

EXHIBIT 3

City of Hallandale Beach, FL - ERP Needs Assessment Consulting Services  
City Versus Plante Moran Involvement

Revision Date: June 16, 2012  
Page 1 of 4

Phase 1: Needs Assessment					
Activity	City Involvement	P&M Involvement	Deliverable(s)	Hours	Costs
1. Project Initiation	* Participate in project planning meetings	* Participate in project planning meetings			\$0
2. Define Project Organizational Structure	* Work with P&M in defining an appropriate project organizational structure * Assist in defining roles and responsibilities of the various project organizational components * Determine City staff that will fulfill the various roles defined	* Work with City in the development of a project organizational structure * Work with City in identifying roles and responsibilities for the various components of the project organizational structure * Identify estimated time commitment for each of the roles on the project	Project Organizational Structure	4	\$840
3. Develop Project Charter	* Assist in the development of the Project Charter for the needs assessment phase of the project	* Work with City in the development of a Project Charter	Project Charter	4	\$840
4. Develop Detailed Project Plan	* Review and approve the proposed needs assessment phase project work plan	* Develop a draft needs assessment phase project work plan that will be updated to a final form based on City feedback	MS Project Plan	2	\$420
5. Establish Project Collaboration Center	* Provide project collaboration environment * Set-up the project collaboration environment * Work with P&M in determining what should be included in the collaboration environment * Work with P&M in establishing guidelines around the use of the collaboration environment	* Work with City in setting up the collaboration environment * Work with City in establishing procedures regarding the use of the collaboration environment	Project Collaboration Environment	2	\$420
6. Schedule and Moderate Project Status Meetings	* Participate in project status meetings * Review project status reports	* Facilitate project status meetings		4	\$840
7. Review Documents	* Provide documents to P&M upon request	* Request documents for review from City * Review requested documents	Supporting Documents	6	\$1,260
8. Assess City's Information Technology Infrastructure	* Provide requested technical infrastructure information to P&M * Determine what documentation is appropriate for inclusion in the RFP versus being of a confidential nature	* Request specific infrastructure documentation from City * Review provided infrastructure documentation * Glean appropriate infrastructure information into the RFP document * Identify potential risks in the technology infrastructure	Infrastructure Risks Technical Information for the RFP	8	\$1,680
9. Conduct Departmental Interviews	* Identify select departments to be interviewed * Coordinate scheduling of departmental interviews * Departments to prepare for interviews by reviewing interview questionnaire and pulling together appropriate documents requested * Departments participate in interview sessions	* Define criteria as to departments to be interviewed * Work with City in identifying departments to interview * Provide available time slots in which to schedule departmental interviews * Provide questionnaire and request for information to collect to departments in preparation for the interviews * Conduct the departmental interviews	Departmental Interview Questionnaire	24	\$5,040
<b>Phase 1 Total:</b>				<b>54</b>	<b>\$11,340</b>
Phase 2: Request for Proposal Development					
1. Develop Solution Selection Criteria and Define Decision-Making Process	* Work with P&M in determining the overall vendor evaluation and demonstration strategy that will be used * Work with P&M in the development of vendor selection criteria and weights * Work with P&M in defining the decision-making process	* Provide guidance to City in the development of an overall vendor evaluation and demonstration strategy * Provide examples of selection criteria and weightings to consider * Finalize the selection criteria and weights to use * Finalize the decision-making process to be used	Vendor Evaluation and Demonstration Strategy Vendor Selection Criteria Vendor Decision-Making Process	3	\$630
2. Develop Software Specifications	* Work with P&M in identifying expectations around the level of detail for the system specifications * Process owners to review the draft specifications provided by P&M * Process owners to meet with P&M to finalize base system specifications including appropriate prioritization	* Establish expectations with City as to the level of detail for the system specifications * Develop a base set of specifications using best practice specifications in combination with those gleaned in the interview and cross-functional sessions and distribute to City * Facilitate the process of reviewing and finalizing the base specifications	ERP System Specifications	26	\$5,460

