Execute full-scale ERP implementation projects, ensuring seamless integration, user training and post-launch support.
- Identify and address emerging challenges through technology and government accounting/financial management expertise to deliver forward-thinking solutions.

Without strategically planned, thoughtfully selected and properly deployed ERP and digital enablement solutions, suboptimal technology and outdated business processes can result in higher costs, reduced adoption, decreased efficiency, delayed response times and compliance issues. As Participating Entities prepare for and embark on their ERP modernization journeys, they deserve a systematic and experience-driven approach to define, assess, integrate, manage and scale organizational processes and ERP solutions that help them accomplish their strategic objectives. Cherry Bekaert offers Participating Entities a full range of strategic and tactical ERP-related services to help make the most of their technology investments, better manage risk/compliance and build sustainable and resilient operations. Our Government & Public Sector (GPS) team understands the complex challenges state and local governments face from working with 260+ organizations nationally. We bring first-hand knowledge of government business process, technology, rules and regulations and deep consulting experience with various ERP systems, including several ERP products that we specialize in implementing and/or upgrading, such as Sage, Microsoft Business Central and Oracle.

Many professional service firms and system integrators offer ERP consulting services to the public sector in this time of change. But when making such a substantial investment, Participating Entities deserve the peace of mind that their solution isn't designed and/or selected with a cookie-cutter approach, which often results in a flawed implementation and higher long-term costs. By combining technology best practices and our legacy of financial integrity as a government-focused public accounting firm, Cherry Bekaert guides clients through modernizations to achieve organizationally-aligned, modern ERP systems.

We help clients **evaluate, select, design, deploy and operate ERP solutions that enable them to maintain financial integrity and comply with public sector accounting standards, financial reporting requirements and other regulations**. We work collaboratively with clients to incorporate a wide range business process, technology, platform/analytics, risk advisory, government accounting and internal control consulting services, in tailored phases/service bundles, to help make your ERP modernization successful.

By incorporating technology, business process and public sector operations expertise, our services help organizations secure additional productivity and value from their business processes, information systems and technology assets; many public sector and commercial organizations have relied on Cherry Bekaert to:

- Assess business processes and objectively establish operating requirements, including integrations, alignment to long-term plans and defining current state versus ideal state business processes.
- Create cohesive ERP software strategies, business cases and roadmaps, based on user feedback and industry best practices.
- Evaluate long-term needs and total cost of ownership, including current/future state IT/application inventory and portfolio prioritization.
- Assist with defining, evaluating, selecting and implementing the right solution, starting with optimized business processes to develop functional requirements that define specifications in terms of the organization's unique needs and strategic vision.
- Advocate for clients by helping ensure that ERP implementations achieve the operational and financial benefits expected.
- Identify opportunities to access and pool data from across the organization, yielding insights and intelligence that can be more quickly identified and acted upon.
- Remediate/rectify implementation issues that hinder the optimal function or intended use of major ERP investments.

Key Personnel

If applicable in providing services under this contract, attach statements of qualifications or resumes for all managers, supervisors, and other team members who will be involved in the management of the delivery of goods or services under this RFP. Please note you are not required to name every staff member who may be providing services under the rate card on Attachment B, only those key personnel overseeing the execution of a contract resultant of this RFP.

Cherry Bekaert helps public sector and nonprofit organizations optimize their business processes and deploy/maintain technology solutions to better manage risk, promote sustainable operations, protect integrity and build resilience. Our team members average 20+ years of experience working in all facets of the ERP lifecycle, combining technology advisory and implementation experience with practical knowledge of business processes and leading applications and modules. Importantly, many of our technology professionals are CPAs, accountants, and senior system engineers, which is critical to effective strategic planning, road mapping and implementation of effective ERP systems.

Resumes of leadership personnel for each proposed service capability begin on the following page:

Christian Fuellgraf

Partner, Cherry Bekaert Advisory LLC

Government & Public Sector Industry Leader

TXShare Product Categories - 1, 2, 3, 4, 5, 6

Christian has 10 years of state government experience and more than 22 years of public sector consulting experience. As a consultant, he provides organizational improvement and planning, grant management, financial management, project oversight, independent verification and validation (IV&V), technical leadership and budgeting expertise to senior C-suite clients of large and small government organizations, non-profits and NGOs.

Christian has worked with the senior executive leaders of complex public sector organizations in the United States, Canada and across the globe on process improvement, operational and capital budget process, modernized budget systems, and ERP transformation. He has provided project and program management oversight as well as IV&V on SAP, Oracle and PeopleSoft implementations, ranging from full ERP to single standard modules, such as Finance, HR, Pay or Budgeting, among others.

Prior to Cherry Bekaert, Christian served in senior roles with PWC, IBM, SAP, Gartner Consulting and Grant Thornton. His ERP implementation experience included PeopleSoft and SAP projects across multiple national governments, U.S. Federal departments, U.S. and Canadian states/provinces and cities, the United Nations Secretariat, World Food Program and the African Union. He also has significant experience supporting risk and grant management projects, previously serving as a co-lead for grants management at a Big 5 firm, including CARES Act and ARPA projects. Additionally, Christian held several staff and senior staff positions, including deputy chief of staff, in the Office of the Governor of Ohio. He also served as the President of the State of Ohio Controlling Board, Deputy Director and Acting Director of the Ohio Office of Budget and Management (OBM).

Education

B.A., Economics and Political Science, Capital University

Areas of Expertise

- Enterprise Resource Planning (ERP) Program and Project Oversight, Planning and Remediation
- Business Process Engineering
- Digital Transformation
- Grants Management & Grants Management Systems
- Cost Allocation and Indirect Cost Plans – Grants Cost Recovery
- CFO Strategy and Planning
- IT Strategy
- Public Sector Budgeting & Budget Systems
- State & Local Government

George DelPrete

Managing Director, Cherry Bekaert Advisory LLC

Government & Public Sector Technology Solutions Practice Leader

TXShare Product Categories - 1, 2, 3, 4, 5, 6

As Managing Director of Cherry Bekaert's Global Public Sector Technology Solutions practice, George works alongside Firm leadership to identify and develop new, innovative digital solutions aligned to public sector clients. George brings over 3 decades of experience leading large scale technology and ERP modernization programs ranging from leading a team of over 20 as trusted program management advisor on $1B implementation of CGI Momentum at US Department of Justice to helping a large City resolve Oracle Finance, Human Capital and Enterprise Performance Management issues after a flawed implementation.

George helps clients determine how best to modernize and upgrade end of life ERP systems, including developing cost estimates and schedules for migration. He has provided advisory services for:

- **ERPs** such as Oracle, SAP, CGI Momentum, Infor, and Sage Intaact, including core modules (AP, AR, GL, HR Payroll/Timekeeping, Reporting)
- **Reporting packages** such as SAP Hana, Business Objects, Crystal Reports and Oracle Business Intelligence
- **Visualization tools** ranging from Tableau and PowerBI to Qlik

Prior to joining Cherry Bekaert, George was a client service partner for a consulting firm where he helped create and grow its federal practice, providing modern cloud and automation technology solutions. George also held various leadership and partner positions with an accounting firm, where he led the Government Strategic Business Unit, the Information Technology Service Line and the Security & Justice Segment. In these roles, he was fully accountable for project delivery across dozens of contracts simultaneously with more than 100 staff. George has testified before Congress on Federal IT Reform, been featured on Government Matters, had guest appearances on multiple radio programs and taught about shared services and IT portfolio management. George currently serves on the Board for the Association of Federal Information Resources Management, formerly served as a Chair for the Grant Thornton/Professional Services Council Federal CIO survey and previously led the Federal Committee for the Information Technology Association of America/Comptia.

Education

B.A. in Government, St. Lawrence University

B.A. in Environmental Studies, St. Lawrence University

Areas of Expertise

- ERP Selection, Cost Estimation and RFP Development, ERP Program and Risk Management, Requirements Development, Cost Analysis, Change Management, Training, Project Plan development with a variety of applications including Oracle EBS and Cloud, SAP, Sage Intaact, CGI Momentum
- Testing/QA/Rollout/Support
- ERP Project Management and IV&V Support, including Cost and Schedule Design and Management, Risk and Issue Management

- ERP Post-Implementation Review
- ERP Service Desk Design and Deployment
- Business Intelligence & Data Analytics
- Optimization & Workflow
- Digital Platforms/Enterprise Technology Solutions
- Digital Strategy & Transformation
- Government Contractor Consulting Services
- SBA 8(a) Business Development Program Consulting

Professional & Civic Involvement

- Board Member, Association for Federal Information Management

Relevant Experience

- Helped a large federal agency design a new account code structure in SAP with mapping from two legacy systems
- Served as the lead for contract offering federal agencies a modern payroll and timekeeping solution through Infor
- Led a PMO team of more than 20 professionals on a 10-year, $1B+ implementation of CGI Momentum at a large federal agency with more than 100,000 employees and 20 components that implemented the ERP separately
- Provided ERP assessment and remediation advisory services to a City of more than 200,000 residents
- Designed new ERP reporting packages and dashboards to augment the out-of-the-box reporting capabilities

Jim Holman

Director, Cherry Bekaert Advisory LLC

Digital Advisory, Strategy & Operations Leader

TXShare Product Categories - 1, 2, 3, 4, 5, 6

Jim has more than 25 years of experience advising clients in digital transformation, IT strategy, optimization, manufacturing and distribution, and analytical reporting. Jim's operational and technical expertise enables him to re-engineer business processes and deliver reliable solutions that blend the technology and processes best suited to meet meeting clients' needs. He provides critical strategic consulting and guidance for the business process and infrastructure requirements of enterprise resource planning (ERP) systems, including transitioning from on-premises to cloud-based solutions, defining system requirements, RFP development, vendor selection, optimizing business processes, system assessment/selection and cost estimation, and implementation assistance.

Jim has expansive ERP platform experience, with a focus on Microsoft Dynamics Business Central and Finance & Operations, Oracle NetSuite, Tyler Munis, and Epicor Kinetic. This includes a broad range of modules, including Treasury & Bank Management, Procurement and Accounts Payable, Sales Processing and Revenue Management. Additionally, Jim has in-depth experience in specialized processes such as Manufacturing, Costing and Forecasting & Planning. Throughout his career, Jim has managed ERP projects ranging from medium-sized implementations to complex, large-scale enterprise solutions, with responsibilities from initial project conceptualization through final execution to help ensure seamless integration and business process optimization.

Jim also offers expertise specifically for the public sector and industrial sector, including manufacturing and distribution technology, business intelligence, shop floor data collection and mobile solutions. Jim has assisted clients with a diverse range of manufacturing environments such as discrete make-to-stock (MTS), make-to-order (MTO), engineer-to-order (ETO), specialty chemical batch process, food and beverage, and consumer goods. He has a strong background in merger and acquisitions activities, including IT due diligence engagements, IT/ systems divestiture projects and IT post-merger integration projects.

Before joining Cherry Bekaert, Jim worked for a boutique consulting firm, as an IT director at a Fortune 500 specialty chemical company, and as a senior information technologist specializing in Microsoft Dynamics implementations.

Education

Bachelor's Degree in Business, Georgia State University

Areas of Expertise

- ERP Systems and Modules, including:
  - Treasury & Bank Management
  - Procurement and Accounts Payable
  - Sales Processing and Revenue Management
  - Warehouse Management
  - Operations
  - Manufacturing
  - Costing

  - Forecasting & Planning
  - Professional Services
  - Quality Control
  - Reverse Logistics
  - Fixed Assets
  - Payroll Processing
  - Integrations
- Business Intelligence
- Business Process Engineering
- Digital Transformation
- IT Strategy
- IT Due Diligence
- Supply Chain Management
- Manufacturing and Distribution

Project Experience

- Successfully led an IV&V engagement for the City of Richmond, VA for their Oracle ERP implementation project focused on Accounts Payable reimplementation. Included validation, testing, risk management, and review and testing of AP configurations and workflows, as well as reviewing data conversion strategies, segregation of duties designs, UAT plans, training plans, and post-production support plans.
- Developed and executed an ERP selection RFP for Madison County, Virginia.
- Provided PMO services for Madison County, Virginia during their Tyler Munis implementation.
- Led the implementation of SAP/R3 Fulfill Order for a Fortune 500 specialty chemical company.
- Conducted IV&V for the SAP HS&E project for a specialty chemical company.
- Led HRIS system selection for Greenville-Spartanburg International Airport.
- Conducted Go-Live readiness assessments for an Epic ERP migration for the Health Care District of Palm Beach County.
- Led UAT design and testing efforts for an Infor M3 implementation.

Paul Folkers

Senior Manager, Cherry Bekaert Advisory LLC

Government & Public Sector Advisory

TXShare Product Categories - 1, 2, 3, 4, 5

Paul brings over 30 years of local government leadership and consulting experience, focusing on helping improve government services and community quality of life. He supports the modernization, growth and development of local government capabilities to most effectively and efficiently serve their residents, particularly on maximizing their return on existing and new IT investments while planning for the future in a realistic and achievable manner. He helps position organizations for growth and changes in technology while improving outcomes, services and customer satisfaction. This includes assisting local governments in ways to use their data to drive better decisions and results, facilitating continuous improvement while helping to enable employee empowerment. Paul has supported organization-wide Enterprise Resource Planning (ERP) initiatives, focusing on what makes costly and high risk ERP projects successful compared to those that fail or only achieve partial success. He works with clients to support project approaches and planning that best position organizations for success with their ERP projects. In addition, Paul has supported local government efforts to improve grants management as a grantee and grantor. This included maximizing the availability of grant funding to support strategic plans as well as achieving compliance and improving transparency. Prior to Cherry Bekaert, Paul served for 28 years as assistant administrator for two cities and two counties in the Washington, DC region and State of Florida, ranging in population from 50,000 to 950,000 and budgets from $31 million to $4 billion. Paul served as Assistant Chief Administrative Officer of Montgomery County, Maryland with responsibilities supporting Technology Services, Health and Human Services, Environmental Protection, Intergovernmental Relations, Public Information, County Attorney and Community Use of Public Facilities. He also served on the Board of Directors of the District of Columbia Water and Sewer Authority as a member of the Finance and Budget Committee. More recently Paul served as Assistant City Manager with the City of Gainesville, Florida overseeing Public Works; Transit; Parks, Recreation & Cultural Affairs; Fire Rescue, Emergency Management and Communications. Paul worked closely with elected officials, City staff, the community and the University of Florida to build a stronger, more responsive organization better able to achieve community goals.

Education

MPA Urban Management Concentration, Indiana University

BA in Political Science, Local & State Government Concentration, Ohio State University

Areas of Expertise

- ERP Strategic Planning
- Grants Management
- Organizational Strategic Planning
- Performance Management
- Organizational Transformation (creating modern, agile, and adaptable organizations)

Professional & Civic Involvement

- International City/County Management Association (ICMA)
- Past President, Maryland City/County Management Association

Kristen Jenei, MBA

Managing Director, Cherry Bekaert Advisory LLC

Acounting Systems

TXShare Product Categories - 1, 3, 5

As Managing Director, Kristen serves as a leader within the Cherry Bekaert Sage Intacct and Technology Consulting practice. She is responsible for driving accelerated growth within the Firm's IAP and VAR practices while maintaining high customer satisfaction. Establishing and monitoring key metrics within the practice to meet clients' specific needs and objectives, she ensures growth and long-term support for clients.

Kristen brings over 10 years of Sage Intacct experience to the Firm, having worked to deploy Sage Intacct and other related third-party solutions. She is an advocate for the Sage Intacct ERP, and she utilizes her extensive knowledge to deepen the expertise and training of Cherry Bekaert's technology team, while also working to empower clients to confidently utilize their technology solutions and implement best practices.

Kristen's client-driven approach consistently delivers customized solutions tailored to each client's unique needs. Additionally, she has successfully obtained technology certifications from Sage, Expensify, Bill, and QuickBooks.

Education

M.B.A. in Accounting & Business Management, Walsh University

B.A. in Business Administration, Walsh University

Areas of Expertise

- Business Process Evaluation & Design
- Implementation Services
- Sage Intacct
- System Design & Implementation
- System Planning & Restructuring
- System Process Optimization
- Technology Assessments

Professional & Civic Involvement

- Worldwide Women's Association

Danny Martinez, CPA, CGFM

Partner, Cherry Bekaert Advisory LLC

Government & Public Sector Accounting Advisory Lead

TXShare Product Categories - 6

Danny is a licensed CPA with over 17 years of experience providing advisory and training services to a wide range of governmental and public sector entities, including municipalities and their component units, special districts, counties, school districts, tribal governments, airports, ports, hospitals, higher education institutes and various nonprofits. In his previous role, he served as the audit partner or quality control reviewer on Texas local government engagements with over $100 million in federal awards audited. As the leader of the Government & Public Sector Accounting Advisory group, he is responsible for the quality and growth of all of the Firm's Government/GASB accounting and financial reporting assistance, financial statement/ACFR writing, and Surge Team accounting advisory services. Under his leadership the Firm had significant growth in these services and achieved high client satisfaction and retention scores. He has provided technical accounting assistance to some of the largest cities and counties in the country. He has presented on various governmental industry and accounting topics at national and regional conferences, including the future of government, GASB updates, and internal control and grants management best practices.

Danny is the past Zone 3 (GASB) Chair of the American Institute of Certified Public Accountants (AICPA) Technical Issues Committee, a group that provides a voice for its constituents in the standard-setting process. In addition, Danny is a founding member of the firm's Government Standards Outlook Committee, a group of technical leaders in the firm that keep abreast of all upcoming GASB, OMB, and AICPA changes and provides comment letters to those standard setting bodies.

Education

B.S. in Accounting, University of Southern California

Areas of Expertise

- Accounting Advisory
- Internal Control Evaluation and Transformation
- Risk Advisory
- GASB Technical Accounting Assistance
- Grants Management
- Federal Award Compliance
- ACFR Writing
- Lease Implementation

Professional & Civic Involvement

- Past GASB Zone Chair, AICPA Technical Issues Committee
- Association of Governmental Accountants, Dallas and New Mexico Chapters

Kurt Manske, CISA, CISSP, CMMC-RP, QTE

Partner, Cherry Bekaert Advisory LLC

Information Assurance and Cybersecurity Leader

TXShare Product Categories - 6

As an Advisory Partner at Cherry Bekaert, Kurt oversees the Firm's Information Assurance and Cybersecurity practice. Kurt provides cybersecurity and compliance consulting services to a client base that typically includes service providers, organizations in regulated industries, and other organizations regarding their cybersecurity programs and compliance efforts, cyber risk profile, cybersecurity organization and leadership, security operations, and strategic cyber project portfolio.

Kurt brings practical experience and pragmatic solutions to clients building cybersecurity and compliance programs and teams. In doing so, he develops compliance plans and controls and works with the business to deliver PCI-DSS, ISO 27001, FedRAMP, SOC 1 and SOC 2 reporting, and HIPAA reporting. As a Chief Information Security Officer (CISO), Kurt has experience establishing cyber programs for early-stage companies. He also consults public organizations on cyber reporting and risk management.

In addition to his private company experience as a CIO/CISO, Kurt has over 20 years of experience, including working at a Big Four accounting firm where he directed and led clients in their cybersecurity and compliance programs and projects.

Education

B.S. in Accounting, Baker University

B.S. in Economics, Baker University

Areas of Expertise

- Cybersecurity
- Cyber Board Reporting
- Cyber Risk Management
- Cybersecurity Leadership
- Cybersecurity Maturity Model Certification (CMMC)
- Cybersecurity Services
- HIPAA/HITRUST
- Internal Controls
- IT Risk Assessments
- SOC Reporting Services
- Privacy

Professional & Civic Involvement

- Centurions, Kansas City Chamber of Commerce
- Board Member, Children's Mercy Hospital - Kansas City

Jonathan Schrader

Director, Cherry Bekaert Advisory LLC

Microsoft Business Applications Leader

TXShare Product Categories – 6

As Director with Cherry Bekaert, Jon helps clients derive business value through new and existing technology investments. With a background in application development and a strong business acumen, he has a proven track record of effective collaboration and achieving results with executives, company personnel, vendors and partners.

Jon serves as the Microsoft Digital Platform and Analytics Leader and has more than 25 years of experience providing consulting services to small and medium-sized businesses as well as Fortune 500 companies. He leads the Microsoft technologies delivery team at Cherry Bekaert that specializes in the Microsoft 365 Power Platform, Azure and Dynamics technology platforms.

