



**COMMISSIONERS COURT
COMMUNICATION**

COURT ORDER NUMBER	144961
PAGE 1 OF	63
DATE:	4/2/2025

**SUBJECT: RFP NO. F2025048 - ANNUAL CONTRACT FOR ENTERPRISE
RESOURCE PLANNING ADVISORY SERVICES - COUNTYWIDE -
AVERO ADVISORS - PER CONTRACT TERMS**

COMMISSIONERS COURT ACTION REQUESTED

It is requested that the Commissioners Court award RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services, to Avero Advisors at the per contract terms and approve contract.

BACKGROUND

Notice of the County's intent to bid was advertised in local newspapers, as required by State statute, and posted on the Internet, the Arlington Black Chamber of Commerce, the Fort Worth Hispanic Chamber of Commerce, the Fort Worth Metropolitan Black Chamber of Commerce, and the Tarrant County Asian American Chamber of Commerce. Seven hundred twenty-seven (727) vendors were contacted and requested to participate in this proposal process. All documents pertaining to this RFP were posted on the Tarrant County website and were downloaded by interested parties. A pre-proposal conference held on December 9, 2025, was attended by thirteen (13) vendors and well as representatives from Budget and Risk Management, County Auditor, Human Resources, Information Technology and Purchasing. Five (5) proposals and six (6) no-bids were received.

Proposals were evaluated by Budget and Risk Management, County Auditor, Human Resources, Information Technology, and Purchasing representatives. Evaluations were based upon the criteria and processes set forth in the RFP.

The top three (3) vendors were invited to provide best and final offers as well as provide presentations on February 6, 2025. The best and final offer resulted in a \$3,400.00 reduction in the potential final cost of the project from Avero Advisors. The Evaluation Committee then rescored the vendor proposals based on the criteria according to the processes set forth in the RFP specifications.

The proposal received from Avero Advisors meets all specifications and is acceptable to Budget and Risk Management, County Auditor, Human Resources, and Information Technology.

The term of the contract is twenty-four (24) months, effective April 2, 2025.

The purpose of this contract is to provide advisory services to help select either an upgrade or replacement solution for Tarrant County's Enterprise Resource Planning system.

SUBMITTED BY	Purchasing	PREPARED BY:	James Bocks, CPPB APPROVED BY: Christopher Lax, CPSM, CPSD, CPCP
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COMMISSIONERS COURT COMMUNICATION

REFERENCE NUMBER: 144961 DATE: 4/2/2025 PAGE 2 OF 63

Therefore, it is the joint recommendation of Budget and Risk Management, County Auditor, Human Resources, Information Technology, and Purchasing that RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services, be awarded to Averro Advisors at the per contract terms.

The contract is attached for approval and signature. The Criminal District Attorney's Office reviewed this contract as to form.

FISCAL IMPACT

Funding in the amount of \$216,000 is available in account 10000-2025 General Fund/1810220000 IT Project Management Office/569011 Professional Services

RFP No. F2025048 Annual Contract for Enterprise Resource Planning
Advisory Services
Phase 1 Scores

		Gartner, Inc. Stamford, CT HUB: No	International Consulting Acquisition Corp. Stamford, CT HUB: No
Evaluation Criteria	Max. Points	Score	Score
Company Experience	50	42.08	37.92
Service Summary	34	28.48	25.08
Staff Plan	16	14.16	12.00
Total Score	100	84.72	75.00

		Avero Advisors Maryville, TN HUB: Yes	Berry, Dunn, McNeil & Parker, LLC Portland, ME HUB: No
Evaluation Criteria	Max. Points	Score	Score
Company Experience	50	35.42	28.75
Service Summary	34	23.63	23.63
Staff Plan	16	11.76	12.00
Total Score	100	70.81	64.38

		Tachyon Technologies, LLC Southlake, TX HUB: No
Evaluation Criteria	Max. Points	Score
Company Experience	50	27.92
Service Summary	34	18.79
Staff Plan	16	9.28
Total Score	100	55.99

Notes: No Bids were received from Southwest Materials Handling Co, ODP Business Solutions, OLIVARES ELECTRIC OF EL PASO, LLC, DSI Medical Services Inc, Ruimveldt Park Creations, and SECURITY MINDS INC.

RFP No. F2025048 Annual Contract for Enterprise Resource Planning Advisory Services

Phase 2 Scores

Award

		Avero Advisors Maryville, TN HUB: Yes	Gartner, Inc. Stamford, CT HUB: No
Evaluation Criteria	Max. Points	Score	Score
Company Experience	30	<u>24.25</u>	25.75
Service Summary	20	<u>18.35</u>	16.45
Staff Plan	10	<u>8.35</u>	7.95
Pricing	35	<u>35.00</u>	19.67
References	5	<u>4.85</u>	5.00
Total Score	100	<u>90.80</u>	74.82

		International Consulting Acquisition Corp. Stamford, CT HUB: No
Evaluation Criteria	Max. Points	Score
Company Experience	30	19.00
Service Summary	20	10.35
Staff Plan	10	5.15
Pricing	35	27.28
References	5	4.00
Total Score	100	65.78

Notes: No Bids were received from Southwest Materials Handling Co, ODP Business Solutions, OLIVARES ELECTRIC OF EL PASO, LLC, DSI Medical Services Inc, Ruimveldt Park Creations, and SECURITY MINDS INC.

Kimberly M. Buchanan, CPA
Tarrant County Auditor

Linda R. Castillo
First Assistant County Auditor



Office of the Tarrant County Auditor
100 E. Weatherford, Room 506
Fort Worth, Texas 76196-0103

Phone (817) 884-1205
Fax (817) 884-1104

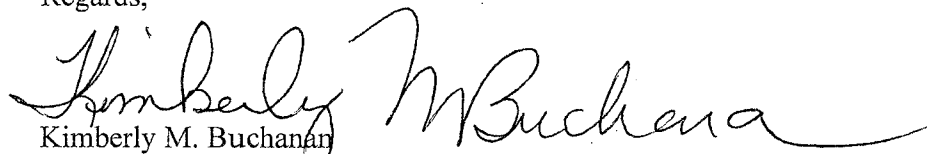
March 17, 2025

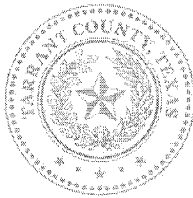
James Bocks, Senior Contract Administrator
Tarrant County Purchasing Department
100 East Weatherford, Suite 303
Fort Worth, Texas 76196

Dear James –

This letter is regarding F2024048 – Contract for Enterprise Resource Planning Advisory Services. After reviewing proposals received and interviews conducted; the evaluation team recommends awarding to Avero Advisors.

Regards,


Kimberly M. Buchanan
Tarrant County Auditor



TARRANT COUNTY

Department of Human Resources
Roxie Held
Director

Civil Service
Administration

March 13, 2025

James Brock, MBA, CPPB
Tarrant County Purchasing Department
100 E. Weatherford Street, Suite 303
Fort Worth, Texas 76196

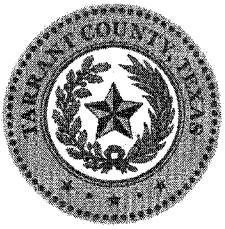
Dear James,

This letter is regarding the award for IFB# F2025048, Annual Contract for Enterprise Resource Planning Advisory Services for Resource Planning Advisory Services. Upon reviewing the contract/bids that your department received and subsequently submitted to our department, I am pleased to recommend that the contract be awarded to your team.

Sincerely,

A handwritten signature in cursive script that reads "Roxie Held".

Roxie Held
Human Resources Director



INFORMATION TECHNOLOGY
*Empowering Innovation
Driving Excellence*

**Chief Information
Officer**
André Mendes

**Executive Assistant
to CIO**
Cecilia Webb

Deputy CIO

**Information Security
Officer**
Russell Scott

**Project Portfolio
Management Office
Director**
Adepeju Ajunwon

**IT Service Delivery
Director**
Carolyn J. Bogan

**Network & Data
Center Infrastructure
Director**
Anthony Jackson

**Business Application
Development & Support
Director**
Michael Webb

3/13/2025

James Bocks
Senior Contracts Administrator
100 E. Weatherford Street, Suite 303
Fort Worth, Texas 76196

Re: F2025048 - Annual Contract for Enterprise Resource Planning Advisory
Services

Dear Mr. Bocks:

After evaluation of the information provided in the responses, Tarrant
County Information Technology Department recommends award of RFP
F2025048 to Averro, LLC dba Averro Advisors.

Very sincerely,

A handwritten signature in cursive script that reads "Michael Webb".

Michael Webb
Business Application Development & Support Director

*Our vision is to be the best IT
organization in state and
local government within the
United States.*

200 Taylor Street
Fort Worth, TX 76196

Phone: 817.884.3888
Fax: 817.212.3060

www.tarrantcountytx.gov



TARRANT COUNTY PURCHASING DEPARTMENT

100 E. Weatherford St. #303 • Fort Worth, TX 76196 • (817) 884-1414 • (817) 884-2629 (Fax)

Melissa Lee, C.P.M., A.P.P.
Purchasing Agent

Chris Lax, MS.SCM, CPSM, CPSD, CPCP
Assistant Purchasing Agent

March 17, 2025

James Bocks, CPPB
Tarrant County Purchasing
100 E. Weatherford, Suite 303
Fort Worth, Texas 76196

Mr. Bocks:

This letter regards RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services, for the County Auditor's Office.

Having reviewed the proposals submitted, the Purchasing Department recommends that this RFP be awarded to Averro Advisors based upon its high ranking in the evaluation procedure.

Sincerely,

A handwritten signature in cursive script, appearing to read "Melissa Lee".

Melissa Lee, C.P.M., A.P.P.
Purchasing Agent



TARRANT COUNTY
BUDGET AND RISK MANAGEMENT

HELEN H. GIESE
DIRECTOR

March 19, 2025

James Bocks, CPPB
Tarrant County Purchasing
100 E. Weatherford Street, Suite 401
Fort Worth, Texas 76196

Dear Mr. Bocks –

This letter is regarding RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services.

After reviewing the submitted proposals, Budget and Risk Management recommends this RFP be awarded to Avero Advisors.

Sincerely,

Helen H. Giese
Director
Budget and Risk Management

THE STATE OF TEXAS § Agreement for F2025048 Annual Contract for Enterprise
COUNTY OF TARRANT § Resource Planning Advisory Services

This Agreement is by and between Tarrant County, Texas (the "County"), and Averro Advisors (the "Vendor"). In consideration of the mutual promises and agreements contained herein, the County and Vendor agree as follows:

1. The Vendor will perform the work required by and described in the Contract Documents listed in Section 8 below of the Agreement, generally titled "F2025048 Annual Contract for Enterprise Planning Advisory Services" (the "Project").
2. The work herein contemplated will consist of the Vendor furnishing, as an independent contractor, all labor, tools, appliances, equipment and materials necessary for the completion of the Project in accordance with the specifications prepared by Tarrant County and are attached to this Agreement and made a part of this Agreement the same as if written herein.
3. The Vendor hereby agrees and binds itself to commence work within Ten (10) days after "Notice to Proceed" issued by Tarrant County.
4. **Total Contract Price:** The County will pay the Vendor for the performance of the work required by the Contract Documents, the Total Contract Price of two-hundred and sixteen thousand dollars. The Total Contract Price consists of the following components:

Milestone 1 – Production of a Current State Process Map	\$	54,000.00
Milestone 2 – Production of a Future State Process Map	\$	54,000.00
Milestone 3 – Production of Final Recommendation & Report	\$	54,000.00
Milestone 4 – Presentation of Process & Recommendation to Commissioners Court	\$	54,000.00
Total Contract Price	\$	216,000.00

Vendor will submit an invoice for milestones only after County has provided written acceptance of milestone completion. In addition to the above listed contract price, this agreement includes an optional hourly rate of \$209.75 per hour. This hourly rate will only be used after completion of the project during the Tarrant County's solicitation process for an Enterprise Resource Planning system. Tarrant County does not guarantee any number of hours to be purchased. Additional hours will be requested on an as needed basis at the sole discretion of Tarrant County. All expenses are included in milestone and hourly rate pricing. No additional costs are to be charged to Tarrant County. Additional costs include, but are not limited to, travel, supplies, fuel, lodging, and food.