**City of Hallandale Beach, FL - ERP Needs Assessment Consulting Services  
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Revision Date: June 16, 2012  
Page 2 of 4

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3. Develop Request for Proposal (RFP) Document	<ul style="list-style-type: none"> <li>* Review and provide feedback on the base set of Minimal Terms &amp; Conditions</li> <li>* Provide other City boilerplate information to be included in the RFP</li> <li>* Review the other sections of the draft RFP provided by P&amp;M</li> <li>* Approve the final RFP document</li> <li>* Distribute the RFP document as deemed appropriate (posting to City web site, mailing, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>* Prepare draft RFP document and distribute to City for review</li> <li>* Update RFP document based on City feedback</li> </ul>	Request for Proposal (RFP)	36	\$7,560
<b>Phase 2 Total:</b>				<b>65</b>	<b>\$13,650</b>
<b>Phase 3: Vendor Selection</b>					
1. Manage Vendor Q&A During Pre-Proposal Due Date Timeframe	<ul style="list-style-type: none"> <li>* Establish meeting date/time for pre-bid meeting</li> <li>* Facilitate pre-bid meeting</li> <li>* Work with P&amp;M on developing appropriate RFP addenda</li> <li>* Post and/or distribute RFP addenda</li> </ul>	<ul style="list-style-type: none"> <li>* Work with City in developing any RFP addenda</li> </ul>	RFP Addenda	6	\$1,260
2. Participate in Vendor Pre-Bid Meeting	<ul style="list-style-type: none"> <li>* Establish meeting date/time for pre-bid meeting</li> <li>* Facilitate pre-bid meeting</li> </ul>	<ul style="list-style-type: none"> <li>* Attend the vendor pre-bid meeting</li> </ul>		8	\$1,680
3. Analyze Proposals and Select Semi-Finalists	<ul style="list-style-type: none"> <li>* Facilitate bid opening</li> <li>* Determine vendors that did not meet minimum criteria and distribute appropriate communications to them identifying the reason for rejecting their bid</li> <li>* Selection committee members to review the appropriate bid document sections</li> <li>* Selection committee members to identify follow-up questions for each responding vendor and forward to P&amp;M</li> <li>* Selection committee members to score each responding vendor based on Round 1 scoring criteria and forward to P&amp;M</li> <li>* Selection committee members to attend vendor bid analysis meeting</li> <li>* Determine if any clarification of vendor responses are required before short-listing can occur</li> <li>* Selection committee members to conclude on remaining vendors</li> <li>* Distribute follow-up questions to remaining vendors</li> <li>* Communicate results of bid analysis to rejected and remaining vendors</li> <li>* Committee members to be prepared to provide available dates for demonstration participation</li> </ul>	<ul style="list-style-type: none"> <li>* Review vendor responses</li> <li>* Identify follow-up questions for responding vendors that passed minimum criteria</li> <li>* Develop proposal analysis document</li> <li>* Compile vendor questions from selection committee members</li> <li>* Compile selection committee members Round 2 scoring</li> <li>* Facilitate bid analysis meeting</li> <li>* Determine semi-finalist vendors</li> <li>* Confirm available selection committee member dates for conducting demonstrations</li> </ul>	Proposal Analysis Vendor Follow-Up Questions Semi-Finalist Vendors	80	\$16,800
4. Assist in Developing Vendor Demonstration Scripts and Other Due Diligence Templates	<ul style="list-style-type: none"> <li>* Develop vendor demonstration scripts</li> <li>* Work with P&amp;M on development of demonstration agendas</li> </ul>	<ul style="list-style-type: none"> <li>* Provide sample demonstration scripts</li> <li>* Provide guidance on development of demonstration scripts</li> <li>* Work with City in the development of demonstration scoring matrices</li> <li>* Provide sample demonstration agenda and finalize with City</li> </ul>	Demonstration Scripts Scoring Matrices Demonstration Agenda	16	\$3,360

**City of Hallandale Beach, FL - ERP Needs Assessment Consulting Services  
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Revision Date: June 16, 2012  
Page 3 of 4