Before joining Cherry Bekaert, Jon served as senior director of technology innovations at OOBE Uniforms and Apparel, Inc., in Greenville, South Carolina. While at OOBE, Jon led a team that built and migrated over 15 e-commerce websites to Magento and implemented a new Enterprise Resource Planning (ERP) system, Microsoft Dynamics NAV. This effort included writing custom real-time integration software between the web platform and ERP system, and integration from external systems.

He held various technology leadership roles during his 15 years at Bank of America, including serving as senior vice president of banking center software architect manager. In this capacity, Jon led multiple teams and completed a five-year technology strategy to allow a consistent, cross-channel customer experience.

Education

M.B.A., Queens University of Charlotte

B.A. in Business Systems, Taylor University

Areas of Expertise

- Application Design, Development & Integration
- Business and IT Strategy Alignment
- Microsoft Azure Cloud Technologies
- ERP Platforms
- E-commerce Platforms

Professional & Civic Involvement

- Fellowship Greenville Church

References

Include at least four (4) recent references for customers (preferably public agencies) for whom you have provided services similar to those requested in this solicitation within the last five (5) years. Please include the organization's name (if applicable), contact person, phone number, and email address for each reference.

The best indicator of our ability to serve clients in a professional yet personalized manner is the outstanding reference provided by our clients. Provided are some of our references served by members of your engagement team. We can provide additional references if needed. We encourage you to call any of the individuals listed and ask them about our services and expertise.

Greenville-Spartanburg (GSP) Airport Authority	
TXShare Product Category(ies)	2 (Research & Preparation), 3 (Implementation/Replacement), 4 (Business Process Review/Optimization), 5 (Upgrade/Migration)
Client name and contact information	Zach Salvato, Chief Information Officer 2000 GSP Drive, Suite 1, Greer, South Carolina 29651 Phone: 864-877-7426, Email: zsalvato@gspairport.com
Period of Performance	July 2017 - Present
Description of all services provided	**Challenge** GSP had relied on specialized, on-premise technology and proprietary platforms to execute a wide array of critical business processes. However, this approach resulted in a landscape of outdated and siloed systems, particularly in areas crucial to commercial business operations and core financial processes for the airport. GSP engaged Cherry Bekaert to help them modernize and integrate their technology ecosystem. **Our Services** *Business Process Assessment & Optimization* To integrate systems and optimize financial/operational performance, we performed a business process requirements assessment (BPRA). Our assessment included a detailed, collaborative review of GSP's processes, systems and users, as well as their roles in GSP's core operational and financial processes. We documented observations and recommendations for process improvements in a "to be" business process model, focused on reducing or eliminating delay, effort, cost and/or waste inherent in the existing operating model. As part of our engagement, we assessed and improved the following core business processes: - Human Resources - Payroll - Invoice to Cash

- Procure to Pay
- Record to Report

To enhance operational efficiency, we thoroughly reviewed the Accounting and Finance team's daily, weekly and monthly activities, identifying bottlenecks and inefficiencies. Our targeted analysis led to actionable recommendations, specifically aimed at Accounts Payable (AP) and Accounts Receivable (AR) processes. By devising strategies to streamline workflows, we reduced manual effort in AP and AR by 40%.

ERP Software Selection Assistance

Using optimized processes and required functionality defined in the BPRA as a guide, we planned and performed 20+ tailored activities to identify, evaluate and present ERP applications and technology platforms for GSP to select to successfully achieve its digital transformation and integration. This included determining functional requirements and Fit/Gap Assessments of prospective technology compared to requirements and budget. We organized and executed deep-dive demos of final operational solution candidates, scored solution demos and completed total cost of ownership estimates to help GSP update/select:

- Financial/accounting software
- Airport business & revenue management system
- Human resources/recruiting/payroll system
- Integration platform (IPaaS) to connect all of GSP's commercial-side operations

Cherry Bekaert led GSP's selection process for Planning & Budgeting, AP and Bank/Treasury Automation solutions. Collaborating closely with GSP, we evaluated multiple options before assisting in the deployment of the chosen technologies, which were seamlessly integrated with GSP's existing ERP system, ensuring a unified and efficient financial management framework.

Implementation & Integration

Next, we helped GSP smoothly transition from on-premise to cloud-based platforms and seamlessly integrate between different systems and applications. By leveraging the GSP IT Master Plan's architectural standards, policies and guidelines to assess vendors and their design/deployment approaches and collaboratively designing APIs to integrate operational master data and transactional data, we supported:

- Unit Designs
  - Developed detailed unit specifications for individual system components to ensure seamless integration with the ERP system.
  - Created design documentation for unit integration with the overarching ERP system as part of the software selection process.

- Interfaces
  - Designed and implemented APIs for data exchange between on-premise and cloud-based systems, collaborating with Civix and Workato.
  - Established interfaces for seamless data flow between financial/accounting software and airport business & revenue management systems.
  - Developed data integration solutions to connect various commercial-side operations using an IPaaS platform.
- Workflow
  - Implemented automated workflows to streamline procurement and financial reporting processes.
- Configurations
  - Configured ERP software to align with GSP's specific business requirements during the selection and evaluation phase.
  - Customized the financial/accounting software to support GSP's unique financial operations.
  - Set up role-based access controls and permissions to ensure secure and efficient system use.
- Post-Production Plans
  - Developed a post-production support plan to ensure smooth transition and minimal disruption.
  - Established a maintenance and support schedule for ongoing system enhancements.
  - Created detailed documentation and training materials for end-users.
- Change Management
  - Conducted stakeholder analysis to understand impact and readiness for change.
  - Developed a comprehensive change management plan, including communication strategies.
  - Provided training sessions and user guides to facilitate smooth adoption of new systems.
- Testing
  - Developed and executed a testing strategy, including unit, integration, and user acceptance testing.
  - Created test cases and scenarios based on GSP's business processes.
  - Conducted performance testing to ensure system scalability and reliability.
- Risk Management
  - Maintained a risk register to track and address risks throughout the project lifecycle.
  - Conducted regular risk assessments and status reviews with GSP stakeholders.

	Outcomes & Impact Our methodology empowered GSP to architect a fully-integrated digital ecosystem tailored to its commercial operations. By guiding GSP through the selection, configuration and integration of off-the-shelf software solutions, we enabled their IT department to assume complete ownership post-implementation. Furthermore, our approach is designed to provide independent project assurance, thereby eliminating any conflicts with auditing requirements.
City of Fayetteville, North Carolina	
TXShare Product Category(ies)	1 (Maintain/Repair/Modify), 4 (Business Process Review/Optimization), 6 (Other Services)
Client name and contact information	Jeff Yates, Assistant City Manager 433 Hay Street, Fayetteville NC, 28301 Phone: 910.433.1474, Email: jeffreyyates@fayettevillenc.gov
Period of Performance	March 2023 - Present
Description of all services provided	**Challenge** The City converted from JD Edwards to Oracle in March 2022. Oracle serves as the system of record and houses financial data for the City's 37 funds, while the City's payroll is still processed within JD Edwards and entries are posted to Oracle's general ledger. The City was experiencing challenges closing the funds in preparation for the June 30, 2022 external audit, such as system errors that have caused reconciliation issues between the general ledger and subsidiary ledgers. Additionally, fixed assets and project management sections of Oracle did not seem to be functioning properly and were causing significant rework for City team members. Overall, the reliability of the Oracle system, its functionality and reporting needed to be addressed. **Our Services** *Oracle Implementation Assessment & Remediation* The City engaged Cherry Bekaert to conduct an assessment and identify/document the issues and root causes that the City was experiencing in Oracle. Cherry Bekaert subject matter experts and team members conducted the assessment which included: - Interviews and working sessions with select Oracle users to document, understand and observe the issues and any error messages they were experiencing. - Review and/or analysis of: - Business processes, data, reporting and system configuration to make diagnosis and recommend potential configuration or integration changes.

- Available system documentation and application modules for processes where users were experiencing issues.
- Reconciliation issues to identify where calculations may have been off and identify why they were occurring.
- Issues in subledgers and running reports to identify issues and look at what was not optimized.

We also conducted a series of interviews with City staff covering:

- General issues
- CFO follow-up
- General Ledger
- Cash Management; Payables
- Project Costing/Expense Management
- Asset Management
- Receivables
- Project Contracts
- Budgetary Controls
- Procurement
- Reporting

Finally, we reviewed the ERP Statement of Work, Oracle Bill of Materials and License Summary, Oracle's provided script for the review of user roles, and configurations in the TEST environment. Our assessment, interviews and reviews uncovered a number of incomplete or incorrect system configurations that made use of Oracle ERP difficult. These issues included, but were not limited to:

- Improper set-up preventing the City from taking advantage of the products purchased and standard reports from functioning as they should.
- Implementation of complicated AP approval rules.
- Thousands of custom roles in the system, leading to oversubscribing users and potential overages in licensing fees.

We have worked with the City to correct a number of the issues identified in the review, such as:

- Correcting chart of account setup issues that are preventing the City from creating accurate, more comprehensive financial reports.
- Working with the City to design new reports, including developing their first trial balance from the new system.
- Providing ERP training to the City.
- Making configuration changes in a number of modules to enable better usability and accuracy.

Human Capital Management (HCM) ERP Readiness & Launch Support

Additionally, during the initial assessment, the City shared that it was planning to implement Oracle HCM in June of 2023. As the City prepared to go live in this major investment, they engaged Cherry Bekaert to perform an independent review of the planned configuration of the HCM system to ensure best practices were used. We performed the following activities across Fayetteville's Oracle Cloud HCM modules (including Core HR, Self-Service and Benefits):

- Reviewed the City's project documentation (project plan, timeline, RAID log, status reports)
- Reviewed the City's provided use case challenges, available decisions, application modules and system documentation, business processes, data, reporting, research validity of solutions, and system configuration to make a diagnosis and recommend potential configuration or integration changes
- Interviewed and conducted working sessions with select Oracle users to document, understand and observe any issues and error messages they were experiencing
- Reviewed configurations for use cases to determine accuracy and completeness
- Made recommendations for alternative solutions and leading practice
- Made recommendations for feasible activities up to go live

This review uncovered:

- Project delays due to system integrator staff turnover
- Standard best practice capabilities of the software not employed in design
- Configuration and deployment issues resulting in City staff needing to perform time-consuming duplicative or manual tasks
- Integrations not working optimally built using flawed approaches that made some data transfers take hours to run instead of minutes
- Features implemented by the system integrator used dated functionality no longer supported by Oracle

Payroll Troubleshooting Review

During the HCM review, City team members shared concerns with their payroll module implementation, which had been delayed indefinitely due to five failed rounds of payroll testing that showed an accuracy rate of 10%. Cherry Bekaert conducted a payroll review and root cause analysis to determine issues and develop a remediation plan with a new go-live date, which included:

- Reviewing the most recent version of the configuration workbook and any additional related requirement documents.
- Conducting a session with the City to address any follow up questions arising from the configuration review.
- Reviewing the status on payroll/absence data conversion
- Reviewing and understanding mid-year conversion plan, if planned (taxable limit balances)
- Reviewing all the inbound and outbound integrations around payroll.

	- Reviewing the list of fast formulas built to handle any complex calculations for payroll and absence to determine accuracy in coding, purpose and function. - Conducting an initial "mock" parallel run to assess the validity of configurations, including setting up the test run, loading pay period time records for parallel test period, running the parallel test and reconciling to the production JDE payroll. Our review uncovered 66 issues in four areas critical to a successful payroll implementation, including configuration, conversion/validation, technical development/integrations and documentation/training. For example, we could not validate that system configurations were based on requirements and observed variances between configuration documents and system observations. We also identified incorrect integrations, poor documentation of fast formulas, and multiple configurations that did not follow best practices, resulting in extra work for administrators. **Outcome & Results** The City's finance team can now use the system and produce reports with confidence for the first time since go-live. They are finally maximizing their investment and using the technology to improve the accuracy and efficiency of business operations. Additionally, they have a predictable plan to resolve their payroll issues and new go-live date for their payroll and benefits implementation. According to the project point of contact, **"I am not sure where we would be without Cherry Bekaert."** Cherry Bekaert is also providing Oracle service desk support for their ERP and enterprise performance management systems and providing advisory support on a new point of sale system integration to Oracle.
Madison County, Virginia	
TXShare Product Category(ies)	2 (Research & Preparation), 3 (Implementation/Replacement), 4 (Business Process Review/Optimization), 5 (Upgrade/Migration)
Client name and contact information	Jonathon Weakley, County Manager PO Box 705, Madison, VA 22727 Phone: 540-948-7500, email: jweakley@madisonco.virginia.gov
Period of Performance	March 2018 - Present
Description of all services provided	**Challenge** Madison County did not have a well-defined business process model or functional requirement specifications, which hindered them from identifying suitable ERP software solutions to replace an existing outdated system. To modernize their platform, the County needed to generate a focused RFP,

evaluate potential solutions and ensure a smooth implementation process, all while maintaining alignment with organizational goals and best practices.

Our Services

Business Process Assessment

To help the County replace its existing ERP solution, Cherry Bekaert first performed a Business Process Assessment that incorporated a multi-day in-person, on-site visit during which we met with and interviewed key resources, and observed and documented the existing financial process model. Leveraging perspective gathered during the Business Process Assessment, Cherry Bekaert identified and recorded the high-value operational and financial requirements that candidate software solutions needed to deliver to work well in the County's environment.

ERP Software Selection Assistance

Once functional/operational and financial requirements were defined, we help identify and evaluate prospective business system software solutions for the County. We assisted in the development of the County's RFP and worked alongside management throughout the process to plan and execute a thorough analysis of candidate solutions. As part of this process, Cherry Bekaert produced a scorecard cataloging the capabilities, strengths and weaknesses of the potential solutions and supported data gathering as required by the RFP. We also led the negotiation of the commercial arrangements to license and implement the software solution selected by Madison County.

Implementation Assurance

Madison County required additional oversight, guidance and change management leadership for the software solution implementation. Cherry Bekaert:

- Reviewed and validated of the County's data conversion
- Reviewed and analyzed of project status updates from the software providers
- Reviewed and analyzed of the provided project plan from the software providers
- Reviewed and validated of the County's testing activities per the vendor's testing plans
- Assessed key business decisions and configurations requested by the County against selected solution capabilities and best practices
- Reviewed of proposed change orders from the software providers versus original project scope
- Participated in status meetings between County and the software providers
- Assessed and offered an opinion on the capabilities of assigned implementation consultants
- Created a unified project plan encompassing all activities from the multiple software providers

	Implementation Project Management Finally, Cherry Bekaert provided project management to assist with the implementation of three (3) separate application. Project management responsibilities included but not limited to the following: - Working with separate project managers for each of the applications to coordinate analysis discussions, resolve project issues, coordinate discussions on issues, communicate with project and key stakeholders on project status and issues. - Manage and facilitate discussion, issue/question resolution, communication across all stakeholders and product implementers. - Assist with project scheduling for various activities such as analysis, testing and training. **Outcome & Results** Cherry Bekaert successfully guided Madison County through selecting a new ERP system along with related platforms, including business continuity, server virtualization, electronic content management, system integration and cloud strategy. The County went live with their new ERP and two other enterprise applications in early 2023 and has effectively implemented the process changes we recommended, achieving enhanced operational efficiency.
Gerald R. Ford International Airport	
TXShare Product Category(ies)	2 (Research & Preparation), 4 (Business Process Review/Optimization)
Client name and contact information	Maria Kim, CFO 5500 44th St. SE, Grand Rapids MI, 49512 Phone:(616) 233-6048, Email: mkim@grr.org
Period of Performance	September 2022 - Current
Description of all services provided	**Challenge** Gerald R. Ford Grand Rapids Airport, Michigan, was experiencing difficulties with their Accounts Payable, Budgeting, Customer Relationship Management (CRM) and IT processes that caused disruptions and inaccuracies in their operational and administrative cycles. **Our Services** *Business Process Assessment* Cherry Bekaert performed a comprehensive process optimization assessment to evaluate the current state of these business cycles. Our review included an on-site visit to the Airport's Grand Rapids facility where we conducted team interviews, operation discovery sessions, and observations of the currently deployed technology, focusing on Accounts Payable, Budgeting, CRM, and IT.

Financial Planning & Analysis (FP&A) Platform Selection

Cherry Bekaert executed a detailed assessment of FP&A requirements for the Airport needed to replace a manual Excel-based FP&A solution that hindered process automation within the annual Planning & Budgeting cycle. Through our guidance, the Airport selected an automated FP&A solution capable of integrating with their new ERP.

Accounts Payable Automation Platform Selection

Cherry Bekaert delivered an Accounts Payable Automation change management program rationalizing the business need for automating Accounts Payable while using standard technology that could work with their legacy ERP (Tyler New World) as well as the TBD future ERP solution. This selection brought near-term performance improvement gains during the transition of their ERP.

ERP Selection

Cherry Bekaert performed a thorough ERP identification and evaluation selection process to select an ERP capable of enabling the Airport's optimized Future State of operations as well as accelerating their digital transformation journey via additional add-on automation platforms such as Accounts Payable Automation and Financial Planning & Analysis.

Based on our findings, we developed:

- Observations and recommendations
- "Current State" & "Future State" process maps
- Prioritized timeline of recommendations
- Final deliverable and presentation to Gerald R. Ford Grand Rapids Airport.

Outcomes & Impact

This assessment resulted in significant enhancements in the in-scope processes, leading to:

- Operational Excellence: The optimized Accounts Payable, Budgeting, CRM, and IT processes led to a more streamlined and effective operation, enhancing the overall performance of the airport.
- Risk Mitigation: Our assessment helped the Airport identify and address potential risks in their processes, reducing the likelihood of operational or financial disruptions.
- Strategic Alignment: The insights gained from our assessment enabled the Airport to align their operational processes with their strategic objectives, leading to a more cohesive and effective organization.
- Stakeholder Engagement: The improvements in the Airport's processes have led to increased engagement from both employees and stakeholders, fostering a more collaborative and productive environment.
- Technology Optimization: By addressing the issues with their systems, the Airport was able to optimize the use of their technology, enhancing their operational efficiency and data accuracy.

Forsyth County, NC	
TXShare Product Category(ies)	1 (Maintain/Repair/Modify), 6 (Other Services)
Client name and contact information	Terri Goodman, CFO 201 N. Chestnut St., Winston-Salem NC, 27101 Phone: please email, Email: goodmatg@forsyth.cc
Period of Performance	December 2024 - January 2025
Description of all services provided	**Challenge** Forsyth County went live in a new Oracle Financial System after being on its legacy system for 25 years. This transition was a significant change for the County, and the integrator seemed understaffed and provided limited post-implementation support. As such, the County did not feel like their staff or the system were ready for the go-live, causing them to question whether the system was set up correctly; County staff: ▶ Observed variances between expected and actual transaction processing in the system ▶ Experienced issues with proper information retrieval, role access and transactions not processing properly ▶ Found invoices awaiting approval without clarity on processing hold-ups and payments being made outside the AP process ▶ Could not close subledger accounts for months after go-live Because of these issues, the County was concerned about further roll-out and knew they needed to make changes, but did not know where to start or focus. **Our Services** Cherry Bekaert conducted an assessment to identify and document the issues and root causes that the County's Finance team was experiencing in Oracle. The assessment included: ▶ Reviewing business processes, data, reporting and system configuration to diagnose issues and recommend potential configuration or integration changes and/or training for County staff ▶ Conducting interviews and working sessions with select Oracle users to document, understand and observe the issues and any error messages they were experiencing ▶ Reviewing system documentation and application modules and processes where users were experiencing issues ▶ Reviewing and analyzing reconciliation issues to identify where calculations could be off and identify root causes

	- Reviewing issues in the general ledger, subledgers and associated reports to identify issues and areas that could be optimized Cherry Bekaert summarized and presented a report of key findings and recommendations for resolving the Oracle issues to the County. Each recommendation included a cost estimate, resourcing plan and timeline. We also held working sessions with County team members to demonstrate how to develop certain types of reports and share basics of the functionality of system operations. Throughout the engagement, we conducted a weekly status meeting with the County to outline accomplishments, planned activities, key findings and any issues or challenges. **Outcomes & Impact** With our help, Forsyth County resolved the reporting and configuration issues within its Oracle cloud ERP, HRIS and EPM systems. They also have a user group that better understands the software and are more empowered to take advantage of the power of the application.