5. Milestone payments will be made to Vendor after performing the work associated with the milestone to Tarrant County's satisfaction. Tarrant County reserves the right to request additional work of the Vendor before payment is issued to ensure that work is completed to Tarrant County's satisfaction.
6. **TO THE EXTENT PERMITTED BY TEXAS LAW, THE VENDOR AGREES TO FULLY INDEMNIFY, SAVE, AND HOLD HARMLESS THE COUNTY FROM ALL COSTS OR DAMAGES ARISING OUT OF ANY REAL OR ASSERTED CLAIM OR CAUSE OF ACTION AGAINST IT OF WHATSOEVER KIND OR CHARACTER AND IN ADDITION, FROM ANY AND ALL COSTS OR DAMAGES ARISING OUT OF ANY WRONGS, INJURIES, DEMANDS OR SUITS FOR DAMAGES, EITHER REAL OR ASSERTED, CLAIMED AGAINST IT THAT MAY BE OCCASIONED BY ANY ACT, OMISSION, NEGLIGENCE OR MISCONDUCT OF THE SAID VENDOR, ITS AGENTS, SERVANTS, AND EMPLOYEES. ALL VENUE FOR LITIGATION REGARDING THIS PROJECT IS IN THE STATE OR FEDERAL DISTRICT COURTS PHYSICALLY LOCATED IN TARRANT COUNTY, TEXAS.**

7. Vendor acknowledges and agrees that in accordance with Section 2252.908 (b) – (c) of the Texas Government Code, it has fully, accurately, and completely disclosed all interested parties on the Texas Ethics Commission's Form 1295 attached and marked "Attachment A."
8. The Contract Documents consist of the following:
- This Agreement
 - Request for Proposal F2025048 Solicitation Documents
 - Avero Advisors response to Request for Proposal F2025048
 - Any exhibits attached hereto, conditions of the contract (special, supplementary and other conditions), all addenda issued prior to execution of this Agreement and all modifications issued subsequent thereto.

To the extent of an ambiguity among the various documents, this signed Agreement prevails. These documents collectively form the Contract, and all are as fully a part of the Contract as if attached to this Agreement or repeated herein.

This Agreement is effective upon the date written by the last party to sign it.

AVERO ADVISORS
VENDOR

Abhijit Verekar
(SIGNATURE)

BY: ABHIJIT VEREKAR

TITLE: CEO

Date: 3.17.25

Certification of Funds Available
for the Amount of **\$216,000.00**

Tarrant County Auditor

SIGNED AND EXECUTED this _____ day of _____, 2025.

**COUNTY OF TARRANT
STATE OF TEXAS**

By: Separate Electronic Signature Page
Tim O'Hare
County Judge

APPROVED AS TO FORM:

Kimberly Colliet Wesley
Criminal District Attorney's Office*

*By law, the Criminal District Attorney's Office may only approve contracts for its clients. We reviewed this document as to form from our client's legal perspective. Other parties may not rely on this approval. Instead, those parties should seek contract review from independent counsel.

Contract Exhibit A

F2025048 Annual Contract for Enterprise Resource Planning
Advisory Services

Vendor Statement of Work



900 SOUTH GAY STREET, SUITE 2102
KNOXVILLE, TN 37902
865.415.3848
averoadvisors.com



Tarrant County

Annual Contract for Enterprise Resource Planning Advisory

RFP # F2025048

Table of Contents

Project Timeline _____ **3**

 On-site and Off-site Work Items _____ **3**

 Project Milestones _____ **4**

Project Methodology _____ **5**

 Executive Summary _____ **6**

 Project Roadmap _____ **8**

 Approach & Philosophy _____ **9**

 Project Plan _____ **12**

 Known Risks and Mitigation Strategies _____ **13**

 Project Methodology _____ **15**

 / 1 Project Management _____ **15**

 / 2 Discovery & Visioning _____ **16**

 Avèro Vision Program Deliverables _____ **25**

Staffing Plan _____ **26**

 Proposed Project Team _____ **29**

Other Required Forms _____ **36**

 Solicitation and Implementation Methodology _____ **36**

 / 3 Request for Proposal (RFP) Development _____ **36**

 / 4 Vendor Selection _____ **37**

 / 5 Implementation Planning _____ **38**

 / 6 Implementation Management _____ **40**

 Additional Strategic Services _____ **44**

 Project Milestone Chart _____ **46**

 Assumptions _____ **47**

RACI _____ **48**

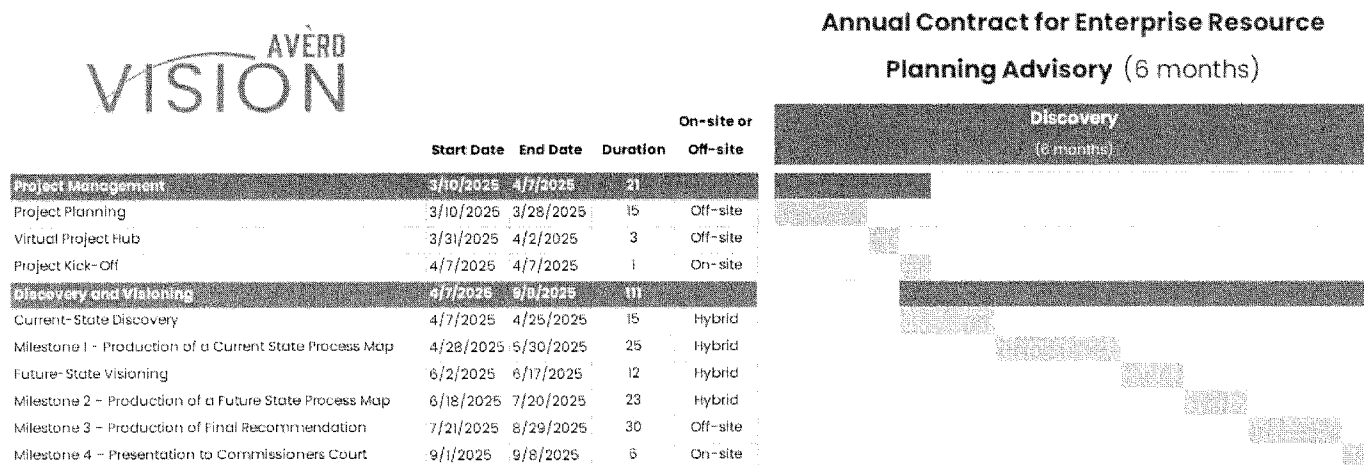
Project Timeline

Based on our past experience executing projects similar in scope and complexity to Tarrant County's **Annual Contract Enterprise Resource Planning Advisory** project, Avèro Advisors estimates a timeline of **6 months** for the project's duration. The phases of the project are outlined in the **Estimated Project Timeline** below (subject to input from the County's project sponsors).

We have used March 10th, 2025, as a placeholder to demonstrate the length of the project, but we are fully flexible and can adjust the start date earlier or later to align with Tarrant County's scheduling needs.

We are committed to working closely with the County to ensure that the project meets all the criteria within the requested scope of work and does not exceed the agreed-upon timeline.

Estimated Project Timeline



On-site and Off-site Work Items

At Avèro Advisors, we understand the value of in-person collaboration for critical phases of ERP advisory projects. While we have outlined key areas where on-site engagement would be beneficial, we are fully adaptable to Tarrant County's preferences and will adjust our approach to best meet stakeholder needs.

Certain activities, such as stakeholder discovery, process mapping, and Commissioners Court presentations, benefit from face-to-face engagement to ensure alignment, accuracy, and active participation. However, other tasks, such as document review, data analysis, and final report development, can be effectively conducted remotely for efficiency.

To strike the right balance, we propose a hybrid approach:

- On-site sessions for initial discovery, process mapping, visioning, and presentations allowing for real-time collaboration and input from key stakeholders.
- Off-site for report creation, follow-ups, and refinements ensuring stakeholders can review materials at their convenience while maintaining project momentum.

We will fully tailor our on-site presence based on Tarrant County's needs and availability. Whether the County prefers more in-person or remote engagement, we are ready to adapt to ensure a smooth and effective process.

Project Milestones

The following table outlines the anticipated completion dates for each project milestone. These estimates are based on our proposed timeline but can be adjusted based on Tarrant County's scheduling needs.

Estimated Completion of Key Milestones		
Milestones	Estimated Date	Completion
Milestone 1: Current State Process Map	5/30/2025	
Milestone 2: Future State Process Map	7/20/2025	
Milestone 3: Final Recommendation & Report	8/29/2025	
Milestone 4: Presentation of Process & Recommendation to Commissioners Court	9/1/2025 – 9/8/2025	

The exact date for Milestone 4 is dependent on the Commissioners Court's meeting schedule. While we have estimated the week of September 1, 2025, Avèro Advisors will work closely with Tarrant County to align with the official court calendar and accommodate any scheduling adjustments as needed.

Avèro Advisors is committed to delivering a structured, transparent, and adaptable approach to this engagement. We will work closely with Tarrant County to refine these timelines as needed, ensuring that all deliverables align with stakeholder expectations and scheduling requirements. Our team remains flexible in both timeline adjustments and on-site engagement to best support the County's goals.

Project Methodology

Our commitment to Tarrant County begins with a deep understanding of your current state and your vision for the future. Instead of offering one cookie-cutter solution, we develop strategies that align with your specific needs and goals. By integrating specialized tools and strategic support where necessary, Avèro Advisors will offer the best **Annual Contract for Enterprise Resource Planning Advisory** services available on the market today.

We will approach this project with a focus on Tarrant County's unique needs. Our assessment indicates that Tarrant County currently operates SAP R/3 in an on-premises environment, utilizing modules that support critical functions such as Financial Accounting, Payroll, Grants Management, and Materials Management. Additionally, the County leverages SAP SuccessFactors for LMS and onboarding, SAP Analytics Cloud for reporting, and the Business Technology Platform (HANA database) for data management. While these tools create a robust ERP landscape, they also add complexity that must evolve to meet future demands.

We understand that SAP R/3, SAP ECC 5.0, SAP S/4HANA, and other SAP products are sunseting in 2027, which may influence your project timeline and decisions. At Avèro, we remain vendor-agnostic while fostering relationships with industry leaders to ensure our clients stay informed. Our connections with SAP experts and hosted discussions on topics such as product transitions and future ERP trends enable us to provide valuable market insights. We continuously monitor updates from all vendors, including SAP, to help our clients make well-informed decisions about their future ERP environments.

Given that Tarrant County seeks an optimized ERP approach with actionable recommendations on modernizing or transitioning from SAP R/3, our primary objective will be to deliver a carefully planned approach that ensures the County's objectives are met. This approach will include a detailed evaluation of your current SAP environment, comparisons to industry best practices, and options for modernization or system transitions. As such, we recommend our **Avèro Vision** program to best support your objectives.



The Avèro Vision Program is designed for organizations that seek a comprehensive, carefully planned approach to their ERP implementation or modernization. For a project that requires strategic planning, extensive stakeholder engagement, and a focus on long-term success, this program is ideal. This approach is suited for organizations facing complex challenges that require meticulous attention to detail and a methodical approach to ensure a seamless transition. It is perfect for those who want to ensure their ERP implementation is done right the first time, with lasting benefits.

Executive Summary

Avèro Advisors is uniquely positioned to partner with Tarrant County in defining and achieving its Enterprise Resource Planning (ERP) goals. Since our founding in 2016, we have become a trusted advisor to public sector organizations nationwide, delivering IT strategic advisory services that drive measurable results. Our proven expertise in IT infrastructure analysis, business process redesign, ERP system evaluation, and implementation support ensures that we can guide Tarrant County through every phase of this critical project. With a track record of completing projects on time and within budget, we empower our clients to optimize both their fiscal and staff resources while unlocking the full potential of their technology investments.

- What sets Avèro Advisors apart is our independence, objectivity, and commitment to client success. As an unaffiliated advisory firm, we provide unbiased analyses and recommendations tailored to the specific needs of each client. Our extensive knowledge of ERP systems, combined with insights into leading software vendors' current offerings and future roadmaps, makes us an invaluable resource in navigating complex ERP decisions.

Our process begins with **Current-State Discovery**, where we will conduct in-depth evaluations of the County's existing ERP environment, including its workflows, SAP modules, and integrations with third-party systems. By holding structured sessions with stakeholders across key departments—Auditor's Office, Budget Risk Management, Human Resources, Purchasing, and the Tarrant County Clerk—we will document strengths, identify inefficiencies, and highlight opportunities for improvement. This phase lays the foundation for an informed and targeted strategy.

Following this, we will engage in **Future-State Visioning**, a collaborative exercise designed to define the County's ideal ERP environment. Leveraging best practices from public sector organizations and

insights into modern ERP capabilities, we will help stakeholders envision streamlined processes, enhanced automation, and integrated systems that align with the County's long-term goals. These visioning sessions will ensure the County's wish list of functionalities and enhancements is captured and prioritized effectively.