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5. Schedule and Conduct Vendor Demonstrations	<ul style="list-style-type: none"> <li>* Determine location and reserve for vendor demonstrations</li> <li>* Schedule vendor demonstrations with vendors</li> <li>* Distribute vendor demonstration agenda and scripts to vendors</li> <li>* Communicate to staff time of vendor demonstrations</li> <li>* Provide scoring sheets to staff attending vendor demonstrations</li> <li>* Selection Committee members to attend all vendor demonstrations</li> <li>* City to tabulate vendor demonstration results including scoring and comments</li> </ul>	<ul style="list-style-type: none"> <li>* Review compiled results of the demonstrations</li> </ul>	Compiled Vendor Demonstration Results	4	\$840
6. Conduct Additional Due Diligence Activities	<ul style="list-style-type: none"> <li>* Prepare and distribute questions to remaining vendors</li> <li>* Review vendor responses to questions</li> <li>* Conduct reference checking against appropriate vendor sites</li> <li>* Conduct site visits against appropriate vendor sites</li> <li>* Conduct corporate visits to finalist vendor locations</li> </ul>	<ul style="list-style-type: none"> <li>* Provide site visit and reference checking forms to City</li> <li>* Review responses to questions submitted to vendors</li> </ul>	Site Visit Template Reference Checking Template Vendor Response to Submitted Questions	4	\$840
7. Assist in the Selection of a Preferred Vendor	<ul style="list-style-type: none"> <li>* Provide due diligence results to P&amp;M for review</li> <li>* Selection committee members to score vendors in their established area of scoring</li> <li>* Selection committee members to attend meeting(s) to discuss and conclude on selected vendor</li> <li>* Work with P&amp;M in identifying other costs to be considered as part of the overall project budget including one-time and on-going operational costs</li> <li>* Present recommendation</li> </ul>	<ul style="list-style-type: none"> <li>* Review due diligence results conducted by selection committee members</li> <li>* Attend meeting(s) with the selection committee members to discuss, score and conclude on a selected vendor</li> <li>* Work with the selection committee in identifying other costs to be considered as part of the overall project budget including one-time and on-going operational costs</li> <li>* Prepare a synopsis of the selection process</li> </ul>	Recommended Vendor Quantification of Project Costs (One-Time and On-Going) Selection Process Synopsis	16	\$3,360
8. Review License and Support Agreements and Conduct Negotiations	<ul style="list-style-type: none"> <li>* Assist in the development of the Statement of Work</li> <li>* Attend a meeting to discuss the contract negotiation strategy</li> <li>* Determine who from City needs to be involved in the contract negotiations</li> <li>* Identify the critical needs for inclusion in the contract</li> <li>* Determine particulars about the proposed vendor's solution that need to be considered in the negotiated contract (e.g., phasing)</li> <li>* Finalize the contract dollar amount</li> <li>* Assist in negotiating the final contract</li> <li>* Present the final contract to the appropriate committees and to the Board for approval</li> </ul>	<ul style="list-style-type: none"> <li>* Assist in development of the statement of work</li> <li>* Attend a meeting to discuss the contract negotiation strategy</li> <li>* Review finalist vendor's contract and propose recommended changes</li> <li>* Discuss particulars about the proposed vendor's solution that need to be considered in the negotiated contract (e.g., phasing)</li> <li>* Initiate negotiations with the vendor</li> <li>* Finalize the contract dollar amount</li> <li>* Assist in negotiating the final contract</li> </ul>	Statement of Work Negotiated Vendor Contracts	80	\$16,800
<b>Phase 3 Total:</b>				<b>214</b>	<b>\$44,940</b>
<b>GRAND TOTAL:</b>				<b>333</b>	<b>\$69,930</b>

Phase	Hours	Fees
Phase 1: Needs Assessment	54	\$11,340
Phase 2: RFP Development	65	\$13,650
Phase 3: Vendor Selection	214	\$44,940
<b>Grand Totals:</b>	<b>333</b>	<b>\$69,930</b>

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Activity	City Involvement	P&M Involvement	Deliverable(s)	Hours	Costs
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Blended Rate (includes all staff and  
incidental expenses):

\$210