Commercial Vehicle Safety Alliance (CVSA) Nonprofit association of local, state, provincial, territorial and federal commercial motor vehicle safety officials and industry representatives across North America.	
TXShare Product Category(ies)	3 (Implementation/Replacement), 5 (Upgrade/Migration)
Client name and contact information	Collin Mooney, Executive Director Phone: 202-998-1002 Email: collin.mooney@cvsa.org
Period of Performance	2021 - Present
Description of all services provided	**Challenge** Following significant post-COVID growth and the retirement of a long-tenured accountant, it became clear that CVSA's accounting functions lacked integration into technology platforms that could streamline operations, increasing the risk of errors and creating inefficiencies. Additionally, CVSA required a more robust financial management system to address its complex grant accounting needs; to comply with reporting obligations for federal grants and contracts, CVSA had to run payroll twice, once with ADP and a dummy payroll in QuickBooks, to capture necessary grant-related details. Overall, their QuickBooks Desktop environment was no longer meeting the needs of CVSA, and they needed a modern platform to meet increasingly complex needs.

	Our Services CVSA chose to implement Sage Intacct, a cloud-based accounting and financial management software, to support their financial modernization, and Cherry Bekaert provided implementation/integration assistance and ongoing accounting support that included: *System Implementation & Integration* Cherry Bekaert played a crucial role in the successful implementation of Sage Intacct, including setting up their grant/project accounting and automating allocations. This enabled CVSA to carry out daily administrative accounting operations, such as payroll and indirect cost rate allocations, with enhanced efficiency. Sage Intacct also allows CVSA to track metrics integral to operations and programs through key data from other systems, including payroll. We helped CVSA switch to ADP Workforce Now for their payroll, which offered more customization and integration and enabled CVSA to unify accounting, payroll and human resources activities, share data instantly and eliminate manual entry, duplicate data or manual re-entries. *Process Automation* Using Dynamic Allocations, Sage Intacct's automated allocations software, we simplified and streamlined the process of calculating CVSA'S complex allocations, including indirect costs, fringe, overheard, revenue recognition, and assets and liability amounts. *Financial & Accounting Outsourcing* Following the Sage Intacct implementation, our team continued providing accounting services for high-level tasks, including month- and quarter-end close, credit card reconciliations, and depreciation and investments, to enable CVSA's internal team to focus on higher priorities. **Outcomes & Impact** With the adoption of this technology, CVSA has significantly reduced the time spent on administrative accounting tasks, allowing them to focus on working with the government and across the industry to improve road safety and save lives. Additionally, the implementation of Sage Intacct has given CVSA confidence about the future of their audit process, as they expect it to be much smoother than prior years.
Broward Metropolitan Planning Organization, FL	
TXShare Product Category(ies)	3 (Implementation/Replacement), 6 (Other Services)
Client name and contact information	Christopher C. Bross, Contracts and Procurement Manager P: 954.876.0033 E: brossc@browardmpo.org

Period of Performance	2023 - Present
Description of all services provided	**Our Services** Sage Intacct Core Financials implementation and software licensing, monthly accounting services (transaction categorizations and coding, bank and credit card reconciliations, payroll journal entries, standard monthly statements, and overall book review for any unusual balances or discrepancies, bi-weekly AP processing and application of payments to invoices), and audit assistance.

Project-Related Experience and Qualifications

Provide a written response regarding organization's and/or individual's ability to meet each requirement as outlined in the Scope of Work (Section 5.0).

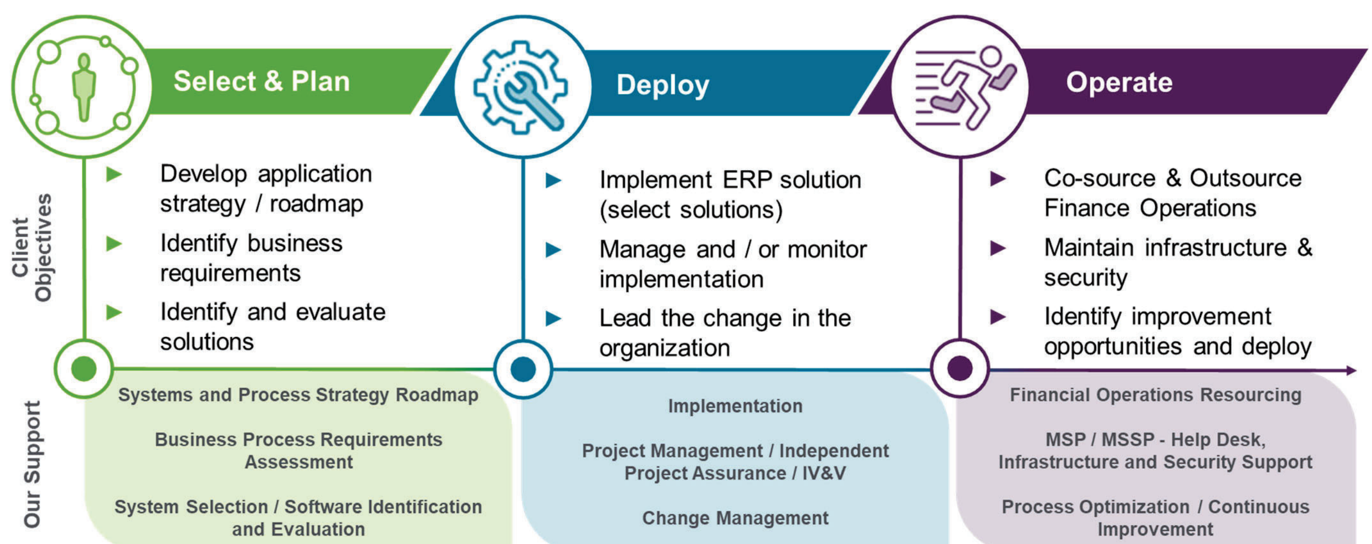
Comprehensive Support for ERP Modernization

Cherry Bekaert is prepared to support all six (6) Product Categories under this contract:

- Product Category #1: Provide ERP Consultancy Services to maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure
- Product Category #2: Provide ERP Consultancy Services to assist NCTCOG or TXShare Entity's research and preparation for ERP implementation
- Product Category #3: Provide ERP Consultancy Services to implement or replace an ERP system for NCTCOG or TXShare Entities
- Product Category #4: Provide Standalone Review and Documentation Services of TXShare Entity's current business processes, process flows, process integration, and identification of pain points prior to their ERP implementation
- Product Category #5: Provide ERP system upgrades and/or migrations from on-premises to cloud solutions, and vice versa
- Product Category #6: Provide ERP Consultancy Services otherwise not anticipated in this RFP

We guide our clients through ERP modernizations to **select/plan, deploy and operate modern ERP solutions that enable them to maintain financial integrity and compliance while serving their communities and constituents**. Combining a wide range of business process, technology, platform/analytics, risk advisory, government accounting and internal control consulting services, we design modernization plans that support the efficiency and accuracy of your accounting and finance operations while ensuring you are maximizing the value from technology. Our personnel bring deep financial, security/privacy, functional and implementation experience to support system planning and control strategy, design, execution/go-live and ongoing support, navigating the challenges associated with planning for and implementing new solutions so clients can maximize their investment.

A summary of our services across the ERP lifecycle is below:



Navigating ERP Disruption in the Public Sector

According to Gartner, 55% to 75% of ERP projects either fail or don't meet their intended objectives

ERP upgrades and implementations can affect all aspects of your organization, making these projects costly, risky and highly visible. When they falter or fail, the impact is widespread and elicits questions and concerns from constituents on how tax dollars are being spent. In addition, implementation projects and immature system controls can increase your exposure to enterprise level risk areas related to regulatory reporting, information security and operational capability.

Using an agreed-upon framework, such as Control Objectives for Information and Related Technology (COBIT), Cherry Bekaert proactively helps you plan for and manage project risk by developing requirements, selecting software, finding a vendor, and monitoring the progression of your implementation timeline to ensure management has a clear picture of the project's status up to and through system go-live. We make sure expected controls are in place, and we assess your controls against an agreed upon maturity model to give you comfort that financial, operational and compliance risks are aligned with your organization's risk appetite, helping you:

- Create sound internal and system controls to prevent fraud, financial misuse, and safeguard information
- Ensure systems integrators are performing in your best interests and is qualified and accountable to deliver effectively
- Independently assess the project at any point in the systems lifecycle, including pre- or post-implementation, to manage project risk and realize benefits

To drive down consulting service costs in this competitive market, some providers' approach will simply yield a generic solution that may not meet your true requirements. With Cherry Bekaert, the Participating Entity's strategic objectives and business operations are the centerpiece of our approach, which considers process and technology while optimizing and safeguarding data for better decision making, service delivery and protection. We tailor our services to your needs, using a proven approach to consider all facets of the implementation life cycle, from planning, requirements development and cost estimation to vendor selection, implementation and post implementation support. With a focus on citizen and employee experiences and outcomes, we can help you consider IT strategy and architecture, application/IT costs, implementation considerations, accounting/reporting requirements and process improvements so that all efforts ultimately achieve stated goals while strengthening the public's trust in government services.

Proven Experience to Drive Success

Our team members average 20+ years of experience working in all facets of the ERP implementation lifecycle, combining technology advisory and implementation experience with practical knowledge of leading applications and modules. Importantly, many of our technology professionals are CPAs, accountants, and senior system engineers, which is critical to effective strategic planning, road mapping and implementation of effective accounting systems.

"When we hired Cherry Bekaert for our ERP implementation, they were extremely useful because they understood the business of government accounting, governmental operations, and nuances like fund accounting. They weren't making blind assumptions about our business. They truly understood our specific needs and guided us, leading with insights rather than inquiries. The experience was nothing short of excellent." Jeffrey Yates, Assistant City Manager of the City of Fayetteville, NC

Our Firm-wide experience includes implementation, remediation, integration, training, and ongoing systems support for a variety of platforms, applications and modules, such as:

Oracle Cloud/Netsuite/PeopleSoft/JD Edwards:

- Provided the City of Fayetteville, NC with ERP remediation and HR / Payroll go-live readiness, resulting in improved usability and better return on investment.
- Helped Forsyth County, NC resolve reporting and configuration issues with its Oracle cloud ERP, HRIS and EPM systems.
- Worked with an engineering services firm to assess and resolve implementation issues for key billing functionality, evaluated alternatives, and identified roadmap to resolve.
- Led multiple large- and small-scale JDE assessments and implementations.

SAP/ SAP Business One:

- Provided PMO support for multi-country implementation of SAP, Workday, ServiceNow, Sage Intacct and Power BI, including change management, training, process design and optimization, policy, and procedure development.
- Conducted a controls review of new ERP system for major automotive OEM.
- Provided PMO support for SAP Define Phase and served as program executive for SAP Application Management Support.

PeopleSoft:

- Helped multiple organizations select new software and migrate from PeopleSoft.
- Provided Project Management for large-scale international F&O rollout.

Microsoft Dynamics Business Central/Great Plains/Finance & Supply Chain:

- Performed multiple ERP selection projects for industrial and financial clients, and Project Assurance engagements with multiple Business Central implementations.
- Proposed Project Manager has 20+ years' experience implementing Dynamics GP (Great Plains) and in migrating clients from GP to more modern ERP solutions.
- Provided Project Assurance for BC implementation.
- Provided Navision upgrade roadmap.
- Delivered optimization phase for net new inventory functionality.

Sage Intacct:

- Cherry Bekaert is a Value-Added Reseller of Sage and is currently installing first implementation for municipal client in City of Indianola, Mississippi.
- Performed multiple ERP assurance and go-live readiness assessments for Sage Intaact, including at an Airport.
- For an industrial manufacturer, we implemented Sage Intacct to replace dated, unsupported legacy ERP application, and integrated with Salesforce for end-to-end platform solution to support mergers & acquisitions.

Tyler Technologies

- ERP and HCM project planning, assurance and implementation assistance for multiple clients using various Tyler Technologies product suite
- Integrated and helped organizations optimize Tyler Technologies Data & Insights platform powered by Socrata utilizing the Enterprise Data, Open Data, and Performance Insights platforms
- Consulted on Tyler Munis IT infrastructure architecture design with Munis cloud hosting team
- Managed Tyler Munis implementation program and established change management structure to support Go-Live
- Designed disaster recovery and business continuity plan to support client and citizen access to Tyler Munis 24/7/365

Epicor Kinetic:

- Performed multiple ERP selection projects for industrial clients and Project Assurance engagements with Epicor Kinetic implementations, including recent assessment and selection projects with Epicor Kinetic Financials.

Acumatica:

- Performed go-live readiness and ERP assurance services for commercial and public sector clients.
- End-user (client side) on implementing Construction, Distribution, Projects, Contracts, and Field Service

Workday:

- Provided PMO support for multi-country implementation of SAP, Workday, ServiceNow, Sage Intacct, and Power BI, including change management, training, process design and optimization, policy and procedure development.

QuickBooks:

- Installed QBO for multiple small businesses and providing outsourced accounting.

ADP:

- Integrated ADP with ERP implementations, leveraged ADP as data source for PowerBI and Tableau reporting

CGI Momentum/Advantage:

- Proposed engagement leader led team of 20 in multi-year, $1B implementation assurance of CGI Momentum at U.S. Dept. of Justice across organization of more than 100k employees.

Infor CloudSuite:

- Proposed engagement leader led federal agency NewPay initiative to build Infor payroll and timekeeping solution across the federal government.
- Multiple ERP selection projects for industrial and financial clients and Project Assurance engagements with multiple Infor CloudSuite implementations.

ERP Product Expertise

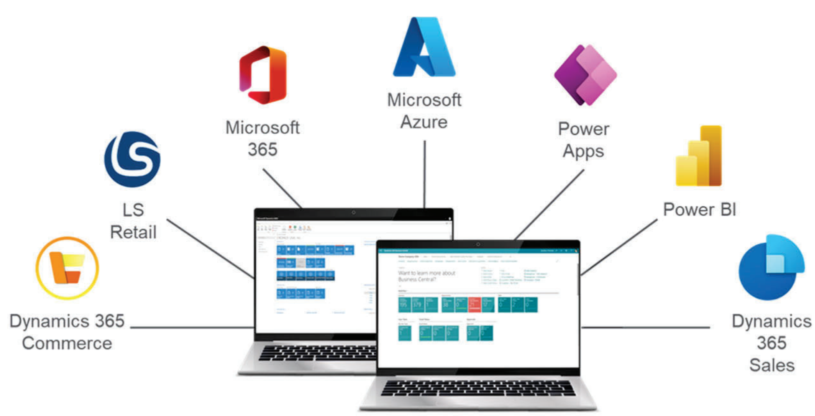
While Cherry Bekaert always takes a software-agnostic and client-centric approach, we are a Value-Added Reseller (VAR) and implementation/upgrade partner of several leading solutions:

- **Sage Intacct:** As a best-in-class provider, Sage Intacct's cloud financial management platform delivers deep accounting capabilities across multiple industries designed with a single aim: to accelerate your success. Industry leaders continue to choose Sage Intacct, the #1 rated cloud accounting and finance solution, to drive data-driven growth in their organization. Sage Intacct utilizes a multi-dimension architecture to capture mission-critical reporting information. Dimensions may include departments, locations, grants, projects/programs, entities or others that can be incorporated into the matrix financial report writing tools. The system can track and report against statistical data as well.

  Cherry Bekaert's experienced Sage Intacct practice team has supported and guided many clients in their operational improvement journey utilizing the Sage Intacct platform, helping them with the features and functionality as their needs change over time. We advise organizations on how to use Sage Intacct to streamline processes, improve data accuracy, and provide real-time reporting and analytics, so you can make informed decisions based on up-to-date financial data. In 2024, Cherry Bekaert bolstered its Sage practice through the acquisition of Kerr Consulting, another top North American Sage partner. This makes Cherry Bekaert a **top five national Sage Partner representing the entire Sage product line, with an emphasis in Intacct**. Our deep, technical, operational and systems proficiency, enabling us to deploy solutions that fit your needs and optimize efficiency after deployment.

For the third time, Cherry Bekaert has been named a Sage Platinum Club winner for 2024. This award celebrates the remarkable achievements of Sage's top partners in sales performance, innovative service delivery, and successful collaboration with Sage.

- **Microsoft Dynamics 365 Business Central**: In 2024, Cherry Bekaert also acquired ArcherPoint, a **full-service Microsoft ERP Cloud Solutions Partner** who has empowered clients with effective, cost-efficient solutions for middle-market finance modernization using tools like D365 Business Central, Power BI, Power Platform, Azure and M365. With more than 40,000 customers globally, Microsoft Business Central offers a cost-effective solution for finance and operational modernization, affording you with an end-to-end ERP solution that manages financials by connecting data across all business areas.



Dynamics NAV/Dynamics 365 Business Central

  As the largest dedicated provider of MS Dynamics NAV/Business Central 365, ArcherPoint offers our clients expanded capabilities to help them accelerate the return on your technology investments, with D365 Business Central or Dynamics NAV as a foundation.

Key capabilities include:

- *Implementation*: Adaptable, fit-for-purpose ERP solutions for organizations with increasingly complex system and business requirements, using an Agile-inspired Dynamics 365 and NAV implementation approach to effectively address virtually any client need, schedule, industry and culture, with a customer-centric approach that "one-size-fits-all" partners don't offer.
- *Upgrades:* Seamlessly transition to the next generation Dynamics ERP system, with tools to stay current at a lower cost and make the most of technology investment., including a subscription service to ensure third-party applications and customizations work with each new release and access new features and functionality faster.

Include a brief statement of the respondent's background, including years in business, for the requested services and any additional pertinent information on how your proposed solution meets each requirement.

About Cherry Bekaert

Ranked among the largest assurance, tax and advisory firms in the U.S., Cherry Bekaert provides guidance and support that helps our clients move forward to reach their organizational goals. "Cherry Bekaert" is the brand name under which Cherry Bekaert LLP and Cherry Bekaert Advisory LLC, independently owned entities, provide professional services in an alternative practice structure in accordance with applicable professional standards. Cherry Bekaert Advisory LLC is not a licensed CPA firm. Cherry Bekaert LLP is a licensed CPA firm that provides attest services, and Cherry Bekaert Advisory LLC and its subsidiary entities provide business advisory and non-attest services spanning the areas of transaction advisory, risk and accounting advisory, digital solutions, cybersecurity and tax. We exercise a deliberate curiosity to know our clients' industries and work collaboratively to create shared success. For more details, visit cbh.com/disclosure.

Cherry Bekaert brings 75 years of public accounting experience and more than a decade of ERP-related service experience, including hundreds of projects over the last five years related to ERP. Led by experienced ERP, IT governance and project management practitioners, we help clients design and deploy solutions tailored to their unique needs, combining technology best practices and our legacy of financial integrity as a government-focused CPA firm to help you achieve desired outcomes. We provide digitally-driven, industry-aligned advisory, tax, and assurance services, leveraging practical knowledge and proven experience to design and deliver highly tailored solutions that help clients meet their financial, operational, and strategic goals and objectives.