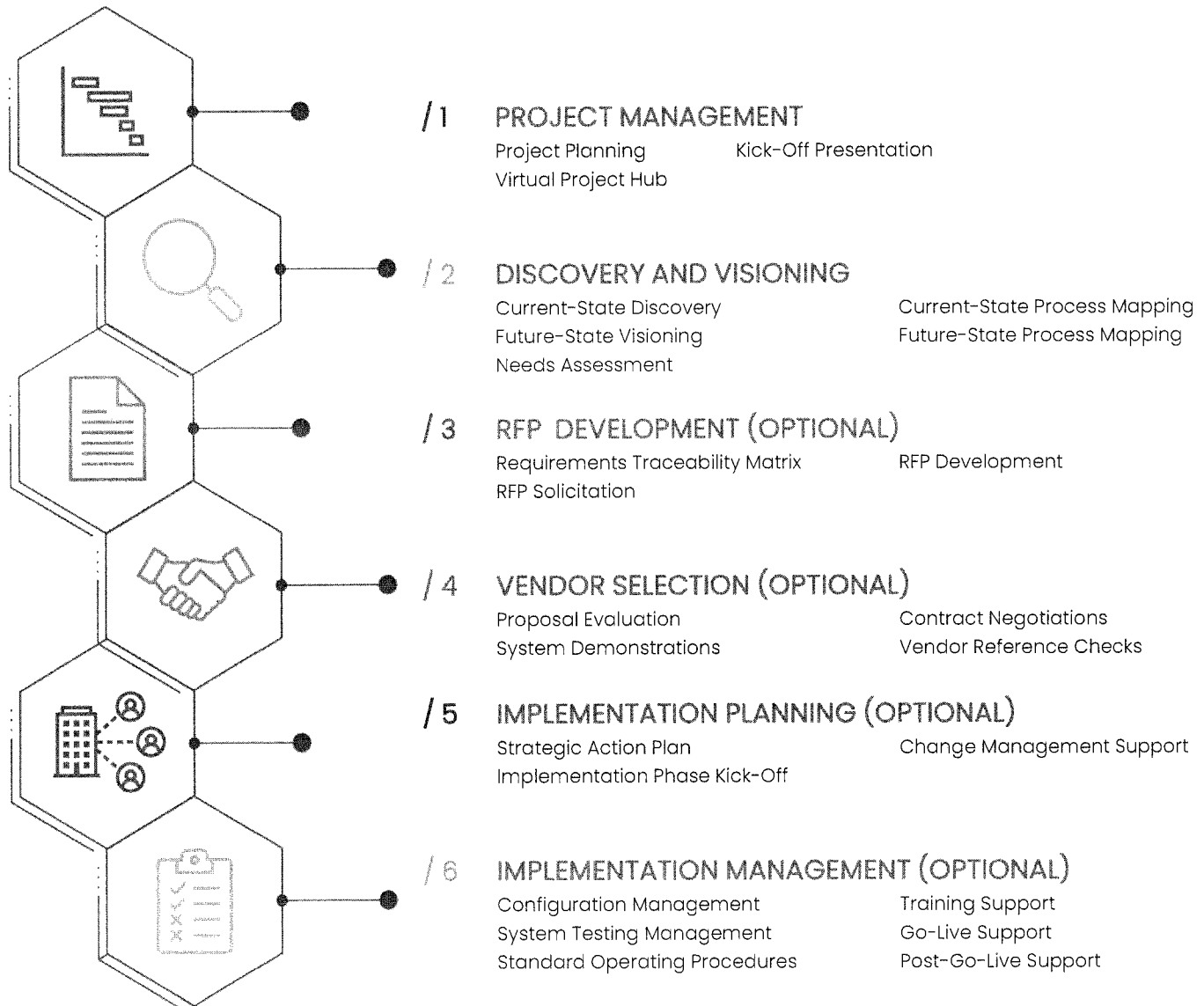
To bridge the gap between the current and desired ERP environments, we will create **Current-State and Future-State Business Process Maps**. These maps will serve as a critical tool for identifying bottlenecks, redundancies, and opportunities for automation. Using Business Process Modeling Notation (BPMN), we will diagram workflows that reflect both existing and optimized processes, validated through close collaboration with County project sponsors.

Finally, we will consolidate all findings, recommendations, and analysis into a comprehensive **Needs Assessment Report**. This report will include a detailed SWOT analysis, a comparative Gap Analysis, and strategic recommendations for either upgrading the current SAP platform or transitioning to a new ERP system. Each recommendation will be supported by a high-level cost-benefit analysis and a 10-year Total Cost of Ownership comparison, enabling the County to make data-driven decisions with confidence.

At Avèro Advisors, we view this engagement as a partnership built on collaboration, trust, and a shared commitment to success. Our team will work tirelessly to help Tarrant County understand the capabilities of its current system, evaluate potential alternatives, and make informed decisions that align with its long-term vision. Together, we will ensure the County's ERP journey is strategic, impactful, and positioned to deliver lasting benefits for years to come.

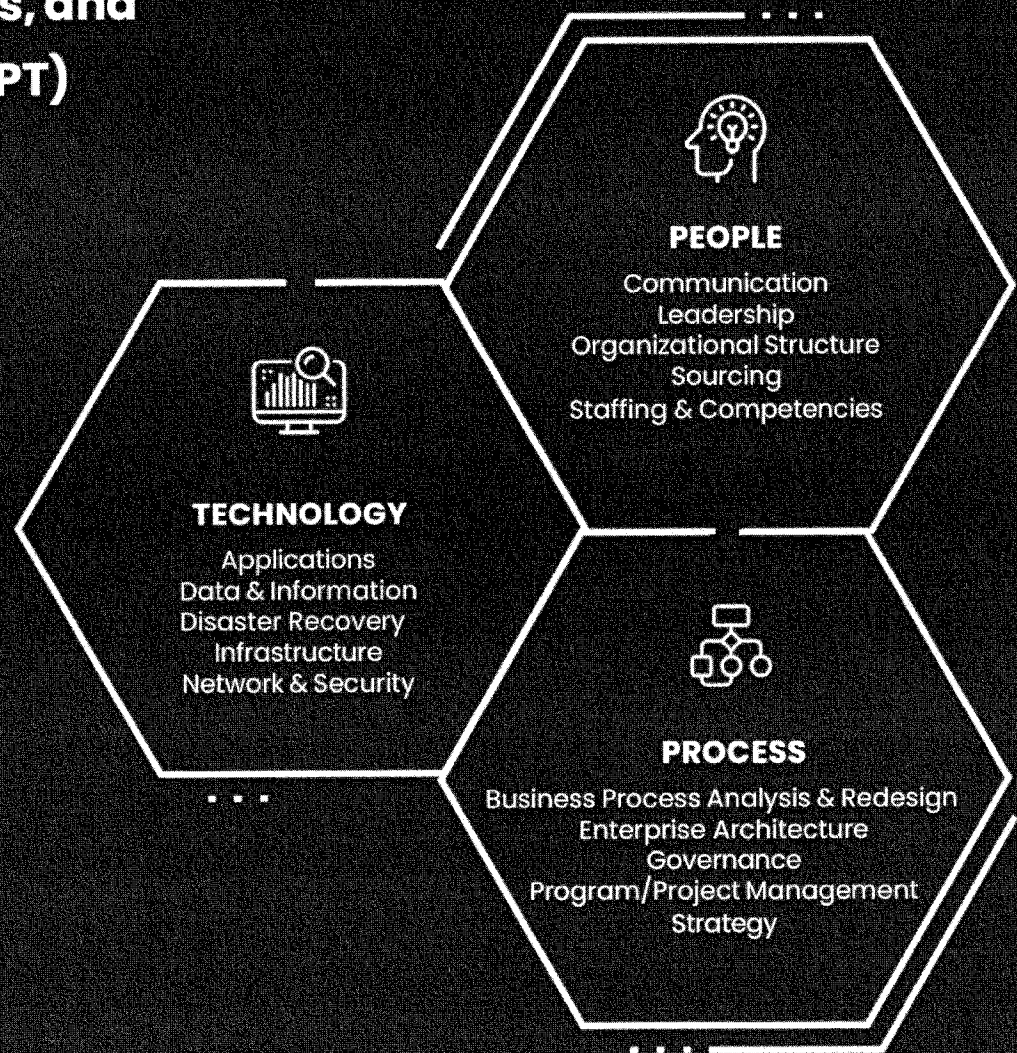
Project Roadmap

For Tarrant County's **Annual Contract for Enterprise Resource Planning Advisory** project, Avèro Advisors will draw on our extensive industry expertise and experience to fulfill all the County's project requirements. The proposed **Project Roadmap** below outlines how the Avèro Project Team will deliver the desired project outcomes, leaving room for feedback from the County's project sponsors.



Approach & Philosophy

People, Process, and Technology (PPT) Approach



Company Philosophy

Our client-centric philosophy is our cornerstone. We are committed to providing advisory services that are a perfect fit for leaders who dedicate their careers to serving their communities.



CLIENT RETENTION

We maintain exceptional relationships with our clients by utilizing the skills necessary to meet their specific needs. Each client reference is a testimonial to our successful track record of providing exceptional service in an efficient and cost-effective manner.



END-TO-END EXPERTISE

We have experience assisting clients from the very beginning of the IT modernization process to the very end. From current-state discovery to vendor selection and implementation support, our team engages our clients to determine what their specific needs are and providing services to meet those needs.



INDEPENDENT AND UNBIASED

We do not have any affiliations with software or hardware vendors. We work on behalf of our clients as trusted advisors, which ensures that our recommendations are not biased toward any specific technology, platform, or vendor.



INDUSTRY-SPECIFIC SUBJECT MATTER EXPERT

We have provided IT strategic planning services, enterprise system assessment services, and project management services for over 18 years. Our extensive experience allows us to genuinely understand clients' business drivers, goals, and challenges so that we can deliver high-quality service to them.



PROFESSIONAL PROJECT MANAGEMENT

We apply industry best practices to every project we execute, including Project Management Institute standards, as well as Agile, Six Sigma and Waterfall methodologies. Using these techniques allows our clients to see impressive results in operational efficiency, quality assurance, and quality control.

Thought Leadership

At Avêro Advisors, we pride ourselves on being at the forefront of public sector innovation, helping government agencies and industry professionals navigate the complexities of modern technology.

CUTTING-EDGE KEYNOTES

Join our CEO, Abhijit "AV" Verekar, at premier industry conferences such as the International City/County Management Association (ICMA) Annual Conference and the Government Finance Officers Association (GFOA) Annual Conference. His insights empower municipal leaders and industry professionals alike, offering strategies for integrating emerging technologies.



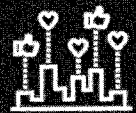
EDUCATIONAL INTERVIEWS

Explore our YouTube channel for educational discussions with subject matter experts. Topics include ERP system deployment strategies, cybersecurity practices, and business process reengineering, offering a comprehensive look at how technology can transform public sector operations.



SHARING EXPERT ADVICE

Dive into our LinkedIn. Our posts cover a wide range of topics, including IT modernization, cybersecurity trends, and effective leadership strategies. Engage with our community of professionals to exchange ideas and learn about our latest projects, client success stories, and industry news.



UNTANGLED PODCAST

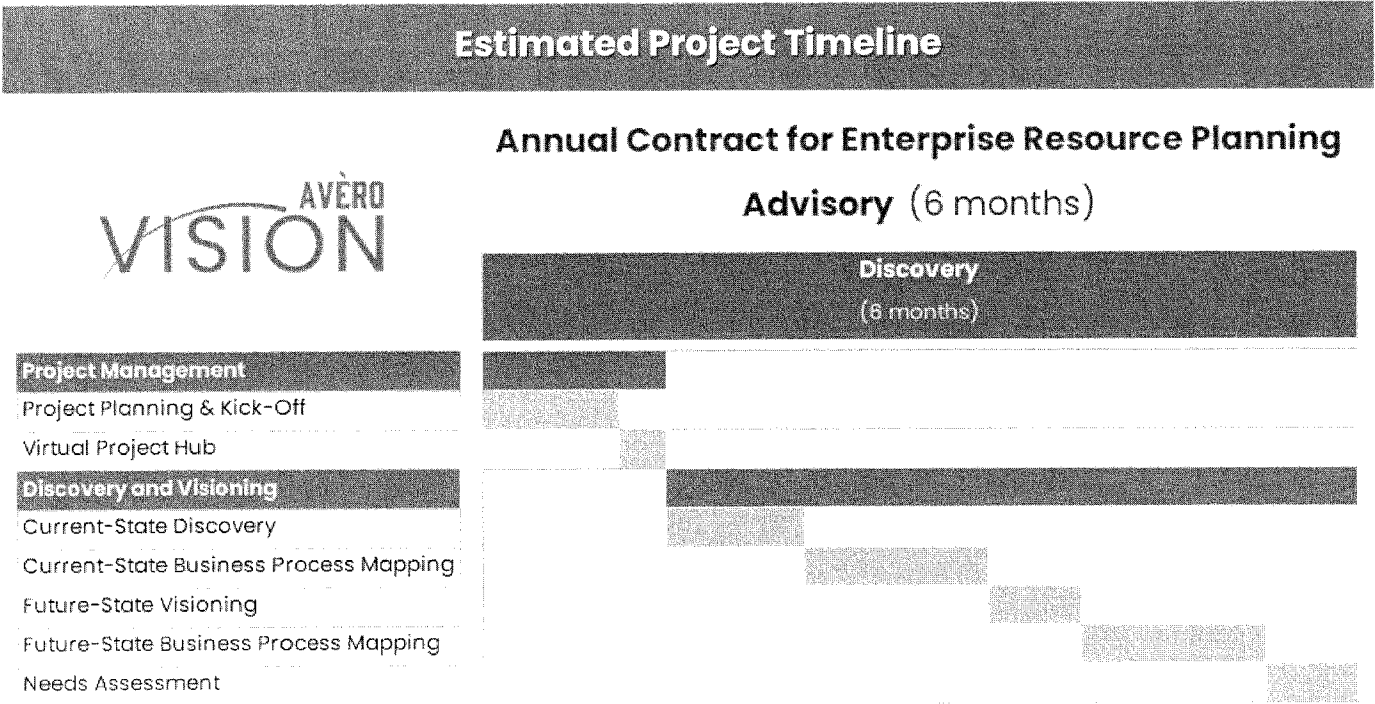
Tune in to Untangled for discussions on public sector IT trends. Our guests are industry leaders and municipal leaders who are passionate about solutions that optimize government operations. Recent episodes have included topics such as digital transformation in government, the role of data analytics in decision-making, and the future of public sector IT.