With multidisciplinary industry practices, Cherry Bekaert offers the full range of accounting and advisory services you would expect from a Big 4 firm, tailored to privately- or publicly-held middle-market companies, Not-for-Profits and all levels of government. Headquartered in Raleigh, North Carolina, Cherry Bekaert serves clients across industries in all 50 U.S. states and internationally. With more than 2,500 associates, we have the depth of experience and specialized talent to address any financial situation and offer the highest caliber of personal attention, responsiveness and accessibility that our clients expect and deserve. Our experienced professionals know how to apply the best practices of accounting and business to NCTCOG, and can offer guidance through rapid growth and times of accelerated change. Let us be ***Your Guide Forward*** by delivering on our commitments to superior client service through:

- **Attention to Detail and Quality:** Outstanding service qualifications amplified by our commitment to prioritize your business and provide practical and timely support
- **Efficient, Business-Practical Guidance:** High levels of senior level involvement, continuity of service professionals and expertise on a year-round basis

- **Value-Driven Relationships:** Streamlined, focused attention on your strategic, operational and financial objectives

$660M
CY2024 Net Fees

2500+
Employees Firmwide

190+
Partners

40+ Offices Serving Clients Across the U.S. and Internationally

75+
Years in Business

Ranked a Top U.S. Accounting Firm
by Accounting Today and Inside Public Accounting

Member of **Allinial Global, the 2nd largest accounting and consulting association in the world,** represented by over 268 member firms in 109 countries with a combined revenue of **$6B+**

Vault Top Ranked Awards	• Most Prestigious Accounting Firms: Accounting professionals across the nation rank the prestige of the firms they compete against. • Vault Accounting 25: The VAULT ACCOUNTING 25 is compiled using a weighted formula that reflects the issues accounting professionals care most about, combining quality of life rankings (such as culture, satisfaction, work/life balance, and compensation) with overall prestige. • 2024 Best Accounting Firms for Audit & Assurance: Accountants across the nation rate the top firms in their practice areas.
Accounting Today	• Top 100 Firms 2024 • Top Tax Firms 2024 • Regional Leaders 2024 - Southeast Region
INSIDE Public Accounting (IPA)	• IPA Top 100 Firms 2024

Public Sector Experience

Government and public sector organizations are in an environment of accelerated change and greater expectations from the constituents they serve. From fluctuating budgets, new program demands, intricate compliance requirements, shifting political priorities, economic uncertainties and increasing pressure from constituents for enhanced services and a seamless digital experience, we understand the distinct challenges state and local governments face. Navigating these matters requires strategic initiatives that drive innovation and performance, supported by robust financial reporting and personnel well-versed in current regulations and best practices.

Cherry Bekaert's Government & Public Sector (GPS) team has a deep understanding of the complex challenges state and local governments face, and we focus on the areas of highest need to enable and improve the transparency, efficiency and effectiveness government. With many team members bringing first-hand experience in government and public sector roles, we leverage direct knowledge of business processes, technology, regulations, as well as experience collaborating with elected officials, career civil servants and board members. This knowledge enables us to help organizations effectively transform and modernize to meet evolving industry challenges.

Our practice includes over 170 professionals dedicated to the public and/or nonprofit sectors, and we currently provide a **wide range of advisory and assurance services to nearly 200 government and public sector clients**, helping them manage effectively, efficiently and responsively by modernizing to understand and overcome critical challenges and work in new ways. Cherry Bekaert's GPS practice combines the expertise of seasoned accounting and audit professionals, reflecting the knowledge you expect from a national accounting firm with a rich audit heritage, with advisory specialists who bring extensive business consulting experience. We offer a comprehensive range of services tailored to meet the unique needs of the public sector.

Accounting Assistance & Standards Implementation	
▸ Accounting Co-Sourcing ▸ Accounting for Contributions, Grants & Net Assets ▸ Audit Preparation & Readiness ▸ Cost Allocation & Indirect Cost Plans ▸ Financial Audit Finding Remediation	▸ Financial Statement Presentation ▸ GASB-as-a-Service ▸ Outsourced Accounting ▸ Technical Accounting Advisory ▸ Year-End Close Assistance
Audit & Attestation	
▸ Agreed-Upon Procedures & Examinations (including State Specific Requirements) ▸ Annual Comprehensive Financial Report (ACFR) Financial Audits ▸ Financial Statement Audits	▸ State Specific Single Audits ▸ Uniform Grant Guidance (UGG) Audits & Data Collection Forms
Digital Advisory	
▸ Business Optimization Services ▸ Cost & Revenue Analytics ▸ Data Analytics & Insights ▸ Digital Platforms ▸ ERP Implementation & Support	▸ Infrastructure & Security ▸ IT Managed Services ▸ PMO Services ▸ Strategy & Enablement Services ▸ Transaction-Related Digital Services

Risk & Compliance	
Cybersecurity Risk & Technical Assessments Enterprise Risk Management Fraud, Waste & Abuse Investigations Grants Management Independent Verification & Validation (IV&V) Information Assurance - Cybersecurity & Privacy	Internal Audit Services IT Audit & Consulting Managed Cybersecurity Compliance-as-a-Service (MSSP & CaaS) Risk Analytics Services
Tax	
Form 990 & 990-T Preparation Tax Consulting	Tax Credits & Incentives
Staffing & HR	
Compensation & Benefits Consulting Fractional CxO	Human Capital Advisory Recruiting & Staffing

Provide any pertinent additional functionality and/or services not outlined in the Scope of Work that you wish to offer. It should also clearly indicate any major requirements that cannot be met by the organization or individual.

There are no major requirements of this contract or any Product Category which we cannot meet.

If applicable, identify any subcontractors or third-party services that are utilized in the performance of fulfilling this RFP.

Should an engagement include Oracle Cloud, Cherry Bekaert may subcontract or team with Creoal Consulting, LLC (Creoal). Founded in 2005, Creaol specializes in migrating enterprise applications to Oracle cloud-native SaaS offerings, including Oracle Cloud Human Capital Management (HCM), Enterprise Resource Planning (ERP), Procurement, Supply Chain Management (SCM), and Enterprise Performance Management (EPM). Creoal is a member of the Oracle Partner Network and is both an authorized reseller and certified implementor of the Oracle Cloud Applications Suite with 19-year track record of success providing services to Oracle customers in the public sector. Their range of services enables customers at all stages of their journey to the Oracle Cloud, from planning and strategy, through implementation (implementation assurance, management and execution), and finally with ongoing assessment and optimization services as well as production functional support.

Provide a general explanation and chart which specifies project leadership and reporting responsibilities, and how the team will interface with NCTCOG and Participating Entities' project management and team personnel.

Project Leadership Chart

Christian Fuellgraf- Engagement Partner		
Product Categories 1, 3, 5	**Product Categories 2, 4**	**Product Category 6**
- Sage - Kristen Jenei - Microsoft Business Central - TBD	- George DelPrete - Jim Holman	- IV&V, Implementation Assistance - George DelPrete - Analytics & Automation - Jonathan Schrader - Government Accounting Advisory - Danny Martinez - Cybersecurity/Information Assurance - Kurt Manske

Relationship Management

We use a "relationship lead" concept to maintain continuity of service over time and a proactive understanding of service needs across the TXShare user base. This means that one person is ultimately responsible for all aspects of all services provided to NCTCOG and TXShare Participating Entities. The relationship lead has the overall responsibility for coordinating all services and ensuring that NCTCOG receives timely and innovative support and that we meet or exceed your expectations. The relationship lead can make decisions on the spot and call upon the resources of the Firm to meet the special needs of each client. George DelPrete will serve as relationship lead for NCTCOG.

In addition to ensuring service quality and consistency, involvement of a relationship lead:

- Improves the effectiveness of the process and ensures compliance with our quality assurance system
- Integrates expertise and, through active participation and observations, allows us to identify opportunities to consult you on industry-related issues

Project Management & Progress Reporting

Our industry specialists have the technical expertise and project management experience to deliver engagements on time, on budget, and with minimal disruptions to your staff. At the onset of a specific engagement, we will meet with the organization to:

- Discuss timeline, objectives, and key deliverables
- Identify key stakeholders
- Discuss communication plan, status meetings, schedule, and reporting
- Discuss the use of technology and information sharing
- Request documentation and schedule discovery meetings
- Plan for addressing potential issues that may arise

After the meeting, we will create a schedule of documents to be provided, along with dates needed. Time-critical events will be established, as well as benchmark dates for meetings to discuss engagement progress. We will work with you to determine the timeline that best meets your needs and fits with your schedule. We emphasize the value of communication with our clients. Open, frequent communication throughout the engagement is part of our firm's culture and an integral part of our service philosophy. During the course of the engagement, we will provide regular status updates via conference call, Microsoft Teams, in person meetings and/or email; whichever is preferred by NCTCOG's stakeholders and management. We will discuss options within our technology tools such as Smartsheet® for reminders, notifications of completed tasks, etc.

We will establish a standard agenda for status meetings. Proposed agenda items include:

- Current status of the project
- Open items (Cherry Bekaert team and Participating Entity)
- Any potential delays or issues
- New developments
- Potential problems and mitigation plan to address
- Status of budget
- New or developing regulations, executive orders, and industry updates

Our regular status meetings with management help to ensure timely delivery of services, a seamless working relationship with client personnel and a mutual understanding and agreement on the progress of the engagement and upcoming deadlines. These status meetings also allow us to have a "no surprises" engagement and keep all relevant parties engaged and informed throughout the process. Any potential issues identified are discussed as they develop.

We facilitate effective/efficient communication, service management and coordination of activities by:

- Establishing a centralized leadership team to streamline and coordinate interactions and ensure quality completion of work.
- Designating a single lead point of contact for you. George DelPrete will facilitate candid and decisive communication in a two-way dialogue where you can express the objectives and desires of your organization. He will ensure that the right resources are available to meet your objectives, engaging team members based on their unique skills, expertise, and prior experience. Our focus on state/local governments has enabled us to expand and institutionalize our knowledgebase, incorporating best practices and technical issue resolution from numerous engagements, further enhancing service delivery.
- Operating from a shared, comprehensive client service plan we can ensure alignment with desired expectations. We make decisions locally, without the multi-level bureaucracy of larger firms, while also being able to call upon the resources of the Firm in meeting your unique needs.
- Employing a high ratio of leaders and subject matter experts to staff, which allows us to supplement and supervise engagements with a higher level of experienced staff than most firms. Per Firm policy, we will maintain adequate supervision of all staff on a day-to-day basis in the field, in the office or remotely.

The team will incorporate all project deliverables into our project management approach, including a project plan, project timeline and regular project status reports as requested. Throughout all phases of the engagement, we will conduct continuous reviews of the work being performed to:

- Ensure smooth progress
- Address issues as they arise
- Exceed your expectations of the engagement

Communication & Coordination Through Smartsheet

To ensure seamless delivery and efficient communication between our team and service users, Cherry Bekaert leverages a variety of collaboration technologies, including Smartsheet®. We use this powerful cloud-based tool to track and manage the entire engagement in real-time through a highly secure platform. You can attach documents, log comments and notes, schedule check-in meetings, share screens and show request status and progress. This allows us to:

- Promote real-time, collaborative planning, communication, and status updates
- Integrate the technology of information sharing seamlessly and without disruption
- Minimize the evidence gathering burden on your team
- Reduce distractions to your team
- Enhance specialist interaction

Technical Proposal

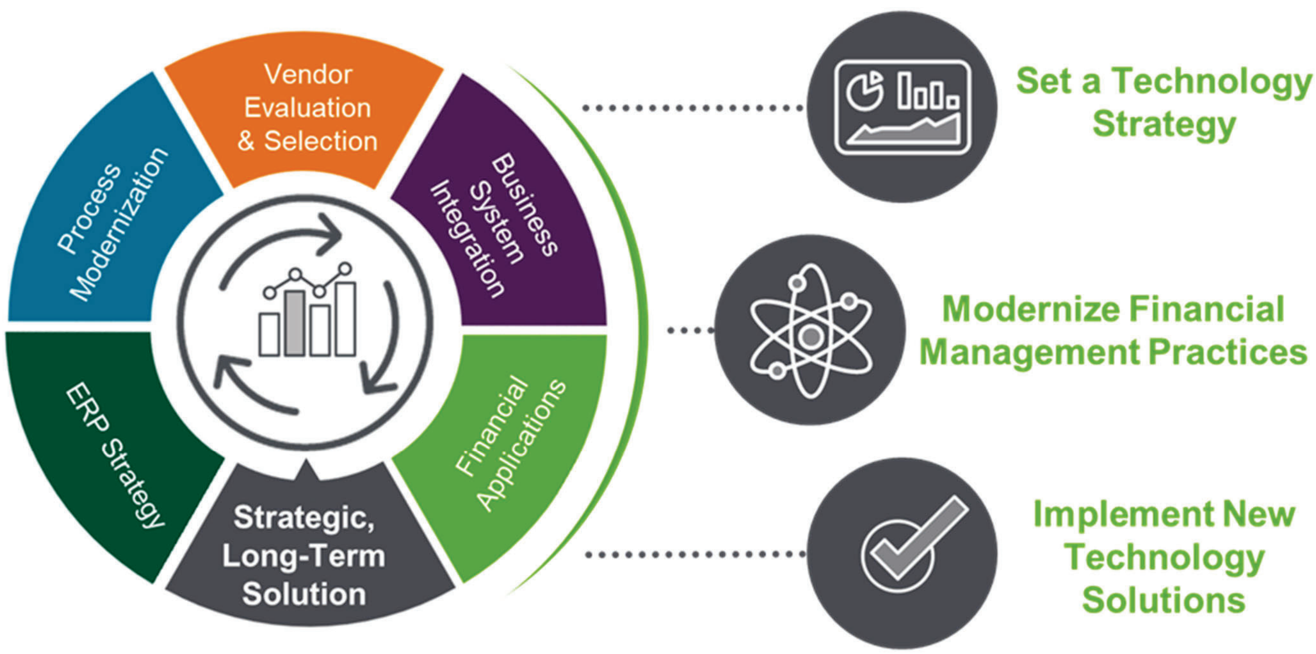
Capabilities, Knowledge & Skills

Addressing the Scope of Work and Challenge Objectives

Cherry Bekaert offers ERP consulting, implementation, upgrade and support services to address all six (6) Product Categories under this contract, with targeted offerings to maximize return on investment and overcome the Challenge Objectives outlined in Exhibit A. The following sections explain these offerings and how they can be applied to the full range of ERP modernization and optimization needs of Participating Entities.

In our experience, the most critical aspect of success in any technology modernization project is strategically planning and selecting the optimal software by evaluating options against critical requirements, cost and other factors. Additionally, the implementation of such a system must consider and account for its impact across locations, departments/functions and operational requirements, as well as Federal/State compliance mandates. In addition to ERP knowledge and experience, this requires a seasoned project and change management team that works with the Client's key stakeholders to define requirements, assess potential options and capabilities using objective and targeted scoring methodologies, and employ best practices. This effort is supported by analysis and coordination on technology-specific operational aspects that impact selection, implementation, testing and training on the deployed system.

Below is a summary of our view of the key elements of ERP modernization, which form the basis for addressing each Clients' unique needs and challenges:



Provide a description of the services for which the Responder is able to provide. In responding, please use the categories identified in Exhibit A of this RFP. Identify each Product Category you intend to respond to in Attachment B, and provide a detailed description of your firm's capability to provide each Product Category

Below are descriptions of our capabilities for each Product Category:

Product Categories #2 and #4

- *Assist NCTCOG or TXShare Entity's research and preparation for ERP implementation*
- *Standalone Review and Documentation Services of TXShare Entity's current business processes, process flows, process integration, and identification of pain points prior to their ERP implementation*

Business Process Requirements Assessments

Your business processes are integral to any ERP system working effectively and enabling you to efficiently serve constituents. We help organizations realize better visibility and control over their entire business ecosystem with business process improvements and data flow, enabling efficient business processes while leveraging technology to improve the productivity of programs and employees. Our team evaluates your process, technology and culture and applies experience with IT Infrastructure, Information Security, Cloud solutions/services and most major ERP platforms to proactively identify both unmitigated risks and opportunities to streamline business processes, strengthen controls, and improve operational efficiencies.

Our primary objective is to understand current processes, systems and workflows, and the corresponding system and software adjustments to help the Client achieve and sustain improved operational and financial performance. This task helps the Client:

- Identify opportunities to improve operational and financial performance through the reduction or elimination of cost, time, waste, effort, error and process variation, as well as how to better leverage technology to improve the productivity and accuracy of people and processes.
- Create and provide management with insights on optimizing key financial and operational processes to support management's desire to improve services, organizational efficiency and capacity.

We validate the list of stakeholders and develop the agenda for a working session. The objective of the session is to:

- Understand your "as is" operational and financial processes.
- Identify challenges and opportunities with the incumbent IT systems and business software applications when matched against the desired business process model; and,
- Make recommendations relative to improved workflow, operational and financial processes, and business intelligence requirements.

We share the agenda with the Client for review/update as needed before scheduling and conducting the sessions. We also create an agenda and schedule process review discussions for each core process that the ERP will interact with or impact. The objective of these sessions is to understand current processes and identify improvement opportunities. Our team has a toolkit of questions and agendas we tailor to these meetings. Sessions include key users familiar with your business processes under review to:

- Collaboratively review key processes, workflows, and incumbent system capability and connectivity.
- Collaboratively perform walk-throughs of operational processes and resulting transactions, and, as appropriate, retrieve screenshots, data samples, source records, and related items.
- Review and ascertain reporting and business intelligence requirements; and

- Ideate and propose changes/improvements to your workflow, information flow, and software and system capabilities.

Each meeting typically lasts approximately 90 minutes. We compose, distribute and present a final report of findings and recommendations, including areas of opportunity identified. Primary activities and tasks include:

- Creation of observations and recommendations from discovery data and Client-provided content during assessment sessions
- Analysis of the Client's key departments and functions
- Presentation of the findings and recommendations
- Review of existing Client-provided content related to past audits and other engagements as appropriate

Requirements & RFP Development

We have worked with a wide array of ERP brands and systems that can meet the business process support requirements of organizations in the public and private sector, from small organizations to global enterprises. We serve as a neutral and experienced software selection consultant, helping filter, sort and prioritize the software options available in the market and facilitating the Client's objective selection of the best quality software meeting your long-term needs. We collaboratively architect and map your preferred business model, extricating unnecessary time, effort, cost and waste from your current underlying business processes and identifying activities and deliverables needed most. This approach helps us align the Client's business and operational needs with the most viable software option(s).

Our in-depth experience with ERP solutions arms us with an understanding of public sector ERP software options, facilitating the development of cost estimates for the Client. We will alert known public sector ERP software providers about the Client's solicitation to facilitate competition.

We will conduct detailed discovery sessions with you to determine the optimal approach for creating your RFP to support your desired process model. We will research software candidates responding to the RFP and engage with identified solution providers to facilitate open and responsive communication. We will create a solution Functional Requirements Specification (FRS) of your critical requirements as identified during the preceding Business Process Needs Assessment.

Primary activities and tasks include:

- Identify RFP Team and Evaluation Team, and develop RFP demonstration and decision schedule
- Schedule and conduct RFP planning meeting
- Identify two to three (2-3) peer organizations, develop an agenda and questions, and schedule discussions
- Hold peer review meetings, develop summary of findings and present to the Client
- Hold FRS definition workshops and develop draft requirements, present for review/feedback and craft final requirements
- Review meeting to discuss mandated RFP design and schedule considerations
- Develop, review, and revise draft RFP content per your specifications
- Develop, review, and revise draft RFP Terms & Conditions per your specifications
- Discuss RFP evaluation criteria options & requirements with your RFP Stakeholders and Project Team
- Develop and review RFP evaluation criteria per your specifications
- Finalize RFP

Vendor Selection Support

We work with Clients and software vendors to identify proposal distribution list. We create demo scripts for candidate providers based on key features and functionality. We construct 60-month cost estimate for candidate solutions and work with you to create a logical and defensible candidate scoring model based upon your requirements.

We will actively participate in detailed demonstrations of candidate providers and research and recommend appropriate integration platforms for automating the import of external data needed to support solution conversion. We will develop a model for scoring detailed demonstrations of proposed solutions and provide assistance in assessing candidate references, helping the Client identify the best match for its requirements and needs. We will review software licensing and implementation contracts for final candidate solutions and guide you in negotiating pricing to minimize the total cost of ownership of the selected solution. We evaluate and help the Client respond to vendor questions on the RFP. We review vendor proposals and assist with scoring and evaluation.

Primary activities and tasks include:

- Identify potential providers and develop proposal distribution list
- Discuss RFP Scoring Model options and requirements with your RFP Stakeholders and Project Team
- Develop RFP Scoring Model based upon evaluation criteria and feedback with your Project Team
- Review RFP scoring model with your RFP Stakeholders
- Create and review final RFP document with your RFP Stakeholders
- Support RFP issuance process, discuss and create administrative response process, and prepare/hold respondent briefing in coordination with your RFP Stakeholders and Project Team
- Create and review solution demo scripts and demo scoring models in conjunction with your Project Team, Stakeholders and Evaluation Team
- Analyze vendor responses and assist the Client in communicating with vendors during the Clarification Period
- Distribute scripted demo to vendors shortlisted by the Client
- Schedule respondent presentations and direct vendor demos
- In coordination with your Stakeholders and Evaluation Team, assist with reference checks
- Analyze results of demo scores and reference scores as accounted by your Stakeholders and Evaluation Team
- Coordinate final clarification with vendors
- Analyze the Client’s preferred vendor decision based upon established decision criteria
- Produce evaluation report for each fully participating vendor candidate for your Review
- Assist the Client in:
- Presenting evaluation report and debrief to non-preferred vendors as specified by the Client
- Forming negotiation team and formulating negotiation strategy
- Contract negotiation with chosen vendor

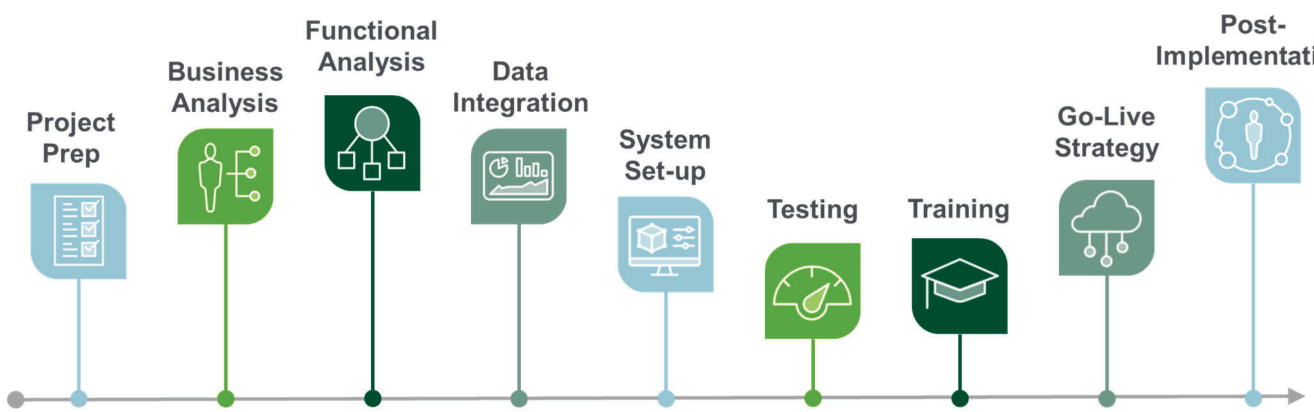
Product Category #1, #3 and #5

- *Maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure*
- *Implement or replace an ERP system for NCTCOG or TXShare Entities*
- *Provide ERP system upgrades and/or migrations from on-premises to cloud solutions, and vice versa for*

Implementing, Modifying, Repairing, Replacing or Maintaining an ERP (for select ERP products only)

We determine the project team composition and present details of scope, project controls and plan. We conduct requirements workshops, review the scope and finalize the project plan to ensure resource alignment from both Cherry Bekaert and Client internal teams. The platform is configured based on discovery requirements, including quality assurance utilizing our internal team to ensure the configured system matches your business/operational needs. User acceptance test (UAT) cycles are used so the Client's project team can validate the configured solution. To go live, end users will gain access, and we will establish client success and support for the Client.

While every Client and implementation are nuanced and unique, we follow a customizable approach to effectively addressing virtually any client need, schedule, industry and culture:



Key service activities typically include:

- Creating project plans and technical deliverables to guide all pre- and post-implementation activities
- Developing project risk registers and mitigation strategies
- Developing technical configurations, interface and conversion deliverables
- Developing and tracking business and technical requirements to their traceable source
- Creating an approach to the User Acceptance Testing (UAT) for reasonableness
- Tracking progress, resources, budget, schedules and reporting

In addition, implementing new information systems can significantly affect your organization's business processes, internal controls and resulting risk exposure. Part of our system implementation approach includes design of internal controls addressing key risks to your organization. We make sure expected controls are in place, and we assess your controls against an agreed-upon maturity model to give you comfort that financial, operational and compliance risks are aligned with the Client's risk appetite. Providing the Client with comfort over your internal control environment in times of change is of critical importance to your future financial audit periods - performing these procedures provides throughout the implementation (instead of waiting for the future audit) provides active monitoring of the progression of your implementation, while also saving you time during future audit periods having to pull requested documents.

A change in accounting system is considered a material change in internal control, which must be evaluated and assessed by the independent auditor. As a public sector CPA firm that has audited nearly 200 public sector clients and a technology/management advisor on many systems implementation and internal controls projects, including deep ERP experience, we know how to help Clients further mitigate your implementation risks.

Pre-Implementation

We develop and evaluate requirements and system specifications against system design, implementation and testing efforts in alignment with the Program Roadmap and schedule. We develop ERP project plan and related documentation based on agreed-upon SDLC and change management control objectives and identify related risk exposures. We craft technical specifications, configurations, designs, data conversion strategies, UAT plans, cybersecurity, integration approach, training and post-production support, and project management processes that guide implementation of the new ERP system. Examples include:

- Developing project management processes and artifacts that cover governance, initiation, risk management, system analysis and design, testing and training
- Developing a suitable control environment for the system
- Creating data migration processes to ensure the integrity of data is maintained throughout these processes

Other tasks include:

- Project Management
  - Develop and follow Project Plan and procedures to guide implementation activities and work product development.
  - Lead weekly project leadership and status meetings, summarizing activities planned, and completed and any issues or challenges. Document in semimonthly status report.
  - Verify milestone status in the Program roadmap and summarize findings in monthly progress reports identifying if critical path activities are met, and ensure they are clearly developed, communicated, implemented, monitored and complete.
  - Evaluate project reporting plan and actual project reports to verify project status is accurately traced using project metrics.
  - Verify milestones and completion dates are planned, monitored, and met.
  - Verify the existence and use of an appropriate project issue tracking mechanism that documents and prioritizes issues as they arise, enables communication of issues to proper stakeholders, documents a mitigation strategy as appropriate, and tracks the issue to closure.
- Risk Management
  - Create a Project Risk Management Plan is created and followed, develop a risk register and track and report on project risks throughout delivery.
  - Evaluate the project’s risk management plans and procedures to obtain comfort that risks are identified and quantified and that mitigation plans are developed, communicated, implemented, monitored, and complete.
- Change Management
  - Verify that a Change Management Plan is created and used.

    - Evaluate the change management plans and procedures to verify they are developed, communicated, implemented, monitored, and complete; and that resistance to change is anticipated, prepared for and mitigated.
- Communication Management
    - Verify that a Communication Plan is created and followed.
    - Evaluate the communication plans and strategies to verify they support communications and work product sharing between all project stakeholders; and assess if communication plans and strategies are effective, implemented, monitored and complete.
- Training Plan
    - Verify that a Training Plan is created, communicated and implemented. The training plan should consider all stakeholders and affected parties and facilitate effective ongoing operations post go-live.
    - Evaluate training plans for all users to include systems administrators and security.
- Requirements Management
    - Verify that system requirements are well-defined, understood and documented.
    - Verify that software requirements can be traced through design, code and test phases to verify that the system performs as intended and contains no unnecessary software elements.
    - Verify that requirements are under formal configuration control.
- Unit Design
    - Develop a plan for unit design that is workable, efficient, and satisfies the Client's requirements and is aligned to ERP best practices.
    - Verify that design products are under configuration control and formally approved before detailed design begins.
- System Designs, Configuration and Workflow
    - Create detailed design to verify that the design, workflow and configurations are workable, efficient, and satisfies all high level design requirements.
    - Verify that design, configuration and workflow requirements can be traced back to system requirements and that system configuration aligns with ERP best practices.
    - Develop role configurations to evaluate segregation of duties and system access controls and associated risks.
    - Verify that all critical development documents are complete.
    - Verify that appropriate processes and tools are in place to manage system changes, including formal logging of change requests and the review, prioritization and timely scheduling of maintenance actions.
    - Verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version.
- Systems, Subsystems Integration, Interface and Interchange Designs
    - Verify that system interfaces are accurately described and documented and aligned to ERP best practices and in alignment to the Client's requirements, recommend improvements that are observed.
    - Develop integration, interface and interchange design plans for technical and functional accuracy, feasibly considering whether they represent the most effective methods for transfer of data among core applications within the ERP architecture.
    - Create interface users and role assignments for security risks, recommend adjustments as needed.

   - Craft plans considering level of effort and complexity of long-term maintenance and impact of future modernizations or upgrades to systems and subsystems.
- Data Conversion Strategy
   - Develop plans, procedures, tools and approach for data conversion.
   - Put procedures in place to review the converted data for completeness and accuracy and to perform data clean-up as required.
   - Systems security design, roles, and segregation of duties designs
   - Develop security role configuration and setup mitigating control issues.
   - Create and deploy plan addressing restrictions on system and data access considerations.
   - Develop and conduct parallel payroll test plans
   - Ensure adequate coverage to identify concerns or anomalies with mock payroll data runs, recommend changes as needed.
- User Acceptance Test Plans
   - Create acceptance procedures and acceptance criteria for each module prior to test and document test results.
   - Develop test scripts and work with client to administer tests and document results

The following are key sample deliverables:

- Test Plan
- Test Scripts and/or use cases
- Testing timeline/schedule
- Test Reports

Post Production Support Plans

Our team will properly plan and work in collaboration with Clients to develop a post production support plan and provide support post go-live. Activities include developing post production support plan to ensure it is appropriately sized to provide the desired level of support and at the desired price point for the Client. If desired, we can also offer managed services post production support for a variety of leading ERP products. We have more than 110 professionals in managed services, help desk, cloud, cybersecurity, and risk to optimize, support and secure your organization. 24/7 managed IT and security services include:

- Network Operations Center (NOC) engineers
- Support engineers
- Infrastructure engineers (e.g., data center, network, cloud, security)

IT and cybersecurity advisory services include:

- Security Operations Center (SOC) engineers
- Cybersecurity engineers (e.g., penetration testing, cyber assessments, secure data center / cloud engineering)
- Fractional CIO/CISO resources
- Security / compliance assessors

Change Management

Cherry Bekaert brings a proven change management approach, backed by experienced practitioners and supported with a ready-state delivery kit of accelerators and proven tools to facilitate delivery. Our change management framework, shown below, outlines the elements critical to successful change management:

Product Category #6

- *ERP Consultancy Services otherwise not anticipated in this RFP*

Independent Verification & Validation (IV&V)

The success of many technology modernization projects hinges on how well an organization evaluates and tests design and configuration decisions and action options against critical requirements, cost and other factors. Our approach to ERP program management, verification/validation testing, change management and training on the deployed system can help Clients ensure a successful implementation, make post-implementation enhancements, drive continuous improvement initiatives, and minimize disruption. Key service activities will include:

- Reviewing System Integrator (SI) project plans and technical deliverables for completeness and quality, and developing a schedule and plan to guide all pre- and post-implementation activities
- Identifying and making recommendations for improvements
- Identifying possible project risks and make recommendations to mitigate, transfer or accept risk
- Reviewing technical configurations, interface and conversion deliverables, and providing recommendations for improvement and comfort over completeness and quality
- Reviewing the process for tracking of business and technical requirements to their traceable source
- Reviewing the SI's approach to the User Acceptance Testing (UAT) for reasonableness, and if needed, conducting additional testing
- Evaluating progress, resources, budget, schedules and reporting

We perform IV&V services under the guidelines of the Statement on Standards for Consulting Services (SSCS) issued by the AICPA. Our methodology is based on the Control Objectives for Information and Related Technologies (COBIT) to assist Clients in identifying project risks, responding timely and mitigating those risks to avoid any reputational damage or unintended consequences (e.g. inefficiency, unintentional error, and fraud) resulting from a suboptimal system implementation. Subject matter experts in COBIT methodologies are integral to our project teams on IV&V engagements to ensure that we execute IV&V projects per these best practices and standards.

Independent Verification (Pre-Implementation)

We evaluate requirements and system specifications against system design, implementation, and testing efforts in alignment with the Program Roadmap and SI schedule. We also review ERP project plan and related documentation based on agreed upon SDLC and change management control objectives and identify related risk exposures. We provide independent verification of integrator deliverables and provide summary reports of findings for each document reviewed to help Clients evaluate technical specifications, configurations, designs, data conversion strategies, UAT plans, cybersecurity, integration approach, training and post-production support and project management processes that the SI plans to use for implementation of the new ERP system.

The scope for reviewing these items is scalable, meaning that it ranges from verification that the items exist or are planned, to assessing their suitability to meeting their intended purpose. It also includes reviewing integrator work products and providing reports on the findings with any recommendations for improvement, for example:

- Developing project management processes and artifacts that cover governance, initiation, risk management, system analysis and design, testing and training.
- Considering whether a suitable control environment is planned for the system; and
- Considering the planned data migration processes to ensure the integrity of data is maintained throughout these processes.

Areas of review will be completed for each workstream identified in the Program roadmap and in alignment to our schedule. After each review, we will document findings and make recommendations that we will share with the Client and the SI. Activities in this phase include:

- ***Management Assessment***
  - Verify and evaluate project management organization, verify that lines of reporting and responsibility provide adequate technical and managerial project oversight.
  - Evaluate project progress, resources, budget, schedules, workflow, metrics, and reporting.
  - Assess coordination, communication and management practices to obtain comfort that affected organizations are coordinating in a manner required to achieve project objectives.
- ***Project Management***
  - Develop and follow an IV&V Project Plan and procedures to guide IV&V activities and work product development.
  - Lead weekly project leadership and status meetings, summarizing IV&V activities planned, and completed and any issues or challenges. Document in semimonthly status report.
  - Verify that the integrator is meeting milestones identified in the Program roadmap and summarize findings in monthly progress reports identifying if critical path activities are met, and ensure they are clearly developed, communicated, implemented, monitored and complete.
  - Evaluate project reporting plan and actual project reports to verify project status is accurately traced using project metrics.
  - Verify milestones and completion dates are planned, monitored, and met.

- Verify the existence and use of an appropriate project issue tracking mechanism that documents and prioritizes issues as they arise, enables communication of issues to proper stakeholders, documents a mitigation strategy as appropriate, and tracks the issue to closure.

- ***Risk Management***
  - Verify that a Project Risk Management Plan is created and followed, develop a risk register and track and report on project risks throughout delivery.
  - Evaluate the project's risk management plans and procedures to obtain comfort that risks are identified and quantified and that mitigation plans are developed, communicated, implemented, monitored, and complete.
- ***Change Management***
  - Verify that a Change Management Plan is created and used.
  - Evaluate the change management plans and procedures to verify they are developed, communicated, implemented, monitored, and complete; and that resistance to change is anticipated, prepared for and mitigated.
- ***Communication Management***
  - Verify that a Communication Plan is created and followed.
  - Evaluate the communication plans and strategies to verify they support communications and work product sharing between all project stakeholders; and assess if communication plans and strategies are effective, implemented, monitored and complete.
- ***Project Estimating and Scheduling***
  - Review schedules to verify that adequate time and resources are assigned for planning, development, review, testing and rework. Track program costs against cost estimates and share findings as needed.
- ***Training Plan***
  - Verify that a Training Plan is created, communicated and implemented. The training plan should consider all stakeholders and affected parties and facilitate effective ongoing operations post go-live.
  - Evaluate training plans for all users to include systems administrators and security.
- ***Requirements Management***
  - Verify that system requirements are well-defined, understood and documented.
  - Verify that software requirements can be traced through design, code and test phases to verify that the system performs as intended and contains no unnecessary software elements.
  - Verify that requirements are under formal configuration control.
- ***Unit Design***
  - Evaluate and make recommendations on unit design to verify the design is workable, efficient, and satisfies the Client's requirements and is aligned to ERP best practices.
  - Verify that design products are under configuration control and formally approved before detailed design begins.
- ***System Designs, Configuration and Workflow***
  - Evaluate and make recommendations on existing detailed design to verify that the design, workflow and configurations are workable, efficient, and satisfies all high level design requirements.
  - Verify that design, configuration and workflow requirements can be traced back to system requirements.
  - Review and evaluate system configuration against ERP best practices.

- Review role configurations to evaluate segregation of duties and system access controls and associated risks.
- Verify that all critical development documents are complete.
- Verify that appropriate processes and tools are in place to manage system changes, including formal logging of change requests and the review, prioritization and timely scheduling of maintenance actions.
- Verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version.

- ***Systems, Subsystems Integration, Interface and Interchange Designs***
  - Verify that system interfaces are accurately described and documented and aligned to ERP best practices and in alignment to the Client's requirements, recommend improvements that are observed.
  - Review integration, interface and interchange design plans for technical and functional accuracy, feasibly considering whether they represent the most effective methods for transfer of data among core applications within the ERP architecture.
  - Review interface users and role assignments for security risks, recommend adjustments as needed.
  - Identify plans considering level of effort and complexity of long-term maintenance and impact of future modernizations or upgrades to systems and subsystems.
  - Develop report of findings.
- ***Data Conversion Strategy***
  - Evaluate the proposed plans, procedures and software for data conversion.
  - Verify that procedures are in place and are being followed to review the converted data for completeness and accuracy and to perform data clean-up as required.
  - Evaluate how to make the conversion process more efficient and on maintaining the integrity of data during the conversion.
  - Develop report of findings.
- **Review systems security design, roles, and segregation of duties designs**
  - Review security role configuration and setup and identify control issues, and recommend changes to improve security posture.
  - Evaluate the project’s restrictions on system and data access considerations.
  - Develop report of findings.
- **Review parallel payroll test plans**
  - Conduct review to ensure plans have adequate coverage to identify concerns or anomalies with mock payroll data runs, recommend changes as needed.
  - Develop report of findings.
- **Review User Acceptance Test Plans**
  - Acceptance procedures and acceptance criteria for each module must be defined, reviewed, and approved prior to test and the results of the test must be documented.
  - Verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of system.
  - Evaluate effectiveness of UAT approach considering security access and role requirements. Evaluate effectiveness of role design UAT, segregation of duties, consideration of workflow and acceptance of risk.

- Verify that the acceptance test organizations have an appropriate level of independence from the contract.
- Develop report of findings.

- **Review Post Production Support Plans**
  - Review post production support plan to ensure it is appropriately sized to provide the desired level of support and at the desired price point for the Client, share findings and recommendations on changes as needed.
  - Evaluate security for systems integrator, support, and others; evaluate impact of security design on audit and cyber requirements.
- **Review cybersecurity policies for alignment to ERP**
  - Evaluate and make recommendations on project policies and procedures for ensuring that the system is secure and that the privacy of data is maintained.
  - Evaluate the project's cybersecurity and cyber risk analysis attributes; recommend audit policies to enable and logs to monitor via SOC / SIEM / IT Compliance
  - Obtain comfort that processes and equipment are in place to back up client and project data and files and archive them safely at appropriate intervals.

Independent Validation (Ongoing and Post-Implementation Services)

Our objective is to obtain comfort that the system delivered achieves defined requirements by observing, reviewing, inspecting evidence and selecting samples to re-perform project team activities. We will independently verify:

- That the newly-implement ERP system followed approved procedures
- Whether system controls are implemented and, if requested, determine operating effectiveness of system controls
- If the system meets user's needs

Our team will properly plan and work in collaboration with Clients to integrate testing throughout the lifecycle of the ERP implementation upon request from the Client. Although there are various methodologies to testing (i.e. V-Model), most of them can be adopted to specific situations to identify risks and effectively/efficiently mitigate them, based on your preferred method.

Successful validation of an ERP system implementation requires that the testing at each stage be structured, clearly documented and independently repeatable. To accomplish this, our team will prepare and review a test strategy with the Client. The test strategy outlines a comprehensive testing approach for the entire solution. It is developed to determine and communicate exactly how the end product, workflows, integrations and procedures will be tested.

Components of the test strategy may include:

- Identifying the main testing stages as component, integration, product or operational testing
- Developing the test approach for each testing stage (i.e. unit, integration, system, regression, or user acceptance testing). The approach is developed as part of the specification to be tested and how things will be tested.
- Developing testing schedule
- Identifying resource requirements
- Determining templates for test scripts and use cases
- Creating guidelines for test execution (i.e. reporting, bug classification, etc.)

- Assisting with and making recommendations for identifying necessary test data
- Assisting with establishing the proper test environment
- Reviewing potential areas where test automation can be performed
- Determining the testing timeline/schedule

The following are key sample deliverables:

- Test Plan
- Test Scripts and/or use cases
- Testing timeline/schedule
- Test Reports

Additionally, an ERP implementation presents a material change to your system of internal controls. Regarding information security, a system implementation generally requires the provision of new and broad privileges to complete development, acceptance testing, and facilitate post go-live transition activities. These changes increase an organization's exposure to fraud risk.