Project Plan

Based on our past experience executing projects similar in scope and complexity to Tarrant County’s Annual Contract for Enterprise Resource Planning Advisory project, Avèro Advisors estimates a timeline of 6 months for the project’s duration. The phases of the project are outlined in the **Estimated Project Timeline** below (subject to input from the County’s project sponsors).

We are committed to working closely with the County to ensure that the project meets all the criteria within the requested scope of work and does not exceed the agreed-upon timeline.



Known Risks and Mitigation Strategies

Successfully managing risks that could impact the project schedule is a critical component of our project management approach. Based on our extensive experience with ERP advisory and implementation projects across various public sector organizations, we have identified the following known risks and strategies to mitigate them effectively.

Known Risks

1. Delays in securing the availability of key stakeholders for interviews, workshops, or feedback sessions can impact project timelines.
2. Challenges in accessing or validating critical data from the current SAP system or related applications could slow down discovery and analysis phases.
3. Additional or evolving requirements introduced during the project may extend timelines or divert resources.
4. Delays from external dependencies, such as third-party application vendors, could impact key deliverables.
5. Resistance to change among stakeholders could delay decision-making or adoption of recommendations.

Mitigation Strategies

1. **Proactive Stakeholder Engagement:**
 - Schedule all key stakeholder meetings and workshops early in the project.
 - Provide detailed agendas and timelines to stakeholders in advance to ensure alignment and participation.
 - Use collaborative tools (e.g., Microsoft Teams) to provide flexibility for remote participation if necessary.
2. **Data Validation and Accessibility Planning:**
 - Engage IT teams early to identify critical data sources and any potential challenges in accessibility.
 - Use proven data analysis techniques and tools to ensure data completeness and reliability.
 - Build a buffer period for data validation into the project timeline to account for potential delays.
3. **Managing Scope Creep:**
 - Clearly define and document project scope and deliverables during the kick-off meeting to establish boundaries and minimize the risk of scope creep.
 - Implement a structured process to evaluate and approve critical changes, ensuring alignment with project goals and maintaining control over the project's defined scope.
4. **External Dependency Management:**
 - Identify all dependencies early and establish regular touchpoints with third-party vendors or external stakeholders.
 - Maintain contingency plans and buffers for key milestones to address any delays from external sources.

5. Change Management to Address Resistance:

- Conduct regular communication with stakeholders to keep them informed of progress and involve them in decision-making.
- Provide training sessions and change management workshops to address concerns and build stakeholder confidence.

Experience Employing These Strategies

Avèro Advisors has successfully applied these strategies in a wide range of ERP advisory and implementation projects for public sector organizations, including counties, municipalities, and state agencies. For example:

- In engagements like **Monroe County, NY**, and **Blount County, TN**, we mitigated stakeholder availability issues by implementing recurring weekly sessions and providing flexible virtual meeting options.
-
- Across multiple projects, we have controlled scope creep by establishing formal change request processes, ensuring only mission-critical changes were integrated without impacting the timeline.
- Our proactive communication and training strategies have consistently minimized resistance to change, fostering stakeholder buy-in and ensuring smooth adoption of new ERP systems.

These strategies are standard practice for Avèro Advisors and have been refined through years of experience managing ERP-related projects for diverse government clients. This proven approach ensures that Tarrant County's project will stay on schedule while meeting its objectives effectively.



Project Methodology

The Avèro Vision Program methodology is designed for organizations that seek a comprehensive, carefully planned approach to their ERP implementation. If the Tarrant County values detailed strategic planning, extensive stakeholder engagement, and a focus on long-term success, this program is ideal. This approach is suited for those facing complex challenges that require meticulous attention to detail and a methodical approach to ensure a seamless transition. This program is future-proof and guaranteed to ensure the County's ERP implementation is done right the first time, with lasting benefits.

/1 Project Management

1.1 Project Planning

Our team will conduct project planning activities to prepare for effective communication throughout the project. This project task will include the following:

- List County stakeholders who will be involved in this engagement.
- Develop a **Stakeholder Register** of all the relevant County stakeholders, including but not limited to County Auditor, Budget Risk Management Director, Human Resources Director, and County Purchasing Agent, who will have a role in the current-state discovery process and future-state visioning process.
- Identify roles and responsibilities for County leaders for this engagement.
- Discuss the contents of the weekly **Project Status Reports** that will be provided to the County's project sponsors.
- Determine a meeting time for the weekly **Project Update Meetings** that will cover the details of the Project Status Reports and be held with the County's project sponsors.

1.2 Kick-Off Presentation

Our team will hold a kick-off meeting with the County's project sponsors to assimilate project expectations. This project task will include the following:

- Introduce our Project Team for this engagement.
- Present a detailed **Project Work Plan**, including project tasks, goals, timeframes, deliverables, and milestones, and finalize it with feedback and approval of the County.
- Answer any questions from meeting attendees.

1.3 Virtual Project Hub

A central component of our project management approach is the creation of a Virtual Project Hub. This hub serves as a centralized repository for all project-related information and facilitates real-time communication among project stakeholders. What begins as a tool for distributing materials related to proposal evaluation and vendor selection evolves to become a hub for virtual collaboration throughout the project lifecycle.

Our team will activate the Virtual Project Hub during the Project Management phase of the project to facilitate the process. This project task will include the following:

- Determine the platform that will best integrate with the City's current technology environment.
- Customize the hub to include essential project documents, such as project milestones and resources from our thought leadership.
- Launch the **Virtual Project Hub** and ensure it is accessible to all relevant stakeholders.
- Train key users on how to access, navigate, and update the hub to maintain real-time communication and document sharing.
- Continuously update the hub as the project progresses, adding new documents, updates, and communication threads to keep all team members informed.
- Provide ongoing support to ensure the hub remains a vital resource throughout the project's lifecycle and in the future.

/ 2 Discovery & Visioning

2.1 Current-State Discovery

Our team will conduct current-state discovery across all relevant County departments including Auditor's Office, Budget Risk Management, Human Resources, Purchasing, and Tarrant County Clerk to gain a comprehensive understanding of the current-state enterprise software environment. This project task will include the following:

- Collect documents that are transferred within the County's current-state enterprise software environment, including policies, procedures, workflows, and any documentation of integration points with third-party applications such as OnBase, ReadSoft, and Winshuttle.
- Evaluate the County's SAP modules, including Financial Accounting, Payroll, Materials Management, and SuccessFactors, as well as other data sources such as spreadsheets, third-party applications, and paper-based workflows.
- Develop a **Business Process Inventory** so that we can track departmental processes, process owners, and statuses of the included processes.
- Hold **Current-State Discovery Sessions** with County stakeholders identified on the Stakeholder Registry to evaluate the current-state ERP environment through the perspective of staff.
 - How stakeholders use the SAP R/3 system to perform their job functions.

- Identifying the perceived strengths and weaknesses of the system.
- Analyzing the nature of the data held in the system, its usability, and any challenges in interacting with it.
- Evaluating existing business processes supported by SAP, identifying inefficiencies or gaps, and noting processes that remain paper-based.
- **Department-Specific Approaches:**
 - **Auditor's Office (also functions as County Treasurer):**
 - Conduct deep-dive workshops to understand financial workflows (e.g., reconciliation, cash flow management, and fund accounting).
 - Map data interdependencies between the Auditor's Office and other departments to identify key integration points.
 - Inventory all current tools and systems to identify and document manual processes.
 - **Budget Risk Management:**
 - Analyze the current budget creation cycle, focusing on revenue projections, expenditure monitoring, and adjustments.
 - Identify historical risks disrupting budget plans and assess tools currently used for risk identification.
 - **Human Resources:**
 - Review each stage of the employee lifecycle, including recruitment, onboarding, training, performance evaluations, and offboarding.
 - Map compliance tracking processes for benefits, certifications, and training, identifying manual inefficiencies.
 - **Purchasing:**
 - Review the procurement lifecycle, including requisition approvals, vendor selection, and payment processing.
 - Identify delays, redundancies, or inconsistencies in vendor evaluations and procurement processes.
 - **Tarrant County Clerk:**
 - As part of the Current-State Discovery, Avèro Advisors will specifically assess the financial processes within the Tarrant County Clerk's office, rather than general document management workflows. This evaluation will focus on the Clerk's financial operations, transaction workflows, and integration points with other County departments, ensuring alignment with the County's broader ERP strategy.

- Our team will conduct a detailed evaluation of the Clerk's financial processes to understand how transactions are managed and integrated with the County's ERP. This will include:
 - Assessing financial workflows related to revenue collection, disbursements, and reconciliation.
 - Identifying integration points between the Clerk's office and other financial departments.
 - Reviewing payment processing methods, including manual entry, automated transactions, and third-party system integrations.
 - Examining reporting structures to identify inefficiencies, bottlenecks, or data inconsistencies.

2.2 Current-State Business Process Mapping

Understanding and documenting current-state business processes is a pivotal step in managing organizational change during ERP implementation and modernization. This process not only helps identify specific areas of improvement but also fosters stakeholder engagement and buy-in. By involving end-users from the beginning, we ensure that their insights and concerns are addressed, reducing resistance to change and building a foundation of trust. This prepares all functional area teams for a smooth transition to new processes and technologies while ensuring all team members are aligned and informed.

Our team will develop Business Process Modeling Notation (BPMN) diagrams based on documentation collected and stakeholder feedback gathered during current-state discovery. This project task will include the following:

- Map daily activities to business processes across the County's current-state ERP environment, including all critical SAP modules and their integrations with third-party applications.
- Diagram and document current-state workflows.
- Identify inefficiencies, such as bottlenecks and duplications.
- Identify where key business activities or key controls are missing.
- Determine the condition of the existing data and where there is insufficient access to data.
- Determine undefined or poorly defined process ownership responsibilities.
- **Department-Specific Approaches:**
 - **Auditor's Office:**
 - Document the lifecycle of financial transactions, from initiation to reporting.
 - Identify compliance gaps or risks, such as delays in reporting or audit challenges.

- **Budget Risk Management:**
 - Develop a framework to evaluate the accuracy of budget forecasting and the timeliness of risk identification.
- **Human Resources:**
 - Analyze time-consuming tasks like manual data entry and reporting, identifying opportunities for automation.
- **Purchasing:**
 - Highlight inefficiencies in the purchase-to-pay cycle and identify bottlenecks in payment processing.
- **Tarrant County Clerk:**
 - Developing a structured, visual representation of financial workflows to document inefficiencies and opportunities for automation. This will include:
 - Mapping financial transaction workflows from revenue collection to reconciliation, ensuring alignment with SAP modules.
 - Identifying inefficiencies in fund transfers, reporting delays, and manual reconciliation steps to highlight areas for improvement.
 - Validating compliance requirements related to financial processes and regulatory reporting.
 - Validate the Current-State Business Process Maps with the County's project sponsors.

2.3 Future-State Visioning

Our team will conduct future-state visioning across all relevant County departments to gain a comprehensive understanding of the ideal future-state ERP environment. This project task will include the following:

- Conduct a best practices review to understand the best practices of similar public sector organizations that have excellent operational practices in place enabled by current technologies.
- Review the marketplace of ERP vendors and products to provide the County's project sponsors with exposure to the business process efficiencies created by modern technology.
- Hold **Future-State Visioning Sessions** with County stakeholders identified on the Stakeholder Registry to understand the ideal future-state ERP environment through the perspective of staff.
 - Determine how they would like to utilize the existing ERP system to perform their job tasks.
 - Understand what they believe the system's capabilities could be.
 - Identify what the County's ideal, modernized business processes would look like in the

future-state ERP environment.

- **Department Specific Approaches**

- **Auditor's Office:**

- Define processes for streamlined financial reporting, automated reconciliations, and improved treasury management.
 - Develop a financial dashboard prototype for demonstrating automated reporting capabilities.
 - Identify ERP modules to support treasury management, fund accounting, and audit readiness.