The purpose of segregating responsibilities is to prevent occupational fraud in the form of asset misappropriation and intentional financial misstatement. A fundamental element of internal control is the segregation of certain key duties. To obtain comfort that appropriate logical access and segregation of duties (SOD) controls are in place to mitigate fraud risk, the following procedure can be performed, if requested:

- Review and agree on relevant fraud risk factors and desired levels of SOD.
- Review and agree on relevant anti-fraud controls elements including SOD and logical access controls.
- Complete risk and control self-assessments with key business process owners and IT personnel responsible for user provisioning and access controls to the ERP environment.
- Work with IT to develop and run a series of custom diagnostic queries against the ERP in order to produce the key reports necessary to design a logical access control; review current access setting against user access for desired level of SOD.
- Review the current periodic access review (PAR) control process and assist as needed to mature the design of the PAR internal control activity based on the results of risk and control self-assessments.

Deliverables of the SOD and PAR include:

- ERP environment functional user roles and responsibilities review and clean up.
- Custom queries suitable to support PAR controls.
- Assistance to formalize the Client's PAR controls.

Implementation Project Assistance

Our industry specialists have the technical expertise and project management experience to help our clients ensure that their systems integrator's deliver each engagement on time, on budget, and with minimal disruptions to your staff. Cherry Bekaert's project team members typically bring between two (2) and five (5) years of project management experience using industry standards, such as PMBOK or CMMI, as well as risk assessment and mitigation methodologies. Additionally, they have expertise in requirements validation, software development estimation, network architecture and systems design capabilities.

The preferred software development lifecycle (Waterfall vs. Agile) impacts the criteria measured and tools used to track performance.

- For waterfall projects, each schedule should include the following criteria: detailed tasks and milestones, planned timing for each, as well as task dependencies and resources required for each task, along with roles and responsibilities for completing deadlines and assignments for each task. These are typically developed in Gannt charts, and in some cases critical path analysis or PERT charts. If desired, Cherry Bekaert can also perform earned value management. After a schedule is developed and project baseline established our team measures progress using a variety of tools and processes, tailored to each client's unique requirements and the scope and scale of the project. Cherry Bekaert is tool agnostic and has experience using a variety of tools to track progress ranging from Microsoft project, Planview and primavera, to Asana, SmartSheet and Jira. We offer our clients a variety of pre-built tools and templates and ready-state PMO and IV&V toolkit to enable rapid project startup and a through approach to IV&V.
- On agile projects our approach is similar though the tools we use and what we measure differs. We prefer to use Jira or confluence as a repository for tracking project activities. These activities include sprints and the development components within them epics and stories as well as sprints which have not yet started and are in a project backlog. We track sprint progress, deployment frequency, cycle time, defect rate, and velocity through sprint and epic burndown dashboards, control charts and cumulative flow diagrams. We typically measure progress daily in a daily standup meeting to understand progress and any barriers or blockers that may prevent team members from completing assigned sprint tasks. Progress is documented and shared with stakeholders through review meetings at a frequency aligned to client needs similar to the approach outlined for waterfall projects above.

All project materials are typically stored in a shared repository and evaluated at a frequency agreed on with the Client, typically weekly in live meetings with key project stakeholders and integrators. In our meetings we review and discuss progress toward the timeline, objectives, and key deliverables, and any risks or issues that have occurred that impact project progress along with resolutions. Project plan progress is documented and reported to each key stakeholder. This process is repeated throughout the project.

We tailor the scope of implementation project assistance to the Client’s specific needs; in coordination with their staff and the SI, we will help you ensure that the implementation achieves the operational and financial benefits you expect while staying on scope, within budget and on schedule. This includes:

- Supporting communication between the Client and the SI
- Helping create and maintain a unified ERP project plan
- Assisting the Client to assign resources to project tasks
- Assisting the Client's leadership to identify and re-assign ERP project resources’ activities/tasks to ensure successful and timely completion
- Analyzing and communicating project risk
- Monitoring and validating project progress as reported by the technology provider
- Reviewing project status reports provided by technology provider
- Helping to schedule training from software providers with the Client's resources
- Helping to schedule testing of the implemented solution with appropriate resources from the Client
- Assisting the Client in reporting bugs and system defects to the technology provider
- Validating project milestones and change orders
- Assessing key business decisions and configurations requested by the Client against solution capabilities and best practices
- Reviewing proposed change orders versus original project scope

- In consultation with the SI and in coordination with the Client's ERP staff, we develop the verification & validation guidelines and procedures applicable to this project, and techniques and methods applicable to each phase/stage of this project which include:
- Tools which auto generate test cases based on state-based models.
- Creation of test scenarios and use cases which take into account abnormal inputs and negative testing.
- In coordination with the SI and Client staff, recommend an appropriate cadence for point-in-time snapshots for verification and validation events.
- In coordination with the SI and Client staff, develop a verification and validation plan, and schedule, including through the final cutover to production, post-production maintenance and change management.
- Provide recommendations to mitigate against identified risks in the SI proposed postproduction support/maintenance plans at every stage/phase of the project.
- Provide recommendations to the change management and training plans to mitigate identified risks.
- Provide recommendations to update the UAT test plans and scripts to assure the attainment of desired outcomes and fulfillment of the Client's requirements.
- Provide recommendations for revisions to, or the development of, separate / new IT/Cybersecurity policies and procedures consistent with industry best practices for cloud-based systems.
- Assist the Client in designing a change management and solution deployment timeline, including determining a reasonable Go-Live date
- Support the Client by validating the technology provider's approach to system configuration and set-up, data migration & conversion, integrations, and implementation methodology to ensure adequate planning has been performed in preparation for the new system
- Schedule and monitor the Client's training, testing and validation activities
- Participate in internal project planning and status review meetings with the Client and external project planning and status review meetings with both the Client and chosen solution provider throughout the duration of the project
- Support the Client through bi-weekly project governance calls with your staff and technology provider project managers
- Participate in change management and solution deployment meetings to support the Client with chosen solution provider as required
- Provide technical subject matter expertise to review integrator architectural and technical deliverables, testing, cost analysis and financial tracking
- We design and develop a risk register, which we pre-populate with risks and mitigations using past benchmarks from similar projects and leading third-party research organizations to accelerate a fast, insightful review of risks tailored to your unique needs.

Project deliverables and documentation include:

- Review and analysis of vendor project status reports, weekly or as required by the Client, to provide notes on areas of concern and recommended remediation activities to assess.
- Creation and provide ongoing maintenance of a unified ERP project plan
- Creation of ERP project status reports for the Client's leadership meetings
- Creation of project activity & budget status report to indicate hours and dollars charged to date throughout the life of the project

Status and health checks will be produced on an agreed timeframe highlighting existence of the project management processes used throughout the project preparation and the planned control environment. Areas where improvement opportunities or control weaknesses are identified will also be presented. We plan to attend weekly status meetings in order to monitor the execution of critical path activities through project completion (go-live and turn over).

Business Intelligence & Analytics

Your investment in ERP must ultimately improve employee/constituent experiences and outcomes while strengthening the public's trust in government, and business intelligence and analytics are pivotal to maximizing your new or upgraded platform. Our methodology and process include engaging and collaborating with stakeholders at all levels of your organization and developing solutions to integrate systems, streamline workflows, optimize operations, drive automation and deliver timely and actionable analytics.

As a digital transformation advisor, we can help you achieve breakthrough results with modernized analytics for real-time visibility and insights, with solutions designed to meet you where you are in your data journey. Our Business Intelligence and Analytics solutions can integrate accumulated past and present data to transform your overall performance, enhance workflows, drive automation and deliver abundant real-time analysis. We help you modernize and optimize reporting while minimizing disruption and empowering employees to reach their peak productivity/performance. We identify integration points within your systems to efficiently and seamlessly bring all of your data and business processes into an easy to use, scalable and secure platform.

Our team provides ideas and supports clients from strategy to implementation through optimization and rationalization, providing:

- Data Strategy and Roadmap
- Data Integration & Modeling
- Process Automation & Workflow
- Data Visualization, Dashboards and Analytics
- Data Management, Governance & Architecture
- Software Licensing, Training and Support
- Predictive Analytics & What If Scenarios

Understanding data-driven insights is more important than ever for local government and state agencies. We will listen to your concerns every step of the way to better understand:

- What are your biggest challenges?
- What makes you less efficient or effective?
- What keeps you up at night?

Answering these questions will help us determine the best path to visualize your data. We will work with you to define and establish efficient and scalable processes that can be augmented with your technology and people to define, develop and deliver analytics to meet your strategic goals and objectives. We deliver strategic management guidance, business intelligence and process automation to maximize productivity and financial performance while reducing risk. Our team brings specialized skills to help you secure additional productivity and value from our information systems and technology assets. Our Analytics and Insights team provides ideation and extends from strategy to implementation through optimization and rationalization and is structures to meet you where you are in your data journey. Our team of strategists, technologists, and analysts have broad industry experience and keep business acumen across the not-for-profit, government, professional services, healthcare and life sciences sectors.

Government Accounting Advisory

In addition to technology modernization, public sector organizations face extreme staffing challenges and knowledge drain, leaving them with open accounting/finance positions and without technical accounting knowledge. At the same time, the Governmental Accounting Standards Board (GASB) requirements are becoming increasingly complex and operational needs are expanding from unprecedented federal funding. We understand the distinct challenges that government finance and accounting managers face, and our Government and Public Sector Accounting Advisory team provides a comprehensive GASB-as-a-Service offering that helps governments overcome them.

Cherry Bekaert has a dedicated team of professionals who only provide governmental accounting advisory services—everything from financial close assistance and account reconciliation to internal control reviews, technical accounting and standards implementation — to help our clients manage effectively, efficiently and responsively. Services complimentary to our ERP consulting offerings include:

ERP and Accounting Module Implementation or Remediation Assistance

Many governments see the need to implement new accounting systems to reap the benefit of newer technology and the efficiencies these systems provide. When implementing these systems, it is important to have the governmental expertise necessary to ensure that charts of accounts and all related modules are implemented appropriately. Cherry Bekaert has decades of experience both as the project manager on the implementation of these systems as well as providing remediation work when an implementation does not go as expected.

Internal Control and Compliance Evaluation and Transformation

Lending or granting federal and state funds and ensuring compliance from subrecipients involves significant, new and changing compliance complexities that many public sector organizations may be unfamiliar with. We assist governments with evaluation of their internal control and compliance structure or those of their related entities as subrecipients. Our support extends beyond compliance and seeks to help funding recipients identify efficiencies or implement templates and checklists to enhance their processes going forward.

Implementation of New Accounting Standards

Over the years, we have assisted our clients with GASB pronouncement implementation, providing research and advice to resolve many complex accounting issues, including:

- Assisting with analysis of the accounting and reporting aspects of compensated absences (GASB 101)
- Assisting with analysis of the accounting and reporting aspects of subscription-based technology agreements (GASB 96)
- Assisting with analysis of the accounting and reporting aspects of P3’s (GASB 94)
- Assisting with analysis of the accounting and reporting aspects of lease accounting (GASB 87)
- Recording other post-employment benefits under GASB 43 and GASB 45
- Capitalizing intangible assets under GASB 51
- Presenting changes in fund balance under GASB 54

- Providing assistance interpreting the fair value measurement and disclosure requirements under GASB 72 and the guidance for certain external investments pools and participants under GASB 79
- Assisting with analysis and implementation of the accounting and reporting aspects for pensions (GASB 67 and 68) and other postemployment benefits (GASB 74 and 75)
- Assisting with the analysis of fiduciary activities (GASB 84)

Financial Management Policy and Procedure Refresh

Recently, many governments have made significant operational changes within their accounting and finance function, often due to staffing challenges or moving to a more remote or hybrid working environment. These changes lead to outdated or inaccurate policies and procedures that do not reflect the day-to-day reality of the organization. We work with governments to refresh their policies and procedures to take advantage of the efficiencies they've found as well as benchmark them against other governments and provide additional opportunities for improvement. Examples include:

- Cash Management procedures for receiving, depositing and disbursing cash and cash equivalents
- Accounts Payable procedures for verifying invoices, purchasing cards, and travel and per diem requests
- Accounts Receivable procedures for billing, recording and collecting, including the process for managing outstanding balances and tax collections
- Budgeting procedures for developing, approving and monitoring the government's budget
- Fixed Asset procedures for acquiring, recording and disposing of fixed assets to maintain fixed asset records
- Inventory procedures for tracking and valuing inventory and conducting periodic inventory counts
- Payroll procedures for processing payroll, including calculating and withholding taxes and other deductions.
- Grant Management procedures for grants and other external funding sources, including the process for applying for grants, monitoring grant spending and reporting on grant activities
- Financial Reporting procedures that encompass preparing financial statement and other financial reports, including the process for ensuring accuracy and compliance with accounting standards

Account Reconciliation and Financial Close Assistance

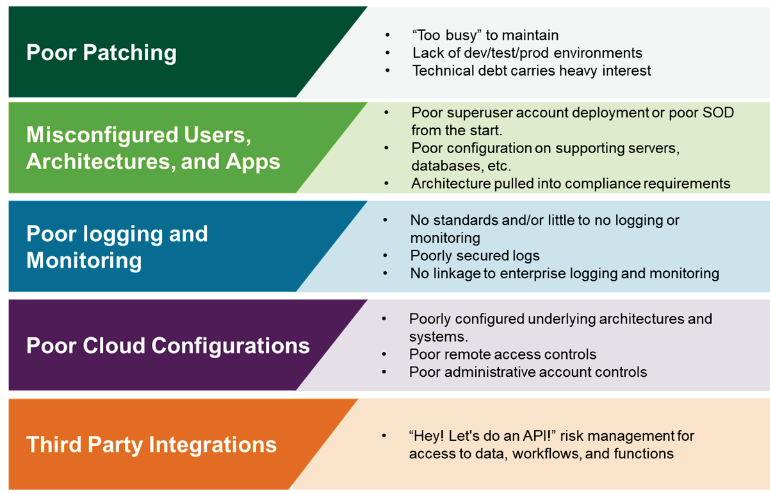
We provide on-demand accounting and financial close support for many financial statement areas to government and public sector organizations who are significantly behind on their accounting and reporting. We also offer more targeted services such as assistance with bank reconciliations or reconciling capital assets across multiple systems. Examples of accounting reconciliation and financial close assistance we provide include:

- Analytical review of trial balance
- Bank reconciliations and outstanding items analysis
- Grant closeout, investigation and reconciliation assistance
- Revenue and expense recognition for grant and other funds
- Data comparison between multiple accounting systems
- Accounts receivable or accounts payable reconciliations
- Review and analysis of payroll data for completeness and accuracy
- Fund allocation calculations and journal entries
- Subledger reconciliations and analysis

- Fixed asset reconciliations and depreciation calculations
- Pension and other post-employment benefit calculations
- Preparation and reconciliation of the schedule of expenditures of federal and state awards
- Audit PBC (prepared by client) list assistance

Cybersecurity & Information Assurance Services

Implementing or modifying ERP platforms can open you up to unexpected cybersecurity risks from issues depicted to the right. To help, Cherry Bekaert's Cybersecurity and Information Assurance Group brings veteran professionals with strong information and cybersecurity governance experience coupled with the deep technical knowledge needed to properly identify, mitigate and respond to cyber threats and risks.



The group has over 25 years of information security experience, ranging from HIPAA security assessments, HITRUST, and risk management to technical security assessments, including vulnerability management and ethical hacking.

We bring demonstrated experience assessing and handling security concerns, protecting an entity's information systems and ensuring compliance with regulatory requirements. Our practical knowledge and experience is complemented with professional accreditations and various affiliations, including membership in the Information Systems Auditing & Control Association (ISACA), the Institute of Internal Auditors (IIA), and the AICPA Information Technology section.

Specifically for ERP related cybersecurity and compliance challenges, Cherry Bekaert can provide:

- Application user account and configuration assessments
- Logging and monitoring assessment, design and deployment
- Cloud architecture and access control assessments
- Applying DevSecOps (development, security and operations) to APIs
- Penetration testing
- Attack surface threat management

Our complete suite of cybersecurity and information assurance services include:

- **Cybersecurity Advisory & Offensive Security:** Providing trusted advice to understand and respond to cybersecurity risks and gaps through assessments, analysis, roadmap development, remediation assistance, and/or cybersecurity program and project management.
  - Risk, Gap and Maturity Assessments (NIST CSF, etc.)
  - Offensive Security Services (vulnerability assessments & compliance testing services)
  - Privacy Program Design & Assessment
  - Cloud Security Assessments
  - FS/FI Compliance (FFIEC, NYDFS, GLBA)
  - Cyber Support Services (vCISO, special projects, Cyber Due Diligence)

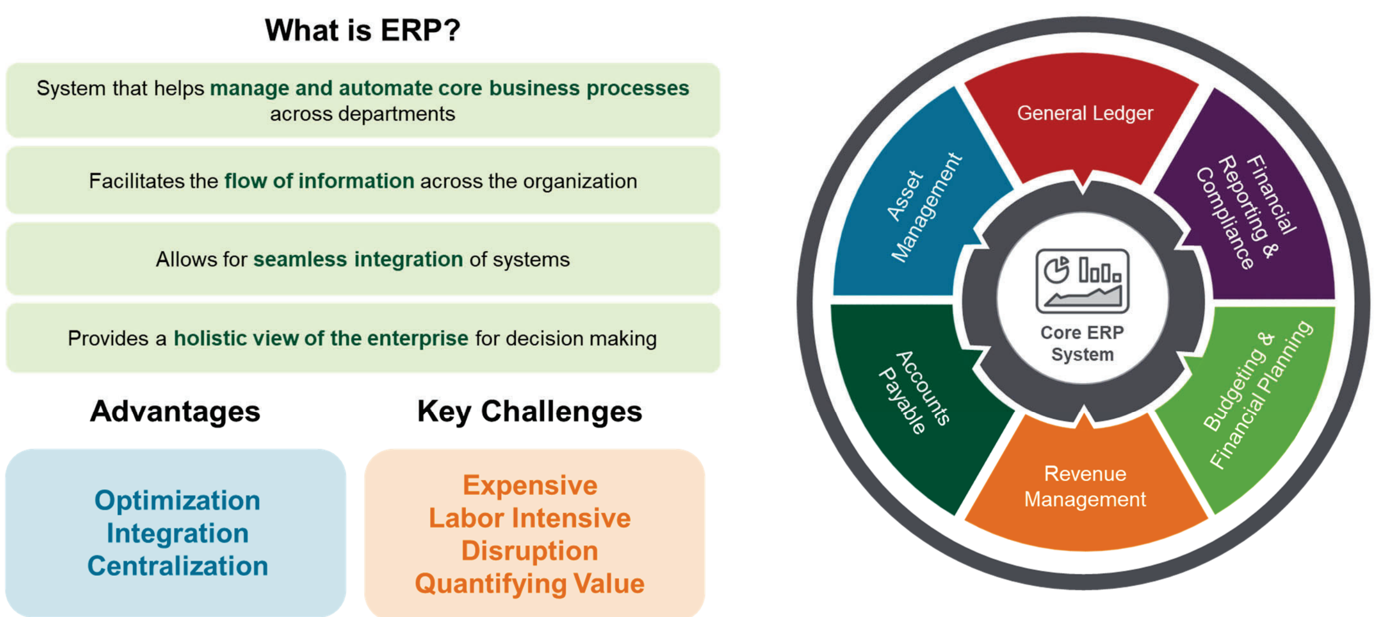
- Incident Response, Continuity, Resilience and Table-Top Exercises
- AppSec and DevSecOps Program Assessments
- New and Emerging Cyber Risk and Standards (AI, SEC Cyber Compliance, NIS2, Foreign RAMP)
- TPRM/SCRM

- **Compliance Advisory Services**: Providing start-to-finish guidance, advice and compliance program management to help clients reduce the cost and impact of their compliance efforts and initiatives, particularly with organizations balancing multiple compliance initiatives.
  - SOC 1, SOC 2, SOC 3, SOC 2+ Readiness
  - HiTRUST Readiness
  - CMMC Readiness
  - ISO Readiness
  - RAMP Readiness (FedRAMP, TxRAMP, StateRAMP)
  - CSA Star Readiness
  - Compliance-as-a-Service
  - GRC Systems Implementation
- **Attestation & Certification Services**: Highest level attestation, assurance and certification services focused on evaluating and reporting on compliance and trust initiatives, with deep experience on delivering to complex, multi-report, and multi-compliance environments.
  - SOC 1, SOC 2, SOC 3, SOC 2+
  - HiTRUST Certification
  - CMMC C3PAO Assessment

Address the Primary Components of an ERP System in Section 5.0, and provide a narrative as to how your firm delivers for each component.