- **Budget Risk Management:**

- Identify workflows to automate compliance reporting and budget approvals.
 - Integrate best practices for public sector budgeting.

- **Human Resources:**

- Create a vision for streamlined HR processes, including recruitment, onboarding, and benefits management.
 - Propose tools for improving employee engagement and simplifying performance management.

- **Purchasing:**

- Explore ERP capabilities to enhance transparency and compliance in procurement workflows.

- **Tarrant County Clerk:**

- Defining the ideal financial transaction and reconciliation process for the Clerk's office, in alignment with County-wide ERP improvements. This will include:
 - Define an optimized revenue collection and reconciliation process that enhances automation and minimizes manual effort.
 - Develop standardized financial reporting workflows that improve accuracy, efficiency, and audit readiness.
 - Recommend system enhancements that ensure seamless integration with SAP and other County financial systems.

2.4 Future-State Business Process Mapping

Gaining an in-depth understanding of future-state business processes is a critical step in envisioning and designing the optimal workflows that Tarrant County's modernized ERP system will support. Whether upgrading the current SAP platform or transitioning to a new ERP solution, this

process highlights the efficiencies and improvements that modernized technology can bring. It also fosters stakeholder involvement in shaping their future work environment. By facilitating collaborative discussions, the Avèro team helps stakeholders identify opportunities for streamlining workflows and improving processes, ensuring their personal investment in the technology transformation. This sense of ownership and enthusiasm will significantly enhance user adoption of the new system, regardless of whether the County opts to enhance SAP or adopt a new platform.

Our team will develop Business Process Modeling Notation (BPMN) diagrams based on documentation collected and stakeholder feedback gathered during future-state visioning. This project task will include the following:

- Identify where bottlenecks, duplications, manual activities, in-house workarounds, unclear ownership responsibilities, and potential legal and compliance risks can be eliminated.
- Determine the positive impact of data integration, workflow automation, and process controls offered by modernized ERP solutions.
- Map daily activities to ideal business processes across the County's ideal future-state ERP environment.
 - **Auditor's Office:**
 - Map optimized workflows for financial transactions and treasury management, ensuring alignment with compliance needs.
 - **Budget Risk Management:**
 - Develop process maps for real-time budget monitoring and risk scenario planning.
 - **Human Resources:**
 - Create workflows for automated recruitment, onboarding, and compliance tracking.
 - **Purchasing:**
 - Map workflows for requisitions, vendor approvals, and payment processing, integrating vendor scorecards.
 - **Tarrant County Clerk:**
 - Defining the ideal financial transaction and reconciliation process for the Clerk's office, in alignment with County-wide ERP improvements. This will include:
 - Designing streamlined workflows for revenue collection, fund allocation, and reconciliation, reducing manual intervention and improving efficiency.
 - Mapping automated financial reporting and compliance tracking processes to enhance accuracy and ensure regulatory adherence.

- Ensuring seamless integration with SAP modules, improving transaction processing, financial oversight, and cross-departmental data flow.
- Diagram and document future-state workflows.
- Validate the Future-State Business Process Maps with the County's project sponsors.

2.5 Needs Assessment

Our team will develop a thorough Needs Assessment that details the ERP-related needs and desires of the County. This project task will include the following:

- Document strengths, weaknesses, opportunities, and threats impacting critical business operations (i.e., a **SWOT Analysis**).
- Document what the current-state finance environment looks like, what the ideal future-state finance environment looks like, and what the gaps between them are (i.e., a **Gap Analysis**).
- Include any "wish list" functionalities desired in the current system.
- **Department-Specific Needs Assessment Approach:**
 - **Auditor's Office (also functions as County Treasurer):**
 - Identify requirements for enhanced treasury management, fund accounting, and financial reporting tools.
 - Highlight gaps in compliance with regulatory requirements, including audit readiness and reconciliation processes.
 - Recommend ERP modules or third-party integrations to automate manual workflows, such as cash flow management and financial transaction tracking.
 - **Budget Risk Management:**
 - Evaluate tools for dynamic budget planning and proactive risk identification.
 - Recommend solutions for automating compliance reporting, forecasting, and scenario analysis.
 - Highlight needs for dashboards and analytics to track and mitigate potential budgetary risks.
 - **Human Resources:**
 - Define requirements for streamlining employee lifecycle management, including recruitment, onboarding, and offboarding processes.
 - Identify needs for enhanced compliance tracking tools to monitor benefits, certifications, and training deadlines.
 - Recommend self-service portals and automation tools to improve

employee engagement and reduce manual data entry.

- **Purchasing:**

- Identify needs for improved vendor management and procurement transparency.
- Highlight gaps in the current purchase-to-pay cycle, including delays in requisition approvals and payment processing.
- Recommend automated workflows and tools to evaluate vendor performance and procurement KPIs.

- **Tarrant County Clerk:**

- Identifying the key financial system enhancements necessary to optimize revenue tracking, reconciliation, and reporting accuracy within the Clerk's office. This will include:
 - Defining automation solutions for payment processing and fund management to increase efficiency and reduce manual workload.
 - Assessing ERP capabilities for financial oversight and compliance tracking, ensuring alignment with County-wide modernization efforts.
 - Providing strategic recommendations for long-term improvements, enhancing financial transparency, audit readiness, and interdepartmental coordination.

- Recommend tools for indexing, search functionalities, and public-facing portals for document retrieval.
- Make recommendations regarding modernization opportunities that will address the challenges present in the County's current-state ERP environment.
 - Upgrading SAP to the latest version (e.g., SAP S/4HANA).
 - Transitioning to a different ERP platform to better align with the County's future needs.
 - Leveraging specific modules or third-party tools to address unmet requirements in the current system.
 - Each recommendation will include a discussion of potential benefits, implementation considerations, and a high-level cost-benefit analysis
- Given the impending sunset of SAP R/3 and related products in 2027, our team will also review the County's current SAP contract to align future decisions with contractual opportunities and constraints. This task will include:
 - Examining the terms and conditions of the current SAP contract to identify potential impacts on transition planning and associated costs.
 - Holding meetings with SAP representatives to clarify contractual obligations, including

licensing, maintenance, and support terms.

- Conducting a SWOT Analysis specific to the current contract, focusing on how the terms affect operational efficiency and scalability.
- Documenting areas where the contract has or has not met County expectations, based on feedback from stakeholders.
- Finalizing the contract review with insights into how contractual considerations may influence the County's ERP strategy moving forward.
- Provide a comparative **10-Year Total Cost of Ownership** for upgrading SAP versus transitioning to a new ERP platform, taking into account implementation, maintenance, and operational costs.
- Finalize the **Needs Assessment** with the feedback and approval of the County's project sponsors.

Avèro Vision Program Deliverables

The Avèro project team will make the necessary revisions as requested by the County's project sponsors before transferring ownership of the following Deliverables to Tarrant County.

1

Project Management

- 1. Stakeholder Register
- 2. Project Work Plan
- 3. Weekly Project Status Reports
- 4. Virtual Project Hub

2

Discovery & Visioning

- 5. Business Process Inventory
- 6. Current State Business Process Maps
- 7. Future State Business Process Maps
- 8. Needs Assessment

Staffing Plan

Avèro Advisors offers a highly qualified team to execute the **Annual Contract for Enterprise Resource Planning Advisory** project for Tarrant County with ample experienced staff resources ready to step in if any team member becomes unavailable during the course of the project. Our bench of skilled professionals is always prepared to support and maintain the project's momentum, ensuring that there are no disruptions to service delivery. Additionally, Avèro Advisors is willing to provide proof of bachelor's degrees for our team members upon request to ensure transparency and meet Tarrant County's requirements.

Our tenured team is personally invested in ensuring the highest level of service quality. In the event of performance concerns, Tarrant County can follow a clear and structured escalation process. All issues will be addressed by the Project Manager (**Project Lead**), working closely with County stakeholders to resolve the matter. Should further escalation be needed, the concern may be elevated to the dedicated Director of Client Success on the project and, subsequently, to the Vice President of Client Success.

For this project, Avèro Advisors will assign a dedicated team to ensure effective project execution. The team will include one (1) full-time Project Manager and one (1) full-time Senior Consultant, who will oversee the day-to-day operations and ensure the project's progress aligns with Tarrant County's goals. In addition, the team will be supported by four (4) part-time staff members who will provide expert oversight and specialized guidance as needed.

The majority of the assigned personnel are based in Knoxville, Tennessee, ensuring close collaboration and consistent support. Robert Kornovich, Vice President of Client Success, is based in Scottsdale, Arizona, bringing additional expertise and leadership to the team.



ABHIJIT "AV" VEREKAR
PROJECT EXECUTIVE

AV is a certified Project Management Professional (PMP) with a Master of Business Administration (MBA) from Cleveland State University and a Master of Commerce (M.COM.) from Goa University. He has over 15 years of experience serving the public sector as an IT advisory professional. Using his extensive experience leading IT and organizational modernization initiatives with state and local government agencies across the United States, he has helped his clients achieve significant efficiencies through IT strategic planning, cybersecurity, business process redesign, project

management, and implementation for various enterprise systems.



ROBERT KORNOVICH
VICE PRESIDENT – CLIENT SUCCESS

Robert is a Certified Public Manager (CPM) through Arizona State University with a Project Management Certificate and a Bachelor of Arts (BA) from Arizona State University. He has over 20 years of experience providing IT strategic planning services, organizational development services, and system implementation services to public sector clients. He is a subject matter expert on ERP vendors and their product offerings, customer service improvement, and the alignment of people, processes, and technology to maximize organizational resources and funding.



CARY TAPSCOTT
DIRECTOR- CLIENT SUCCESS

Cary Tapscott completed his Bachelor of Science in Business Administration and Marketing followed by an MBA in Strategic Leadership from the University of Tennessee, Knoxville. He has more than 12 years of experience spanning various industries including legal electronic discovery and healthcare, where he has demonstrated exceptional prowess in large-scale project management, data privacy, and innovation. Cary has significantly reduced costs and improved efficiencies for multiple companies, saving millions through strategic policy implementations and technology solutions. His leadership extends beyond projects; Cary actively participates in executive leadership teams and has been instrumental in driving substantial client development.



ZACH TUDEEN
PROJECT MANAGER

Zach completed his Master of Public Policy and Administration (MPPA) from the University of Tennessee, Knoxville. With 3 years of experience, he has been heavily involved in several ERP system modernization projects involving evaluation, business process redesign, and implementation. He

is especially talented at developing business process maps, validating and verifying data, and supporting clients through consultative project management. His creative problem-solving skills have been incredibly beneficial during his professional career.



KLAY BROOKS
SENIOR CONSULTANT

Klay is a business technology specialist with a proven track record in software consultancy and implementation management. With over a year of experience, Klay has assisted clients throughout the US with implementing and selecting new ERP software. A charismatic leader and active volunteer committed to ethical practices, Klay has driven digital transformation in private, public, and nonprofit organizations. Leveraging a deep understanding of technology, business processes, and organizational dynamics, Klay ensures that project goals are achieved in alignment with strategic vision by effectively engaging stakeholders at every level. They graduated Summa Cum Laude from the University of Tennessee Knoxville with a B.A. in Anthropology.



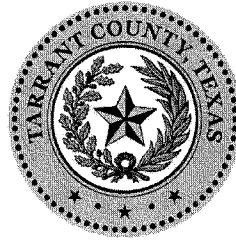
JEREMY SEEDERS
SENIOR CONSULTANT

Jeremy brings a rich blend of business analytics and programming expertise to our team. With an MBA from Lincoln Memorial University and a summa cum laude degree in Business Analytics, Jeremy excels in leveraging data to drive strategic decision-making. He has 10 months of experience working with clients on enterprise software implementation projects. Jeremy's hands-on experience with Python, SQL, and data analytics allows him to effectively communicate with IT teams, tackle ad-hoc programming tasks, and deeply understand the process of converting and migrating data as part of enterprise software implementation projects. Coupled with his MBA, Jeremy is an invaluable asset to any project team, seamlessly integrating technical expertise with strategic insight.

Proposed Project Team

To ensure continuity of service and foster quality relationships, we strive to maintain a dedicated Avèro Project Team that is involved in the project from kick-off to completion. This approach guarantees consistency in project delivery and a deep understanding of the County's specific needs. We have provided each project team member's resume on the pages that follow.