Please see the prior section for a narrative of how Cherry Bekaert supports the selection, planning, deployment, validation and operation of all ERP components and supporting modules.

The below graphic summarizes our view of the core components and function of an ERP. Properly selected and implemented ERP solutions efficiently scale, manage and automate core business processes across departments and can take organizations to greater levels of efficiency and operational excellence, but issues can quickly have a dramatic impact on compliance, service delivery and governance. To mitigate risk while achieving expected benefits, we bring together highly experienced accountants and business technologists to design modernization plans that improve the efficiency and accuracy of your accounting and finance operations while ensuring you are maximizing the value from technology.



Our people-first approach to ERP consulting takes the time to thoroughly understand your current and future needs and develop tailored solutions accordingly. We go beyond providing roadmaps and recommendations; we actively assist you in implementing and adopting these solutions.

Should your firm be capable of addressing the Other Features, provide a narrative as to how your firm delivers for each other feature.

Yes, we advise clients in the selection, design and deployment of all facets of ERP implementations, including native modules and third-party applications for all Other Features listed in the RFP.

Organizational Operation

Description of the Proposer's process for responding to an order for product.

Government and public sector leaders are in an environment of accelerated change and greater expectations from the constituents they serve; therefore, our goal is to make service requesting seamless. To do so, we begin with a discovery/planning process to:

- Discuss expectations and objectives
- Determine key stakeholders/project participants
- Create a schedule of documents needed for review
- Establish a critical date profile.

Our team will tailor take a collaborative approach and seek to fully understand your unique culture, mission, vision, values, commitments, strategic priorities and processes as a part of each service request. Our partners, directors and managers will work closely with your leadership and key stakeholders across departments to anticipate your needs, assist you in meeting your business objectives, and offer insight and options to support your core business operations.

We will meet with Participating Entity management to discuss the key components of our overall engagement approach, to include stated deadlines for beginning and completing work. We will mutually agree on a work timeline with key end dates as the driving force. The work plan will include:

- Allocation of work assignments
- Project milestones and deliverables
- Key communications and reporting considerations
- Addressing audit, accounting and other regulatory requirements

We typically expect engagement planning and start-up to take approximately two (2) weeks.

Description of the Proposer's process for delivering orders to respective clients.

To deliver orders, we will document and agree upon in a clear SOW with deadlines and assignments for who is to complete each task. To ensure the project stays on track, an assigned the project manager will conduct weekly calls internally with our staff and the Client to review the SOW and progress towards completion. These meetings will include discussion on timelines, expectations and any areas of concern.

Description of the Proposer's customer satisfaction services, to include any warranty and/or repair capabilities.

Client satisfaction is a key measure of our performance, and one for which we have a dedicated department to monitor on a regular basis. This department measures client satisfaction throughout the year with firm-developed surveys, done independent of the partner and staff involved, in an attempt to obtain an unbiased response. Results are reviewed and summarized and used to determine how we can improve client service.

Our locally-based professionals are in regular communication with our clients, receiving feedback as to the performance of our professional service teams, and our Firm provides regular training and communications for not-for-profit clients to enhance knowledge of important topics. As part of our engagement process, the team will schedule meetings before, during, and at the conclusion of services and ensure we tailor our communication and service process to your preferences, as well as solicit feedback during that process.

Given the importance of client service to our organization, Cherry Bekaert also implements several proprietary, internal client service programs throughout the year to help us better serve our clients. A key element is an annual client service plan to ensure we meet your needs and expectations. The client service plan guides and directs our efforts and communication throughout the year. During our initial client service planning meeting, we spend time making sure we learn and understand your goals, objectives, challenges and other advisers important to your organization. The client service plan is then used to guide and direct our efforts and communication throughout the year.

Warranty and/or repair details may apply to ERP implementations and would depend on the platform and configurations. These details would be determined at the SOW level.

Description of the Proposer's invoicing process used by the Proposer.

Our professional staff enter time daily in our practice management system where a project code is configured specifically for Participating Entity services under the TXShare contract. We monitor time on a weekly basis and bill monthly, generally at the conclusion of the calendar month. Invoices are calculated based on the agreed upon rates and hours incurred as recorded in our practice management system. Each invoice is reconciled to the contract and approved hours prior to submission. All invoices include an hourly breakout by staff level. If requested, invoices can also include each a detailed report of all hours with commentary on the nature of the time and/or expense. Invoices are payable upon presentation.

Any assumptions made in responding to the requirements.

ASSUMPTIONS
Our services and the related rate card are based on several assumptions:

- All data required to perform the summary of services is assumed to be readily available
- Client personnel are knowledgeable and readily available and accessible during the engagement period
- Client initiated changes to agreed upon scope, timing or schedule are provided with a minimum of two calendar weeks of advanced notice

Any exceptions to the requirements. If there are no exceptions, Proposer shall explicitly state that no exceptions are taken to any part of this RFP. Offer must be in compliance with stated term and conditions unless NCTCOG accepts identified exceptions of the Proposer.

As with any contractual relationship, our desire to enter into a continuing contract with NCTCOG is based on reaching a mutually positive negotiation of terms and conditions. After reviewing the RFP, we would like to offer some alternative language for your consideration.

RFP

- **2.4 INTERLOCAL AGREEMENT**: "Other governmental entities may be extended the opportunity to purchase from contracts awarded by the NCTCOG, with the consent and agreement of the successful Vendor(s) and the NCTCOG. Such consent and agreement to allowing such opportunity shall be conclusively inferred from lack of exception to this clause in Respondent's Response; however, nothing herein shall require contractor to agree to provide services to other governmental entities without contractor's explicit consent at the time of such other governmental entity's request."
- **5.3 CONTRACT TERM**: "Any contract resulting from this RFP shall be effective for 24 months from the date of award. This Agreement will renew upon written agreement ~~automatically renew~~ for up to three (3) additional one-year periods, not to exceed five (5) years in total, unless earlier terminated as provided herein. The option not to renew will be considered at NCTCOG's discretion.
- **6.05 Indemnification**: "Contractor shall defend, indemnify, and hold harmless NCTCOG, NCTCOG's affiliates, and any of their respective directors, officers, employees, agents, subcontractors, successors, and assigns from any and all suits, actions, claims, demands, judgments, liabilities, losses, damages,

costs, and expenses (including reasonable attorneys' fees and court costs) (collectively, "Losses") arising out of or relating to: (i) the negligent performance of Services performed and carried out pursuant to the contract; (ii) breach of any obligation, warranty, or representation in the contract, (iii) the negligence or willful misconduct of contractor and/or its employees or subcontractors; or (iv) any infringement, misappropriation, or violation by contractor and/or its employees or subcontractors of any right of a third party; provided, however, that contractor shall have no obligation to defend, indemnify, or hold harmless to the extent any losses are the result of NCTCOG's gross negligence or willful misconduct. The maximum aggregate liability of contractor with respect to this paragraph shall not exceed the sum of ten million dollars ($5,000,000.00)."

- Regarding Attachment VI - Certification Regarding Disclosure of Conflict of Interest: Cherry Bekaert has 2,500 employees. To the best of our knowledge, no officer, employee or paid consultant of the contractor is a member of the NCTCOG or is married to a member of the NCTCOG. We can confirm that no member of NCTCOG directly owns, controls or has interest in Cherry Bekaert. To disclose any potential conflict, we can poll the Firm's Government Advisory team and partners in Texas offices as a part of the contract negotiation/finalization process.

NCTCOG Procurement Terms & Conditions

- 1.05 Indemnification - "Contractor shall defend, indemnify, and hold harmless NCTCOG, NCTCOG's affiliates, and any of their respective directors, officers, employees, agents, subcontractors, successors, and assigns from any and all suits, actions, claims, demands, judgments, liabilities, losses, damages, costs, and expenses (including reasonable attorneys' fees and court costs) (collectively, "Losses") arising out of or relating to: (i) the negligent performance of Services performed and carried out pursuant to the contract; (ii) breach of any obligation, warranty, or representation in the contract, (iii) the negligence or willful misconduct of contractor and/or its employees or subcontractors; or (iv) any infringement, misappropriation, or violation by contractor and/or its employees or subcontractors of any right of a third party; provided, however, that contractor shall have no obligation to defend, indemnify, or hold harmless to the extent any losses are the result of NCTCOG's gross negligence or willful misconduct. The maximum aggregate liability of contractor with respect to its indemnification obligations shall not exceed the sum of five million dollars ($5,000,000.00)."

Any special features or services the Proposer is proposing in response to the requirements that are included within the pricing provided.

The special features and services that Cherry Bekaert can provide are included in our technical proposal and will be provided in future task order responses.

Pricing

Respondents should furnish a proposal that specifies pricing for the services they propose

We understand and appreciate your desire for professional service providers who are not only highly qualified, but who are also cost-conscious and cost-effective about the work they perform. We are mindful that cost is always a consideration in selecting a professional services firm. Accordingly, we have structured our rates based on our strong desire to expand our relationship with NCTCOG and your Participating Entities, while also offering the diverse range of skill sets and experience levels that may be required for a given project.

Our rates are based on the complexity of the work, the skill required, the experience and abilities of our personnel, and the value of the services rendered. Changes in project scope and content will affect the available labor categories and level. Unless otherwise specified, this schedule does not include prepaid charges, purchased product and/or direct expenses such as mileage or overnight stay if appropriate.

A completed Exhibit B follows this summary. Please note the additional details and assumptions as well:

- “Cherry Bekaert” is the brand name under which Cherry Bekaert LLP and Cherry Bekaert Advisory LLC, independently owned entities, provide professional services in an alternative practice structure in accordance with applicable professional standards. Cherry Bekaert Advisory LLC is not a licensed CPA firm. Cherry Bekaert LLP is a licensed CPA firm that provides attest services, and Cherry Bekaert Advisory LLC and its subsidiary entities provide business advisory and non-attest services. For more details, visit cbh.com/disclosure.
- The proposed rate card is valid through December 31, 2025 and will escalate 4% annually to account for rising labor costs.
- A change in rates may apply should the scope of work change significantly. Should this occur, or there is a change in scope because of a change in your operations, we would meet with you to obtain your agreement on any increase in the fee ranges before proceeding.
- Cherry Bekaert will bill NCTCOG for all out-of-pocket travel expenses incurred by the project team members assigned to the project for any on-site work performed. Auto mileage will be recorded, invoiced, and reimbursed at the current IRS rate. Any hotel and meal charges will be billed at actual cost, with no mark-up, up to the published 2025 State of Texas per diem rates. We will work with management, as needed, to properly budget and plan for any projected out-of-pocket expenses.

Exhibit B Cont'd
Pricing Proposal (Firm/Organization)

Respondents are to provide a rate chart for the labor categories/ skill sets outlined below. All rates should be presented as fully loaded hourly rates. Include any other cost categories that should be considered within the "other" category. Attach extra sheets, as necessary. Respondents are encouraged to offer additional Public Sector Procurement Consulting functions and services as options for retainer under this solicitation.

Pricing Format Request Example	Procurement No.:	NCT 2025-017
Respondent Name:	Cherry Bekaert Advisory LLC	
Notes:	1. This pricing sheet is an EXAMPLE of how pricing should be submitted for RFP 2025-017 2. Please provide hourly rates for all staff that would be involved in ERP Consultancy related projects. 3. Use as many lines as needed. 4. Detail any additional information necessary. 5. Proposers are encouraged to offer additional ERP Consulting functions or services to be offered as a catalog option. Please provide any additional options with 'list less' or 'cost plus percentages for pricing. A copy of any catalog services your firm can provide should be included with this response. If no such catalog exists, state "rates as submitted."	
Enterprise Resource Planning Consultancy - SHARE Cooperative Purchasing Program		
Item	**Description**	**Offered Price**
1	Senior Subject Matter Expert	375
2	Subject Matter Expert	325
3	Senior Project Manager	295
4	Project Manager	245
5	Project Analyst	180
6	Industry Leading Subject Matter Expert	425
7	Senior Functional Applications Consultant	285
8	Functional Applications Consultant	240
9	Senior Technical Applications Consultant	310
10	Technical Applications Consultant	280
11	Senior Functional Specialist	255
12	Functional Specialist	235
Contractor shall provide additional Enterprise Resource Planning goods or services at cost plus:		%

Exhibit B Cont'd
Pricing Proposal (Firm/Organization)

Respondents are to provide a rate chart for the labor categories/ skill sets outlined below. All rates should be presented as fully loaded hourly rates. Include any other cost categories that should be considered within the "other" category. Attach extra sheets, as necessary. Respondents are encouraged to offer additional Public Sector Procurement Consulting functions and services as options for retainer under this solicitation.

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Enterprise Resource Planning Consultancy - SHARE Cooperative Purchasing Program		
Item	**Description**	**Offered Price**
13	Senior IT Specialist	335
14	IT Specialist	285
15	Senior Database Administrator	220
16	Database Administrator	165
17	Senior Solution Architect	350
18	Solution Architect	335
19	Senior Functional Cloud Specialist	380
20	Functional Cloud Specialist	340
21	Junior Functional Cloud Specialist	375
22	Senior Technical Cloud Consultant	395
23	Technical Cloud Consultant	360
24	Junior Technical Cloud Consultant	290
Contractor shall provide additional Enterprise Resource Planning goods or services at cost plus:		%

Exhibit B Cont'd
Pricing Proposal (Firm/Organization)

Respondents are to provide a rate chart for the labor categories/ skill sets outlined below. All rates should be presented as fully loaded hourly rates. Include any other cost categories that should be considered within the "other" category. Attach extra sheets, as necessary. Respondents are encouraged to offer additional Public Sector Procurement Consulting functions and services as options for retainer under this solicitation.

Pricing Format Request Example	Procurement No.:	NCT 2025-017
Respondent Name:	Cherry Bekaert Advisory LLC	
Notes:	1. This pricing sheet is an EXAMPLE of how pricing should be submitted for RFP 2025-017 2. Please provide hourly rates for all staff that would be involved in ERP Consultancy related projects. 3. Use as many lines as needed. 4. Detail any additional information necessary. 5. Proposers are encouraged to offer additional ERP Consulting functions or services to be offered as a catalog option. Please provide any additional options with 'list less' or 'cost plus percentages for pricing. A copy of any catalog services your firm can provide should be included with this response. If no such catalog exists, state "rates as submitted."	
	Enterprise Resource Planning Consultancy - SHARE Cooperative Purchasing Program	
Item	**Description**	**Offered Price**
25	Senior Organizational Change Specialist	255
26	Organizational Change Specialist	225
27	Junior Organizational Change Specialist	175
28	Partner	425
29	Managing Director	385
30	Director	335
31	Senior Manager	280
32	Manager	265
33	Senior Associate	245
34	Staff	190
	*Rates will escalate 4% Annually to keep pace with rising labor costs	
Contractor shall provide additional Enterprise Resource Planning goods or services at cost plus:		%

HUB Bonus

Cherry Bekaert is a large business and does not qualify for the HUB bonus.

Required Attachments

ATTACHMENT I:
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

Compliance with the NCTCOG Standard Terms and Conditions

By signing its submission, Offeror acknowledges that it has read, understands and agrees to comply with the NCTCOG standard terms and conditions.

Acknowledgment of Insurance Requirements

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance must be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 2.2 - General Terms and Conditions.

Name of Organization/Contractor(s):
Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

Date: February 5, 2025

ATTACHMENT II:
CERTIFICATIONS OF OFFEROR

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, Christian Fuellgraf (typed or printed name) certify that I am the Partner, Cherry Bekaert Advisory LLC (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as offeror and respondent herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Name of Organization/Contractor(s):

Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

Christian Fuellgraf

Date: February 05, 2025

ATTACHMENT III:

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;

2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statues or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;

3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,

4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

Date: February 05, 2025

ATTACHMENT IV:
RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding $100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of $100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding $100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying", in accordance with the instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

Date: February 05, 2025

ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION

The Cherry Bekaert Advisory LLC (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the Cherry Bekaert Advisory LLC (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statue in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statue or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

Date: February 05, 2025

ATTACHMENT VI:
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST

The undersigned certifies that, to the best of his or her knowledge or belief, that:

"No employee of the contractor, no member of the contractor's governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents".

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor(s):

Partner, Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

*Please see our Exceptions on page 65 for additional details on our response to this form.

Date: February 05, 2025

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. *See* Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 **Name of vendor who has a business relationship with local governmental entity.**

N/A, Cherry Bekaert Advisory LLC does not have any business relationships to disclose

2 ☐ **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 **Name of local government officer about whom the information is being disclosed.**

N/A

Name of Officer

4 **Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.**

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes ☒ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes ☒ No

5 **Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.**

N/A, Cherry Bekaert Advisory LLC does not have any business relationships to disclose

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7

Signature of vendor doing business with the governmental entity

February 05, 2025

Date

Form provided by Texas Ethics Commission www.ethics.state.tx.us Revised 1/1/2021

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

(A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
(B) a transaction conducted at a price and subject to terms available to the public; or
(C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:
***
(2) the vendor:
(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds $2,500 during the 12-month period preceding the date that the officer becomes aware that
(i) a contract between the local governmental entity and vendor has been executed; or
(ii) the local governmental entity is considering entering into a contract with the vendor;
(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than $100 in the 12-month period preceding the date the officer becomes aware that:
(i) a contract between the local governmental entity and vendor has been executed; or
(ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:
(1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
(2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
(3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:
(1) the date that the vendor:
(A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
(B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or
(2) the date the vendor becomes aware:
(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
(B) that the vendor has given one or more gifts described by Subsection (a); or
(C) of a family relationship with a local government officer.

Form provided by Texas Ethics Commission www.ethics.state.tx.us Revised 1/1/2021

ATTACHMENT VII:
CERTIFICATION OF FAIR BUSINESS PRACTICES

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor(s):

Cherry Bekaert Advisory LLC

Signature of Authorized Representative:

Date: February 05, 2025

ATTACHMENT VIII:
CERTIFICATION OF GOOD STANDING
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

x______________ The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

______________ The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):

- ☐ Sole Proprietor
- ☐ Partnership
- ☑ Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Christian Fuellgraf, Partner, Cherry Bekaert Advisory LLC
(Printed/Typed Name and Title of Authorized Representative)

[signature]
Signature

Date: February 05, 2025

ATTACHMENT IX:
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR DISADVANTAGED BUSINESS ENTERPRISES

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
http://www.window.state.tx.us/procurement/prog/hub/

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
http://www.nctrca.org/certification.html

Not Applicable

Submitter must include a copy of its minority certification documentation as part of this solicitation.
If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

______Minority-Owned Business Enterprise

______Women-Owned Business Enterprise

______Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

____
Authorized Signature

__________________________ __________________________
Typed Name Date

Subscribed and sworn to before me this ______day of ______________ (month), 20__ in

____________________ (city), ___________ (county), __________ (state).

______________________________ SEAL

Notary Public in and for ______________________ (County),
State of _______________ Commission expires: ________

ATTACHMENT X
NCTCOG FEDERAL AND STATE OF TEXAS REQUIRED PROCUREMENT PROVISIONS
The following provisions are mandated by Federal and/or State of Texas law. Failure to certify to the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following will be ineligible for consideration of contract award.

PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
C) Telecommunications or video surveillance services used by such entities or using such equipment.
D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country.

The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☑ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

SIGNATURE OF AUTHORIZED PERSON: Christian Fuellgraf

NAME OF AUTHORIZED PERSON: Christian Fuellgraf

NAME OF COMPANY: Cherry Bekaert Advisory LLC

DATE: February 05, 2025

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

SIGNATURE OF AUTHORIZED PERSON: ____________________

NAME OF AUTHORIZED PERSON: ____________________

NAME OF COMPANY: ____________________

DATE: ____________________

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that "discrimination against a firearm entity or firearm trade association" includes the following:

A) means, with respect to the entity or association, to:

I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and

II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or

III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.

B) An exception to this provision excludes the following:

I. contracts with a sole-source provider; or

II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☑ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

SIGNATURE OF AUTHORIZED PERSON: Christian Fuellgraf

NAME OF AUTHORIZED PERSON: Christian Fuellgraf

NAME OF COMPANY: Cherry Bekaert Advisory LLC

DATE: February 05, 2025

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

SIGNATURE OF AUTHORIZED PERSON: ______________________

NAME OF AUTHORIZED PERSON: ______________________

NAME OF COMPANY: ______________________

DATE: ______________________

BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that "boycott energy company" means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☑ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON: [signature]

NAME OF AUTHORIZED PERSON: Christian Fuellgraf

NAME OF COMPANY: Cherry Bekaert Advisory LLC

DATE: February 05, 2025

-OR-

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON: ____________________

NAME OF AUTHORIZED PERSON: ____________________

NAME OF COMPANY: ____________________

DATE: ____________________

Exhibit B: Sample Market Basket Form

EXHIBIT B
Service Questionnaire

Indicate the services you are able to provide:

SERVICE	YES	NO
Product Category #1	✓	
Product Category #2	✓	
Product Category #3	✓	
Product Category #4	✓	
Product Category #5	✓	
Product Category #6	✓	

<u>Respondents should address the following items in Tab D: Technical Proposal if they are applicable for the service(s) being proposed.</u>

- Respondents are asked to identify services that they are able to provide.
- Respondents are not required to be able to respond to all services in order to provide a proposal to this RFP.
- Those Respondents that are capable of providing more than a single service, indicate which in the table above, and provide an individual narrative relating to the needs of each Bid Item as described in Exhibit A.
- Responses should consist of detailed descriptions of what a Respondent's firm is capable of providing to the TXSHARE Public Purchasing Cooperative. The narrative for each Product Category must be addressed, but Respondents are encouraged to provide additional detail about their operation and capabilities.

Exhibit C: Service Area Designation Forms

EXHIBIT C

RFP 2025-017	**Texas Service Area Designation or Identification**		
Proposer Name:	Cherry Bekaert Advisory LLC		
Notes:	**Indicate in the appropriate box whether you are proposing to service the entire State of Texas**		
	Will service the entire State of Texas	Will not service the entire State of Texas	
	X		
	If you are not proposing to service the entire State of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.		
Item	**Region**	**Metropolitan Statistical Areas**	**Designated Service Area**
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	Designated for Service
2.	High Plains	Amarillo Lubbock	Designated for Service
3.	Northwest	Abilene Wichita Falls	Designated for Service
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	Designated for Service
5.	Southeast	Beaumont-Port Arthur	Designated for Service
6.	Gulf Coast	Houston-The Woodlands-Sugar Land	Designated for Service
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	Designated for Service
8.	Capital Texas	Austin-Round Rock	Designated for Service
9.	Alamo	San Antonio-New Braunfels Victoria	Designated for Service
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	Designated for Service
11.	West Texas	Midland Odessa San Angelo	Designated for Service
12.	Upper Rio Grande	El Paso	Designated for Service

RFP 2025-017	Nationwide Service Area Designation or Identification Form		
Proposer Name:	Cherry Bekaert Advisory LLC		
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	Will service all Fifty (50) States	Will not service Fifty (50) States	
	x		
	If you are not proposing to service to all Fifty (50) States, then designate on the form below the States that you will provide service to. By designating a State or States, you are certifying that you are willing and able to provide the proposed goods and services in those States. If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.		

Item	State	Region/MSA/City	Designated as a Service Area
1.	Alabama		Designated for Service
2.	Alaska		Designated for Service
3.	Arizona		Designated for Service
4.	Arkansas		Designated for Service
5.	California		Designated for Service
6.	Colorado		Designated for Service
7.	Connecticut		Designated for Service
8.	Delaware		Designated for Service
9.	Florida		Designated for Service
10.	Georgia		Designated for Service
11.	Hawaii		Designated for Service
12.	Idaho		Designated for Service
13.	Illinois		Designated for Service
14.	Indiana		Designated for Service
15.	Iowa		Designated for Service
16.	Kansas		Designated for Service
17.	Kentucky		Designated for Service
18.	Louisiana		Designated for Service
19.	Maine		Designated for Service
20.	Maryland		Designated for Service
21.	Massachusetts		Designated for Service

22.	Michigan		Designated for Service
23.	Minnesota		Designated for Service
24.	Mississippi		Designated for Service
25.	Missouri		Designated for Service
26.	Montana		Designated for Service
27.	Nebraska		Designated for Service
28.	Nevada		Designated for Service
29.	New Hampshire		Designated for Service
30.	New Jersey		Designated for Service
31.	New Mexico		Designated for Service
32.	New York		Designated for Service
33.	North Carolina		Designated for Service
34.	North Dakota		Designated for Service
35.	Ohio		Designated for Service
36.	Oregon		Designated for Service
37.	Oklahoma		Designated for Service
38.	Pennsylvania		Designated for Service
39.	Rhode Island		Designated for Service
40.	South Carolina		Designated for Service
41.	South Dakota		Designated for Service
42.	Tennessee		Designated for Service
43.	Texas		Designated for Service
44.	Utah		Designated for Service
45.	Vermont		Designated for Service
46.	Virginia		Designated for Service
47.	Washington		Designated for Service
48.	West Virginia		Designated for Service
49.	Wisconsin		Designated for Service
50.	Wyoming		Designated for Service

Addendum – 1, Jan 24 released

ADDENDUM TO THE
REQUEST FOR PROPOSALS
Enterprise Resource Planning (ERP) Consultancy Services

ADDENDUM NO. 1 **DATE ISSUED: January 24, 2025**

REQUEST FOR PROPOSALS NUMBER: NCT-2025-017
ORIGINAL RFP SUBMISSION DATE: February 5, 2025
REVISED RFP SUBMISSION DATE: February 26, 2025

RFP NCT-2025-017, dated January 6, 2025, is hereby amended to incorporate in full text the following provisions:

Cover Page
Proposal Submittal Deadline

The solicitation response deadline is now Wednesday, February 26, 2025.

Section 3.3 Typographical Error

The deadline for questions for this project is Friday, January 24, 2025.

Section 3.4 Solicitation Schedule

SOLICITATION SCHEDULE
The anticipated schedule for the RFP process is given below. All times indicated are Central Standard Time (CST). NCTCOG may change this schedule at any time through the addenda process.

The anticipated schedule is as follows:

RFP Issued	**January 6, 2025**	
Pre-Proposal Conference	**None**	
Inquiry Period Ends	**January 24, 2025**	**5:00 PM CT**
Proposal Due Date	**February 26, 2025**	**2:00 PM CT**
Executive Board Meeting	**April, 2025**	
Anticipated Start Date	**April, 2025**	

Section 3.5
Proposal Submission

Date of proposal updated to reflect February 26, 2025. All other information remains the same.

Section 3.6 Public Opening

3.6 PUBLIC OPENING
The public opening for this RFP will be conducted at approximately 2:05 PM CT on Wednesday, February 26, 2025. The meeting will be held digitally via Microsoft Teams, and will be recorded for the RFP file. Please be advised that a large volume of proposals will result in delays in the decryption process. Access information and the meeting invite will be posted to Public Purchase prior to the date of the public opening.

Section 5.0
Page 12
Product Category information is hereby modified and replaced with:

Product Category #1: Provide *ERP Consultancy Services to maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #2: Provide *ERP Consultancy Services to assist NCTCOG or TXShare Entity's research and preparation for ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #3: Provide *ERP Consultancy Services to implement or replace an ERP system for NCTCOG or TXShare Entities* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #4: Provide *Standalone Review and Documentation Services for NCTCOG or TXShare Entity's current business processes, process flows, process integration, and identification of pain points prior to their ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #5: Provide *ERP system upgrades and/or migrations from on-premises to cloud solutions, and vice versa* for the NCTCOG or TXShare Entities through a contract on the TXShare Cooperative Purchasing Program.

Product Category #6: Provide *ERP Consultancy Services otherwise not anticipated in this RFP.*

Exhibit A
Page 34

Exhibit A is replaced in its entirety with the following page:

EXHIBIT A
Description of Desired Product Categories for Proposed Pricing

Respondents should furnish a proposal that specifies pricing for the products and services they propose.

Responses are encouraged from vendors who can only provide a handful of products and services. Respondents are not expected to be able to provide the entirety of the desired services, though are welcome to if they are able!

Product Category #1: Provide *ERP Consultancy Services to maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #2: Provide *ERP Consultancy Services to assist NCTCOG or TXShare Entity's research and preparation for ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #3: Provide *ERP Consultancy Services to implement or replace an ERP system for NCTCOG or TXShare Entities* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #4: Provide *Standalone Review and Documentation Services for NCTCOG or TXShare Entity's current business processes, process flows, process integration, and identification of pain points prior to their ERP implementation* through a contract on the TXShare Cooperative Purchasing Program.

Product Category #5: Provide *ERP system upgrades and/or migrations from on-premises to cloud solutions, and vice versa* for the NCTCOG or TXShare Entities through a contract on the TXShare Cooperative Purchasing Program.

Product Category #6: Provide *ERP Consultancy Services otherwise not anticipated in this RFP.*

Challenge Objectives
The following list of project deliverables are anticipated by TXShare Entities leveraging a contract resultant of this RFP.

In addition to the narratives desired regarding your firm's capability to provide Product Categories 1-6, and the Primary Components/Other Features of an ERP, Respondents are invited to propose solutions that address the following operational challenges, including but not limited to:

- How can your firm assist in the maintenance and efficiency improvements of or the total replacement of a public-sector entity's legacy Budget, Financial Management, Financial Reporting, Procurement, and other logistical systems?
- How can your firm reduce the sizable technology risk exposure resulting from software obsolescence, hardware/technical infrastructure obsolescence, and the increasing scarcity of technical resources?

- How can your firm resolve much of the fragmentation of existing administrative systems environment, which hinders process efficiency due to dual data entry, system reconciliations, data-synchronization adjustments, reporting from fragmented data sources, etc.?
- How would your firm incorporate functionality that meets or exceeds Federal security standards (e.g., NIST, FedRAMP Moderate), and provide security functions such as role-based segregation of duties and configurable approval rules that significantly strengthen financial controls?
- What recommend improvements for a system that would be fully integrated with the financial management, asset management, and inventory functions, thereby improving process efficiency and control would your firm suggest?
- What services can your firm provide for better tracking and management of the projects and assets?
- How can your firm achieve process standardization based on best practices through the implementation of a unified technology platform?
- What methods would you provide for the reduction of paper-based processes by leveraging electronic workflow, approval, document management, and retention capabilities where appropriate;
- What methods could your firm provide for the capturing and production of consistent, expandable set of data;
- How can your firm enable a more flexible solution to meet evolving business requirements (e.g., compliance with Governmental Accounting Standards Board [GASB] guidance) that is configurable by business users and does not require software developers to adjust/maintain system rules; and
- How would you provide for enhanced compliance with Section 508 of the Americans with Disabilities Act regarding accessibility.
- How would your firm conduct Business Process Reviews for Finance, Human Resources, Academic/Student Affairs, Procurement functionalities?
- How can your firm provide efficiency enhancements to existing Time and Expense modules as desired?
- How does your firm review and make recommendations for transitioning to or from cloud-based systems to on-premises based systems?

Exhibit B
Page 36

Exhibit B is replaced in its entirety with the following page. No change to Exhibit B Cont'd.

EXHIBIT B
Service Questionnaire

Indicate the services you are able to provide:

SERVICE	YES	NO
Product Category #1	✓	
Product Category #2	✓	
Product Category #3	✓	
Product Category #4	✓	
Product Category #5	✓	
Product Category #6	✓	

Respondents should address the following items in Tab D: Technical Proposal if they are applicable for the service(s) being proposed.

- Respondents are asked to identify services that they are able to provide.
- Respondents are not required to be able to respond to all services in order to provide a proposal to this RFP.
- Those Respondents that are capable of providing more than a single service, indicate which in the table above, and provide an individual narrative relating to the needs of each Bid Item as described in Exhibit A.
- Responses should consist of detailed descriptions of what a Respondent's firm is capable of providing to the TXSHARE Public Purchasing Cooperative. The narrative for each Product Category must be addressed, but Respondents are encouraged to provide additional detail about their operation and capabilities.

Craigan Johnson
Chief Procurement Officer

Proposers: Please acknowledge and return a copy of this Addendum with your proposal.

COMPANY NAME: Cherry Bekaert Advisory LLC

SIGNATURE: ____________________

NOTE: Company name and signature must be the same as on the RFP documents.

Addendum 2, Feb 7 released

ADDENDUM TO THE REQUEST FOR PROPOSALS
Enterprise Resource Planning (ERP) Consultancy Services

ADDENDUM NO. 2 **DATE ISSUED: February 7, 2025**

REQUEST FOR PROPOSALS NUMBER: NCT-2025-017
ORIGINAL RFP SUBMISSION DATE: February 5, 2025
REVISED RFP SUBMISSION DATE: February 26, 2025

RFP NCT-2025-017, dated January 6, 2025, is hereby amended to incorporate in full text the following provisions:

Questions and Answers

Question #1

What ERP applications or products are potentially in scope for this contract? Specifically:

- Which on-premises applications are potentially in scope?

- Which Software-as-a-Service (SaaS) applications are potentially in scope?

Answers

Theoretically, the answer is "all of them."

Unlike traditional procurements, the intent of this contract is retain qualified vendors for ERP Consultancy Services that can then be used as-needed by *any* public sector entity that needs such services without their having to perform a subsequent RFP of their own.

While the NCTCOG will consume from this contract as well, the idea of using rate card pricing is to allow Contractors to curate proposals leveraging the Master Agreement that will result from this RFP for any public sector customer they desire to engage with during the life of the Master Agreement.

The hourly rate card allows a Contractor to scale services to any project, regardless of where in the United States they are providing them.

As a result, each subsequent engagement that Contractors will perform with TxShare Participating Entities will itself be unique.

Question #2

Do services have to be performed using only onshore resources or can offshore resources be utilized to deliver services?

Answers

Respondents should identify all services that are provided by offshore resources in their responses.

Question #3

Good morning. Would it be possible to extend the submission date. As an Oracle sales and implementation partner, we are also responding to your RFPs 2025-018 and 2025-023, thus we need additional time. Kind thanks, Kerry.

Answers

Project has been extended for 3 weeks.

Question #4

Does a Vendor/Respondent need to submit at least four (4) references for each of the product categories it chooses to respond to in the proposal? Or a vendor can submit at least four (4) references overall irrespective of product categories?

Answers

The intent is for four references overall.

Question #5

If a Vendor/Respondent chooses to include subcontractors in the response, can it include the subcontractor's project/client references as part of the overall response? Can subcontractor's project references be counted as part of the required number of references?

Answers

References should be for the Responding firm.

Question #6

Is the rate card for the pricing proposal applicable for the entire contract duration i.e, initial period of 2 years followed by optional annual renewals (up to three years)? Can the rates be modified during annual renewals and/or on case-on-case basis?

Answers

TxShare contracts utilizing rate-cards for services anticipate that the fees are static during the initial term.

Recognizing inflationary impacts and market overhead, awarded contractors may propose fee modifications (either increase or decreases) at each of the renewal option years following the initial term.

Such forecasting information should not be included in the original RFP response.

Question #7

Can the Cost proposal be included in the main Proposal or we need to submit it as a separate attachment?

Answers

Respondents may submit a single document or may submit multiple documents (individual Tabs, cost proposal, etc.)

The cost proposal is extracted by the NCTCOG procurement group regardless before being passed to the Evaluation Committee.

Question #8

Is the Vendor Response to this RFP required to be uploaded as a single PDF file or multiple files can be uploaded?

Answers

Please see answer to question number 7.

Question #9

Do we need to complete Exhibit A and upload it as an attachment to the proposal or we can include our response to Exhibit A as part of the "Technical Proposal" section?

Answers

Exhibit A is simply the comprehensive collection of the desired product categories (deliverables) as well as the solicitation challenge questions.

Respondents may elect to provide responses to this section by either addressing it directly as an individual document, or within their technical proposal response.

If they elect the latter, Respondents should include reference to the challenge question they're addressing in their proposals.

Question #10

In Section 5.0 Scope of Work, the list of "Other Features" includes "Sales", "Order" and "Management" as three separate bullets. We undertand that this is a single feature "Sales Order Management". Please confirm.

Similarly, for "E-commerce Market Management". Currently "E-Commerce" and "Market Management" are two separate bullets. Please confirm.

Answers

The product categories and desired features are presented in such a way to organize them into desired services, while potentially using redundant language to ensure no loss of capability in regards to the final product's capability.

Should your firm bundle features such as these under a singular module, please denote in your response what each module does and how it addresses the desired need.

Question #11

As there are multiple catgeories for a vendor to respond, can we request a 2-week extension to the proposal submission deadline?

Answers

Project has been extended for 3 weeks.

Question #12

Do we need to include the completed "Attachment Checklist" as part of the attachments while uploading our proposal?

Answers

The attachment checklist (page 18 of the solicitation) is for your own reference to ensure you've provided a signed copy of each attachment. The checklist itself is not a required item of your RFP response, but please be sure to include signed copies of the attestations themselves.

Question #13

Can we submit an RFP response as a prime as well as be a subcontractor to another firm who submits an RFP response as the prime?

Answers

Yes

Question #14

Will NCTCoG provide more details on expectations under Product Category #3, for example, is the intention for the vendors to propose ERP system solutions or to provide consulting support to a NCTCoG member agency who is implementing/replacing a system with a third-party software provider?

Answers

It is for consultancy services relating to an Entity that is looking to implement their very first ERP system, or to transition to another ERP system.

There will be a forthcoming RFP for ERP solutions themselves. This project is geared for consultancy services used in conjunction with existing ERPs to increase their efficiencies, planning for the initial adoption of ERP, or for any other consultancy related need.

For clarification - another RFP soon to be published by NCTCOG will be for ERP Systems/solutions themselves. That is not the intended purpose of this project (2025-025).

Question #15

Please confirm if the Product Category #1Provide ERP Consultancy Services to maintain/repair/modify existing TXShare Entity's or NCTCOG's ERP infrastructure through a contract on the TXShare Cooperative Purchasing Program - means providing maintenance / managed services for the deployed ERP application or the IT infrastructure that hosts the ERP application.

Answers

This could be either/or.

The language is intentionally open to allow for the greatest amount of services to fall within each Product Category. The intent is to ensure that Contractors are able to provide services for any potential need that may arise from a TxShare Entity that fall within the parameters of each Product Category.

As multiple entities will consume services off of this contract, we do not desire to artificially limit the services that can be available to them.

This is an enormous value to both the Contractor and their potential clientele.

Question #16

Reference: Attachment IX (HUB, Minority or Women-Owned of Disadvantaged Business Enterprise).

Question: Would NCTCOG recognize MBE certification from either South Central Texas Regional Certification Agency or the National Minority Supplier Development Council?

Answers

Yes, certifications will be accepted as long as they are within valid date periods (if applicable)

Question #17

To provide a comprehensive response across all requested categories, can vendors please have a two-week extension for RFP submittals?

Answers

Project has been extended for 3 weeks.

Question #18

Could NCTCOG provide a copy of CG 20 10-additional insured? Or otherwise provide its additional insured requirements?

Answers

NCTCOG will not be the only consumer off of this contract, and is not considered to be the primary customer.

Any TxShare Participating Entity that has a desire to utilize this cooperative contract will have access to it, therefore it is not prudent to provide only the NCTCOG's insurance requirements.

Contractors will enter into subsequent contracts with each client leveraging the Master Agreement that will be awarded from this RFP. Specific insurance needs will be addressed with each client.

Question #19

Does NCTCOG anticipate the selected firm will hold the fully loaded hourly rates for the 24-month term of the contract?

Answers

Please refer to the answer of Question #6.

Question #20

Is NCTCOG open to negotiating the fully loaded hourly rates per year?

Answers

Please refer to the answer of Question #6.

Craigan Johnson
Chief Procurement Officer

Proposers: Please acknowledge and return a copy of this Addendum with your proposal.

COMPANY NAME: Cherry Bekaert Advisory LLC

SIGNATURE: ______________________

NOTE: Company name and signature must be the same as on the RFP documents.