Tarrant County



Annual Contract for Enterprise Resource Planning Advisory

Key Stakeholders



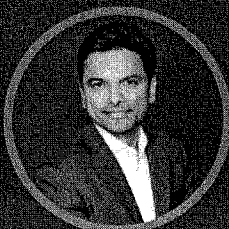
KLAY BROOKS
Senior Consultant



ZACH TUDEEN
Project Manager
(Primary Point of Contact)



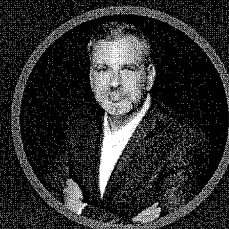
JEREMY SEEDERS
Senior Consultant



ABHIJIT "AV" VEREKAR
Project Executive



CARY TAPSCOTT
Director of Client Success



ROBERT KORNOVICH
VP of Client Success

ABHIJIT VEREKAR

FOUNDER AND CEO

PROFESSIONAL SUMMARY

Abhijit "AV" Verekar is a certified Project Management Professional (PMP) with a Master of Business Administration (MBA) from Cleveland State University and a Master of Commerce (M.COM.) from Goa University. He has over 15 years of experience serving the public sector as an IT advisory professional. Using his extensive experience leading IT and organizational modernization initiatives with state and local government agencies across the United States, he has helped his clients achieve significant efficiencies through IT strategic planning, cybersecurity, business process redesign, project management, and implementation for various enterprise systems.

AVÈRO ADVISORS CLIENTS

City of Alcoa, TN	City of Scranton, PA	Cambridge Housing Authority, MA
City of Charlottesville, VA	City of Show Low, AZ	Hillsborough County Public Schools, FL
City of Dania Beach, FL	City of Wilsonville, OR	Knoxville's Community Development Corporation, TN
City of Dixon, CA	Blount County, TN	Legal Aid of Nebraska, NE
City of Lethbridge, Alberta	Knox County, TN	Maricopa Association of Governments, AZ
City of Macedonia, OH	Mendocino County, CA	Nashville Record Pressing, TN
City of Manassas Park, VA	Monroe County, NY	Nevada Rural Housing, NV
City of Maricopa, AZ	Pittsylvania County, VA	Reno Housing Authority, NV
City of Maryville, TN	Union County, NC	Santa Clara County Housing Authority, CA
City of Mequon, WI	Town of Estes Park, CO	Susquehanna Area Regional Airport Authority, PA
City of Niagara Falls, NY	Town of Farragut, TN	Tulsa Airports Improvement Trust, OK
City of Piqua, OH	Town of Payson, AZ	Valley Regional Transit, ID

SKILLS

Contract Negotiations	Enterprise System Evaluation, Selection, and Implementation
GIS Strategic Planning	Business Process Analysis and Redesign
IT Strategic Planning	Requirements Definition
Project Management	Large Language Models and Machine Learning

CERTIFICATIONS AND EDUCATION

Project Management Professional - Certification No. 1338765 - Project Management Institute
Master of Business Administration, Finance - Cleveland State University (Cleveland, OH)
Master of Commerce, Accounting and Finance - Goa University (Goa, India)
Bachelor of Commerce - Goa University (Goa, India)

ROBERT KORNOVICH

VICE PRESIDENT – CLIENT SUCCESS

PROFESSIONAL SUMMARY

Robert Kornovich is a Certified Public Manager (CPM) through Arizona State University with a Project Management Certificate and a Bachelor of Arts (BA) from Arizona State University. He has over 20 years of experience providing IT strategic planning services, organizational development services, and system implementation services to public sector clients. He is a subject matter expert on ERP vendors and their product offerings, customer service improvement, and the alignment of people, processes, and technology to maximize organizational resources and funding.

AVÈRO ADVISORS CLIENTS

City of Alcoa, TN	City of Scranton, PA	Cambridge Housing Authority, MA
City of Dania Beach, FL	City of Show Low, AZ	Hillsborough County Public Schools, FL
City of Dixon, CA	City of Wilsonville, OR	Knoxville's Community Development Corporation, TN
City of Lethbridge, Alberta	Blount County, TN	Legal Aid of Nebraska, NE
City of Macedonia, OH	Knox County, TN	Maricopa Association of Governments, AZ
City of Manassas Park, VA	Monroe County, NY	Nevada Rural Housing, NV
City of Maricopa, AZ	Pittsylvania County, VA	Reno Housing Authority, NV
City of Maryville, TN	Union County, NC	Santa Clara County Housing Authority, CA
City of Mequon, WI	Town of Estes Park, CO	Susquehanna Area Regional Airport Authority, PA
City of Niagara Falls, NY	Town of Farragut, TN	Tulsa Airports Improvement Trust, OK
City of Piqua, OH	Town of Payson, AZ	Valley Regional Transit, ID

SKILLS

Enterprise System	Evaluation, Selection, and Implementation
GIS Strategic Planning	Business Process Analysis and Redesign
IT Strategic Planning	Customer Service Experience Management
Project Management	Project Roadmap and Comprehensive Visioning

CERTIFICATIONS AND EDUCATION

Certified Public Manager – Arizona State University (Tempe, AZ)
 Project Management Certification – Arizona State University (Tempe, AZ)
 Member of IACP (International Association of Chiefs of Police)
 Member of ICMA (International City/County Management Association)
 Bachelor of Arts, German – Arizona State University (Tempe, AZ)

CARY TAPSCOTT

DIRECTOR – CLIENT SUCCESS

PROFESSIONAL SUMMARY

Cary Tapscott completed his Bachelor of Science in Business Administration and Marketing followed by an MBA in Strategic Leadership from the University of Tennessee, Knoxville. His extensive experience spans various industries including legal electronic discovery and healthcare, where he has demonstrated exceptional prowess in large-scale project management, data privacy, and innovation. Cary has significantly reduced costs and improved efficiencies for multiple companies, saving millions through strategic policy implementations and technology solutions. His leadership extends beyond projects; Cary actively participates in executive leadership teams and has been instrumental in driving substantial client development.

AVÈRO ADVISORS CLIENTS

- City of Knoxville, TN
- Blount County, TN
- Marion County Housing Authority, OR
- Fort Worth Housing Solutions, TX

SKILLS

- | | |
|------------------------|------------------------------------|
| Strategic Planning | Digital Transformation |
| Resource Allocation | Benchmarking |
| Project Management | Process &Productivity Optimization |
| Strategic Initiatives | Data Privacy & Integrity |
| Stakeholder Engagement | Budget Analysis & Forecasting |
| Data-Driven Decisions | |

CERTIFICATIONS AND EDUCATION

- Master of Business Administration, Strategic Leadership – University of Tennessee, Knoxville (Knoxville, TN)
- Bachelor of Science, Business Administration & Marketing – University of Tennessee, Knoxville (Knoxville, TN)

ZACH TUDEEN

PROJECT MANAGER

PROFESSIONAL SUMMARY

Zach Tudeen completed his Master of Public Policy and Administration (MPPA) from the University of Tennessee, Knoxville. Since joining Avèro Advisors, he has been heavily involved in several ERP system modernization projects involving evaluation, business process redesign, and implementation. He is especially talented at developing business process maps, validating and verifying data, and supporting clients through consultative project management. His creative problem solving skills have been incredibly beneficial during his professional career.

AVÈRO ADVISORS CLIENTS

Town of Estes Park, CO
Lake County, CA
City of Dixon, CA
City of Altus, OK
Marion County Housing Authority, OR
Cambridge Housing Authority, MA
Knoxville Police Department, TN
Fort Worth Housing Solutions, TX

SKILLS

IT Strategic Planning
Business Process Analysis and Redesign
Data Gathering and Analysis
Data Validation and Verification
Requirement Definition
Project Planning and Coordination
Enterprise System Evaluation, Selection, and Implementation
Project Management

CERTIFICATIONS AND EDUCATION

Master of Public Policy and Administration - University of Tennessee, Knoxville (Knoxville, TN)
Bachelor of Arts, Political Science: Public Management, International Affairs and Business Administration - University of Tennessee, Knoxville (Knoxville, TN)

KLAY BROOKS

SENIOR CONSULTANT

PROFESSIONAL SUMMARY

Klay Brooks completed their Bachelor of Arts from the University of Tennessee, Knoxville. Klay is a business technology implementation specialist with a proven track record in software consultancy and project management. Klay is highly attentive to detail, with expertise in data manipulation and ensuring client systems operate beyond expectations. A charismatic leader committed to ethical practices, Klay has successfully overseen numerous software implementation projects, managed key account groups, and enhanced customer experience through innovative solutions. A systems-oriented thinker, Klay makes sure their clients receive tailored solutions that align with their organization's overall strategic vision.

AVÈRO ADVISORS CLIENTS

City of Altus, OK
City of Niagara Falls, NY
Rancho California Water District, CA
Valley Regional Transit, ID
City of Knoxville, TN
Washoe County School District, NV
Knoxville Police Department, TN

SKILLS

Data Validation and Verification
Enterprise Software Implementation
Accounting Software Setup
Banking and Payments Integrations
Project Management
IT Troubleshooting
Software Training
Leading Teams
Web Design

CERTIFICATIONS AND EDUCATION

Bachelor of Arts, Anthropology – University of Tennessee, Knoxville (Knoxville, TN)

JEREMY SEEDERS

SENIOR CONSULTANT

PROFESSIONAL SUMMARY

Jeremy Seeders is a skilled business analyst and programmer with a strong background in business analytics and computer science. He earned his MBA from Lincoln Memorial University, adding to his academic achievements, which include a summa cum laude Bachelor of Science in Business Analytics from Maryville College. With extensive experience in Python development, website analytics, database migrations, Jeremy brings a well-rounded technical and analytical skill set to his consulting work. His meticulous approach and problem-solving abilities make him a valuable asset in optimizing processes and delivering data-driven insights.

AVÈRO ADVISORS CLIENTS

Knoxville Police Department, TN
City of Mequon, WI
City of Manassas Park, VA
City of Winston-Salem, NC
Blount County, TN
Valley Regional Transit, ID
City of Altus, OK
Monroe County, NY
Blount County Schools, TN
Rancho California Water District, CA

SKILLS

Project Execution
Business Strategy
SQL and Data Analysis
Power BI
Python Programming
Process Optimization

CERTIFICATIONS AND EDUCATION

Master of Business Administration, Lincoln Memorial University (Harrogate, TN)
Bachelor of Science, Business Analytics, Minor in Computer Science – Maryville College (Maryville, TN)

AWARDS

Outstanding Achievement in Statistics Award, Presidential Scholar

Other Required Forms

Solicitation and Implementation Methodology

/ 3 Request for Proposal (RFP) Development

3.1 Requirements Traceability Matrix (RTM)

Our team will develop a Requirements Traceability Matrix (RTM) that includes the key requirements that the County has for a new ERP system. This project task will include the following:

- Hold **Requirements Development Workshops** with the County's relevant stakeholders to define the business requirements, functional requirements, department-specific needs, integration requirements, and technical requirements of the future system.
- Organize the requirements by module/functional area.
 - Label each requirement according to its priority (critical/desired or high/medium/low).
- Leveraging insights from department-specific processes (e.g., Auditor's Office, Budget Risk Management, etc.) to refine technical and functional requirements.
- Finalize the **Requirements Traceability Matrix (RTM)** with the feedback and approval of the County's project sponsors.

3.2 RFP Development

Our team will assist in the development of a **Request for Proposals (RFP)** for a new ERP system for the County. This project task will include the following:

- Help identify critical staff across the County's departments to be on the County's Selection Committee.
- Develop a draft RFP document.
- Define a set of evaluation criteria that meets the requirements outlined in the pending RFP.
- Hold a review of the RFP document and evaluation criteria with the Selection Committee.
- Revise the RFP document and evaluation criteria based on feedback gained during the review.
- Hold a final review of the RFP document and evaluation criteria with the Selection Committee for finalization and approval.
- Collaborate with the County's procurement agent to release the RFP.

3.3 RFP Solicitation

Our team will coordinate with the County's Selection Committee to solicit proposals from ERP software vendors. This project task will include the following:

- Coordinate any pre-proposal conference meetings, Q&A sessions, and/or site visits that are

needed during the RFP solicitation.

- Review all questions received from vendors and coordinate with the Selection Committee to develop draft responses.
- Develop addenda (if needed) and share/publish appropriately.

/ 4 Vendor Selection

4.1 Proposal Evaluation

Our team will coordinate with the County's selection committee to evaluate the proposals received in response to the RFP. This project task will include the following:

- Provide insight and direction to the Selection Committee during the process of evaluating the proposals received in response to the RFP.
- Provide an **RTM Analysis** document that captures the summary score of each vendor's responses to requirements listed in the RTM.
- Provide **Proposal Evaluation Scorecards** to guide Selection Committee members to conduct a fair and objective evaluation of each proposal.
- Facilitate a finalists determination meeting to determine which vendors qualify for the shortlist based on:
 - The solution's ability to meet the County's documented requirements
 - The vendor's overall approach to the implementation project
 - Ability to follow the instructions provided in the RFP
 - Costs related to licensing, implementation, traveling, training, support, and maintenance
 - Any other determining factors defined by the County
- Finalize a shortlist of the top three to five vendors who will move to the next round of evaluations.

4.2 System Demonstrations and Vendor Reference Checks

Our team will oversee the interview and demonstration process, as well as the reference checking process, to assist the County's Selection Committee with vendor selection. This project task will include the following:

- Facilitate system demos for all the vendors on the Vendor Shortlist.
 - Supply **System Demonstration Scripts** to the vendors that the presenters will follow, ensuring that the most critical requirements from the Requirements Traceability Matrix (RTM) are demonstrated during the presentation.
 - Supply interactive **System Demonstration Scorecards** to the Selection Committee to guide their evaluation of the system demonstrations.

- Ensuring demonstrations address department-specific needs, such as financial workflows for the Auditor's Office or compliance tracking for Human Resources.
- Reach out to the shortlisted vendors to schedule on-site or virtual system demonstrations.
- Be present on-site or virtually during system demonstrations to ensure the Selection Committee understands each system's functionalities, as well as each vendor's work ethic and culture.
- Facilitate reference checks for all the vendors on the Vendor Shortlist.
 - Schedule calls with vendors' ERP system clients, using a quantifiable rubric to score each reference's experience with the solution's effectiveness, the implementation process, and the value their organization has gained from the system.
 - Follow up with references (as needed) to help the Selection Committee gain further insight.
- Maintain documentation of all the final scores given to each vendor from the RTM Analysis, Proposal Evaluation Scorecards, System Demonstration Scorecards, and reference check scores in a comprehensive **Vendor Evaluation Summary Workbook** to aid in the final decision-making process.

4.3 Contract Negotiations

Our team will facilitate the contract negotiations process between the County and the selected vendor. This project task will include the following:

- Meet with the County's Selection Committee once all system demos and reference checks are finished.
- Provide our professional recommendation for the vendor that we believe will fulfill the County's requirements and ultimately be the best fit for the County.
- Correspond with the vendor(s) to request and secure their Best and Final Offers (BAFO).
- Obtain official approval on vendor selection once the Selection Committee has agreed on a vendor.
- Assist with the presentation for the selection and award of the chosen vendor.
- Review the contract language, Statement of Work, and final pricing.
 - Request modifications (as needed), based on feedback from the County.
 - Ensure the County reviews and validates the final agreement document.

/ 5 Implementation Planning

5.1 Strategic Action Plan

Before the implementation, our team will meet with the selected vendor and key stakeholders

representing the County to prepare for the ERP system implementation. Our team will create a strategic action plan aligned with County requirements. For this task our primary goal is to prepare to guide the County seamlessly through the implementation, ensuring that each step is anchored in clarity, efficiency, and a shared vision of transformation that is in alignment with the executive project sponsors' vision for the County's future state. This project task will include the following:

- Develop an **Implementation Plan**, which will outline each phase of the implementation, including anticipated costs and timeframes, anticipated staff resources needed, and recommendations for how staff members can balance their current workloads with the workload demands related to implementation.
- Develop a **Communications Plan**, which will include the type of communication, the group that will be communicating with, the purpose of the communication, the frequency of the communication, and the method of communication.
- Plan for providing continuous feedback loops to adjust strategies and respond to challenges.
- **Department-Specific Preparation:**
 - **Auditor's Office:**
 - Collaborate with the department to test financial workflows and automate reconciliations and compliance reports.
 - **Budget Risk Management:**
 - Pilot risk assessment tools for real-time budget monitoring and scenario analysis.
 - **Human Resources:**
 - Design and test automated onboarding and compliance tracking tools.
 - **Purchasing:**
 - Pilot procurement workflows with high-priority vendors.
 - **Tarrant County Clerk:**
 - Phase historical record digitization and test indexing workflows.
- Ensure that adequate, qualified staff resources from all project teams will be available to support the County, monitoring the rollout of new systems and processes to ensure a smooth transition.
- Engage department-specific leads to align the implementation strategy with operational needs

5.2 Change Management Support

Our team will deliver comprehensive change management support using ProSci change management models and best practices from our extensive experience in implementation projects. This project task will include the following:

- Conduct in-person or virtual workshops to educate stakeholders on change management principles and their roles in the process.
- Provide tools and resources to help stakeholders manage change effectively within their teams.
- Offer coaching sessions for leaders to equip them with the skills needed to lead their teams through the transition.
- Establish feedback mechanisms to monitor the progress of change management efforts and make necessary adjustments.
- Empower key stakeholders to become advocates for the new system, fostering a culture of acceptance and enthusiasm.
- Develop a **Change Management Plan**, which will prepare County staff using the new software for the changes ahead, set appropriate expectations for these users, and describe how we will manage any resistance identified by these users.

5.3 Implementation Phase Kick-Off

Our team will mark the inception of the implementation phase of the project with a kick-off presentation to engage the County's project team, synchronizing expectations and goals, and providing vital information about the next steps in the process of implementing the newly selected ERP system. This project task will include the following:

- Hold a kick-off meeting with representatives from the selected vendor and the County's project sponsors to facilitate introductions, assimilate project expectations, answer questions, and present the Implementation Plan, Communications Plan, and Change Management Plan.

/ 6 Implementation Management

6.1 Configuration Management

Our team will coordinate with the County and the selected vendor to ensure the success of system configuration and integration. This project task will include the following:

- Ensure that all data, controls and permissions, and workflows are properly configured across all the modules within the new ERP system.
- Ensure that all required software systems are properly integrated with the new ERP system.
- Support the County's project team throughout the system configuration and integration process.
- Share all workstream configuration documents with the team utilizing the Virtual Project Hub.

6.2 System Testing Management

Our team will work with the County and the selected vendor to ensure the success of system testing. This project task will include the following:

- Ensure the success of data verification and data validation efforts, employing expertise from within the Avèro project team and communicating with County stakeholders about the migration and conversion of the data necessary to move to the next phases of system testing.
- Engage in initial system testing in cooperation with the selected vendor.
 - Conduct initial testing on the system's operability and effectiveness.
 - Ensure that the required system functionalities across all modules are operable and that automated workflows are functioning correctly.
 - Document any system requirements that are not executable by our testing team and report them to the vendor for required system maintenance before System Integration Testing and User Acceptance Testing with County staff begins.
- Manage System Integration Testing.
 - Work with the selected vendor to schedule testing sessions with the right County stakeholders.
 - Be present during the System Integration Testing sessions to document progress and escalate any issues with the vendor team or the software solutions that are uncovered during the sessions.
- Oversee User Acceptance Testing
 - Facilitate the selection of a group of stakeholders for User Acceptance Testing across the County's departments to test all system requirements across all modules, in accordance with the County's contract with the vendor.
 - Provide **System Test Scripts** to the County's testing team with instructions showing what will be performed on the system to ensure that it functions as promised before End-User Training begins.
 - Monitor the user experience regarding system functionalities, system navigation, and automated workflows.
 - Document any system requirements that are not executable by the County's testing team and report them to the vendor for required system maintenance before End-User Training with County staff begins.

6.3 Training Support

Our team will coordinate with the County and the selected vendor to ensure the success of End-User Training. This project task will include the following:

- Provide **Quick Reference Guides** to the County's end-user community that include clear, brief instructions for how to use various aspects of the new ERP system – with the goal of introducing tasks to the end-users who will execute them.
- Assist with providing interactive End-User Training to the County's end-user community that best meets their training needs.

- Ensure that end-users receive appropriate levels of training, depending on how much they will use the system.
- Schedule subsequent training sessions (as needed) for any end-users who desire them.

6.4 Standard Operating Procedures

Standard Operating Procedures (SOPs) document the best practices and workflows that incorporate the new system's features, making it easier for staff to adapt to changes and perform their tasks efficiently. Clear and detailed SOPs help minimize disruptions, reduce errors, and enhance productivity by providing a reliable reference for all users.

Our team will develop **Standard Operating Procedures** to the County's end-user community that include detailed step-by-step instructions for how to use various aspects of the new ERP system – with the goal of enabling end-users to execute their tasks uniformly and efficiently without reverting to habits that may have been formed as a result of the previous ERP environment. This project task will include the following:

- Collaborate with the vendor and County stakeholders to synthesize detailed information about the new system and its applications in the County's daily operations.
- Create customized SOPs to reflect the specific needs and workflows of each functional area within the organization.
- Validate the SOPs with stakeholders to ensure accuracy and completeness.
- Train users to utilize the SOPs effectively to navigate the new ERP environment.
- Create an ongoing framework to empower the County to update and refine the SOPs as needed, ensuring they remain relevant and effective as the system receives new software updates and the County evolves.

6.5 Go-Live Support

Our team will coordinate with the County and the selected vendor to provide onsite support during the Go-Live event for each module of the new ERP system. By project managing Go-Live, we will serve as the support liaison between the County and the vendor. We will document any issues that County staff experience, including any issues related to system functionality, navigation, workflow execution, or integration, and subsequently manage the resolution of all documented issues with the vendor.

- **Department-Specific Go-Live Support:**
 - **Auditor's Office:**
 - Ensure financial workflows and dashboards operate seamlessly.
 - **Budget Risk Management:**
 - Verify real-time monitoring tools and risk alerts function as intended.
 - **Human Resources:**

- Validate onboarding tools and compliance tracking alerts.
- **Purchasing:**
 - Monitor vendor management tools and automated requisition workflows.
- **Tarrant County Clerk:**
 - Oversee digitized record accessibility and public portal performance.

6.6 Post Go-Live Support

Our team will coordinate with the County and the selected vendor to provide virtual support during the Post Go-Live period. By project managing Post Go-Live, we will continue to act as a support liaison between the County and the vendor. For a period of time following the Go-Live event, we will continue to document any issues that County staff experience, including any issues related to system functionality, navigation, workflow execution, or integration, and subsequently manage the resolution of all documented issues with the vendor. Furthermore, we will authorize system acceptance for the project closeout and oversee the knowledge transfer of all final project notes and deliverables to the County.

- **Department-Specific Go-Live Support:**

- **Auditor's Office:**
 - Refine financial reporting workflows based on user feedback.
- **Budget Risk Management:**
 - Adjust risk models and dashboards as needed.
- **Human Resources:**
 - Address employee portal navigation issues and compliance tool updates.
- **Purchasing:**
 - Review vendor performance data and procurement KPIs for accuracy.
- **Tarrant County Clerk:**
 - Monitor digitized system performance and ensure public access meets expectations.

Additional Strategic Services

At Avèro Advisors, we pride ourselves in our ability to provide the flexibility that Tarrant County needs. Because every project is unique, we are happy to further customize the County's project roadmap to suit its needs and desires. We welcome the County to request a custom scope of work that includes any of the **Additional Strategic Services** we provide, listed below.

- ITSP** IT Strategic Planning
We help organizations develop comprehensive IT strategies to align technology initiatives with business goals, ensuring efficient and effective use of resources.
- PMO** On-Call IT Project Management Services
We offer flexible, on-call project management support to help you successfully plan, execute, and complete IT projects on time and within budget.
- IMS** Identity Management System Consulting
Our consulting services extend to the assessment and implementation of identity management systems to simplify security, access control, and workflow design.
- OCM** Organizational Change Management Consulting
We provide guidance and strategies to help public sector organizations manage and adapt to the changes that accompany technology transitions.
- AI** Artificial Intelligence Consulting
Our team provides expert advice on artificial intelligence and how introducing AI-enabled technology to public sector organizations can streamline operations without compromising security or governance.
- T&W** Trainings and Workshops
Our experts are equipped to provide engaging hands-on and virtual trainings and workshops to enhance your team's skills and knowledge in various IT and management areas.

Cybersecurity Assessments

- SEC We conduct thorough cybersecurity assessments to identify vulnerabilities, recommend improvements, and help you safeguard your organization against cyber threats.
- L&D **Team Leadership and Professional Development**
We provide tailored leadership development programs and work planning strategies to enhance team performance and develop professional skills that support organizational goals.
- BCP **Business Continuity Planning**
We assist organizations in developing and implementing robust disaster recovery and business continuity plans to ensure critical operations can continue in the face of disruptions.
- GOV **IT Governance and Compliance**
Our services include establishing and maintaining IT governance frameworks. IT governance provides multiple benefits including ensuring compliance with relevant regulations and standards.

Project Milestone Chart

Avèro Advisors proposes the following hourly rates and the following estimated project costs in order to complete the **Annual Contract for Enterprise Resource Planning Advisory** project for Tarrant County.

We are committed to working closely with the County to ensure that the project does not exceed the proposed cost. If any project tasks outside the scope of the initial contract arise, they will be billed separately at the individual rates, upon prior written approval from Tarrant County and Avèro Advisors. Invoices for completed services will be submitted monthly by Avèro Advisors.

The **Milestone Chart** (subject to input from the County's project sponsors) details the estimated cost of each project phase based on the estimated hours of work each role on the Proposed Project Team will perform over the course of each project task.

Avèro Vision Program Milestone Chart					
	VP Client Success	Director Client Success	Project Manager	Consultant	Total Hours
	52	144	336	668	
	Hours	Hours	Hours	Hours	
DISCOVERY	52	144	336	668	100%
Project Management	4	8	16	24	4%
Project Planning & Kick-Off	2	4	8	12	2%
Virtual Project Hub	2	4	8	12	2%
Discovery & Visioning	48	136	320	644	96%
Current-State Discovery	16	32	80	160	24%
Current-State Business Process Mapping	8	32	72	146	22%
Future-State Visioning	8	20	56	112	16%
Future-State Business Process Mapping	8	32	72	146	22%
Needs Assessment	8	20	40	80	12%

Assumptions

The following assumptions were used as the foundation for Avèro Advisors' methodology, pricing, and project timeline estimates. If any of these assumptions change, adjustments may be required to scope, timeline, or pricing to accommodate project needs.

1. **Existing Documentation & System Access:** We assume that Tarrant County will provide access to relevant ERP documentation, system configurations, and financial process workflows at the project's onset. This includes any existing system documentation, business process maps, financial policies, and historical reports that may aid in discovery sessions.
2. **Stakeholder Availability & Engagement:** We assume that key stakeholders (County Auditor, Budget Risk Management, Human Resources, Purchasing, and the County Clerk) will be available as scheduled for discovery sessions, process mapping, and validation reviews. Delays in availability may extend the project timeline.
3. **ERP System Stability & Data Integrity:** We assume that the current SAP ERP environment is stable and functional during the assessment phase, and that historical data is accessible for review. Significant system issues or data retrieval limitations may impact discovery and analysis efforts.
4. **No Major Process Overhauls Before Assessment Completion:** We assume that Tarrant County will not make significant process changes or system modifications during the assessment phase. If major system updates, workflow adjustments, or departmental reorganizations occur mid-project, additional effort may be required for realignment.
5. **Commissioners Court Scheduling:** We assume that the Commissioners Court presentation will occur within the proposed project timeline (estimated for the week of September 1, 2025). If scheduling conflicts arise that require a substantial delay, additional coordination efforts may be necessary.
6. **Departmental Scope and Participation:** We assume that the departments outlined in the Statement of Work (County Auditor, Budget Risk Management, Human Resources, Purchasing, and the County Clerk) are the primary focus of this assessment. If additional departments need to be included, Avèro Advisors will work with Tarrant County to adjust the scope, timeline, and pricing accordingly.

These assumptions form the basis for our proposed approach, cost structure, and project duration. If any of these factors change significantly, Avèro Advisors will work with Tarrant County to reassess scope, adjust expectations, and provide revised estimates as needed.

RACI

Project Tasks	Start Date	End Date	Duration (Days)	Action	Auditor's Office	Budget Risk Management	Human Resources	Purchasing	Tarrant County Clerk	Department	Court	Commissioners
Project Management												
Use County stakeholders involved in the engagement	4/1/25	4/7/25	5	R	C	C	C	C	C	C	C	I
Develop a stakeholder register	4/6/25	4/14/25	5	R	C	C	C	C	C	C	C	I
Identify roles and responsibilities for County leaders	4/6/25	4/14/25	5	R	C	C	C	C	C	C	C	I
Discuss weekly project status reports	4/13/25	4/20/25	2	R	C	C	C	C	C	C	C	I
Determine a meeting time for weekly project update meetings	4/16/25	4/23/25	2	R	C	C	C	C	C	C	C	I
Launch the Virtual Project Hub	4/22/25	4/24/25	3	R	C	C	C	C	C	C	C	I
Introduce Project Team to the Scope of Work	4/29/25	4/29/25	1	R	C	C	C	C	C	C	C	I
Present detailed project work plan	4/29/25	4/29/25	1	R	C	C	C	C	C	C	C	I
Current State Discovery												
Collect current state documents	4/29/25	5/19/25	15	R	A	A	A	A	A	A	A	I
Evaluate County's SAP modules	4/29/25	4/30/25	2	R	C	C	C	C	C	C	C	I
Develop a Business Process Inventory	4/29/25	5/2/25	3	R	C	C	C	C	C	C	C	I
Field Current State Discovery Sessions	5/6/25	5/16/25	2	R	C	C	C	C	C	C	C	I
Assess Auditor's Office financial workflows	5/19/25	5/19/25	5	R	A	A	A	A	A	A	A	I
Evaluate Budget & Risk Management processes	5/19/25	5/19/25	5	R	A	A	A	A	A	A	A	I
Review HR processes and SAP SuccessFactors integration	5/19/25	5/19/25	5	R	A	A	A	A	A	A	A	I
Analyze Purchasing workflows and SAP Ariba integration	5/19/25	5/19/25	5	R	A	A	A	A	A	A	A	I
Assess Tarrant County Clerk financial workflows and integration	5/19/25	5/19/25	5	R	A	A	A	A	A	A	A	I
Milestone 1 - Production of a Current State Process Map												
Map current state business processes	5/20/25	6/25/25	15	R	C	C	C	C	C	C	C	I
Diagram and document current state workflows	6/10/25	6/10/25	5	R	C	C	C	C	C	C	C	I
Identify inefficiencies, such as bottlenecks and duplications	6/10/25	6/10/25	5	R	C	C	C	C	C	C	C	I
Validate future state business process maps	6/17/25	6/23/25	5	R	A	A	A	A	A	A	A	I
Future State Visioning												
Conduct best practices review	6/24/25	7/19/25	12	R	C	C	C	C	C	C	C	I
Review ERP marketplace	6/25/25	6/26/25	2	R	C	C	C	C	C	C	C	I
Hold future state visioning sessions	6/25/25	7/13/25	7	R	A	A	A	A	A	A	A	I
Define future state financial reporting and treasury management for Auditor's Office	7/14/25	7/19/25	4	R	A	A	A	A	A	A	A	I
Identify automated compliance and budget approval workflow for Budget & Risk Management	7/14/25	7/19/25	4	R	A	A	A	A	A	A	A	I
Develop streamlined HR processes with automation and self-service tools	7/14/25	7/19/25	4	R	A	A	A	A	A	A	A	I
Enhance transparency and compliance in purchasing workflow	7/14/25	7/19/25	4	R	A	A	A	A	A	A	A	I
Define the ideal financial transaction and reconciliation process for the Tarrant County Clerk	7/14/25	7/19/25	4	R	A	A	A	A	A	A	A	I
Milestone 2 - Production of a Future State Process Map												
Identify inefficiencies and positive impacts of a modernized solution	7/19/25	8/10/25	3	R	C	C	C	C	C	C	C	I
Map future state business processes	7/19/25	7/26/25	5	R	C	C	C	C	C	C	C	I
Diagram and document future state workflows	7/19/25	8/14/25	5	R	C	C	C	C	C	C	C	I
Validate future state business process maps	8/19/25	8/19/25	5	R	A	A	A	A	A	A	A	I
Milestone 3 - Production of Final Recommendation Report												
Conduct SWOT Analysis	8/19/25	8/19/25	5	R	C	C	C	C	C	C	C	I
Perform Gap Analysis	8/19/25	8/26/25	5	R	C	C	C	C	C	C	C	I
Identify modernization opportunities	8/26/25	9/1/25	5	R	C	C	C	C	C	C	C	I
Provide 10-Year TCO comparison	9/1/25	9/1/25	5	R	C	C	C	C	C	C	C	I
Finalize Needs Assessment	9/16/25	9/23/25	5	R	A	A	A	A	A	A	A	I
Milestone 4 - Presentation to Commissioners Court												
Presentation to Commissioners Court	9/23/25	9/23/25	6	R	C	C	C	C	C	C	C	I



TAKINGS IMPACT ASSESSMENT CHECKLIST

Complete this form for any county action that involves the adoption of a regulation, policy, guideline, court resolution, or order.

Project/Regulation Name: RFP No. F2025048 - Annual Contract for Enterprise Resource Planning Advisory Services - Countywide - Avero Advisors - Per Contract Terms

County Department: PURCHASING

Contact Person: Melissa Lee, C.P.M., A.P.P.

Phone Number for Contact Person: (817) 884-3245

Type of TIA Performed: SHORT TIA or FULL TIA. Circle one after answering the questions in Sections II and III below.

I. Stated Purpose

Attach to this checklist an explanation of the purpose of the regulation, policy, guideline, court resolution, or order.

Note: The remainder of this Takings Impact Assessment Checklist should be completed in consultation with the Criminal District Attorney's Office.

II. Potential Effect on Private Real Property

1. Does the county action require a physical invasion, occupation, or dedication of real property?

Yes _____ No ✓

2. Does the county action limit or restrict a real property right, even partially, or temporarily?

Yes _____ No ✓

If you answered yes to either question, go to Section III. If you answered no to both, STOP HERE and circle SHORT TIA at the top of the form.



**COMMISSIONERS COURT
COMMUNICATION**

COURT ORDER NUMBER 144961
PAGE 1 OF 63
DATE: 4/2/2025

**SUBJECT: RFP NO. F2025048 - ANNUAL CONTRACT FOR ENTERPRISE
RESOURCE PLANNING ADVISORY SERVICES - COUNTYWIDE -
AVERO ADVISORS - PER CONTRACT TERMS**

COMMISSIONERS COURT ACTION REQUESTED

It is requested that the Commissioners Court award RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services, to Avero Advisors at the per contract terms and approve contract.

BACKGROUND

Notice of the County's intent to bid was advertised in local newspapers, as required by State statute, and posted on the Internet, the Arlington Black Chamber of Commerce, the Fort Worth Hispanic Chamber of Commerce, the Fort Worth Metropolitan Black Chamber of Commerce, and the Tarrant County Asian American Chamber of Commerce. Seven hundred twenty-seven (727) vendors were contacted and requested to participate in this proposal process. All documents pertaining to this RFP were posted on the Tarrant County website and were downloaded by interested parties. A pre-proposal conference held on December 9, 2025, was attended by thirteen (13) vendors and well as representatives from Budget and Risk Management, County Auditor, Human Resources, Information Technology and Purchasing. Five (5) proposals and six (6) no-bids were received.

Proposals were evaluated by Budget and Risk Management, County Auditor, Human Resources, Information Technology, and Purchasing representatives. Evaluations were based upon the criteria and processes set forth in the RFP.

The top three (3) vendors were invited to provide best and final offers as well as provide presentations on February 6, 2025. The best and final offer resulted in a \$3,400.00 reduction in the potential final cost of the project from Avero Advisors. The Evaluation Committee then rescored the vendor proposals based on the criteria according to the processes set forth in the RFP specifications.

The proposal received from Avero Advisors meets all specifications and is acceptable to Budget and Risk Management, County Auditor, Human Resources, and Information Technology.

The term of the contract is twenty-four (24) months, effective April 2, 2025.

The purpose of this contract is to provide advisory services to help select either an upgrade or replacement solution for Tarrant County's Enterprise Resource Planning system.

SUBMITTED BY	Purchasing	PREPARED BY:	James Bocks, CPPB
		APPROVED BY:	Christopher Lax, CPSM, CPSD, CPCP



COMMISSIONERS COURT COMMUNICATION

REFERENCE NUMBER: 144961 DATE: 4/2/2025 PAGE 2 OF 63

Therefore, it is the joint recommendation of Budget and Risk Management, County Auditor, Human Resources, Information Technology, and Purchasing that RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services, be awarded to Avero Advisors at the per contract terms.

The contract is attached for approval and signature. The Criminal District Attorney's Office reviewed this contract as to form.

FISCAL IMPACT

Funding in the amount of \$216,000 is available in account 10000-2025 General Fund/1810220000 IT Project Management Office/569011 Professional Services

RFP No. F2025048 Annual Contract for Enterprise Resource Planning
Advisory Services
Phase 1 Scores

		Gartner, Inc. Stamford, CT HUB: No	International Consulting Acquisition Corp. Stamford, CT HUB: No
Evaluation Criteria	Max. Points	Score	Score
Company Experience	50	42.08	37.92
Service Summary	34	28.48	25.08
Staff Plan	16	14.16	12.00
Total Score	100	84.72	75.00

		Avero Advisors Maryville, TN HUB: Yes	Berry, Dunn, McNeil & Parker, LLC Portland, ME HUB: No
Evaluation Criteria	Max. Points	Score	Score
Company Experience	50	35.42	28.75
Service Summary	34	23.63	23.63
Staff Plan	16	11.76	12.00
Total Score	100	70.81	64.38

		Tachyon Technologies, LLC Southlake, TX HUB: No
Evaluation Criteria	Max. Points	Score
Company Experience	50	27.92
Service Summary	34	18.79
Staff Plan	16	9.28
Total Score	100	55.99

Notes: No Bids were received from Southwest Materials Handling Co, ODP Business Solutions, OLIVARES ELECTRIC OF EL PASO, LLC, DSI Medical Services Inc, Ruimveldt Park Creations, and SECURITY MINDS INC.

RFP No. F2025048 Annual Contract for Enterprise Resource Planning Advisory Services

Phase 2 Scores

Award

		Avero Advisors Maryville, TN HUB: Yes	Gartner, Inc. Stamford, CT HUB: No
Evaluation Criteria	Max. Points	Score	Score
Company Experience	30	<u>24.25</u>	25.75
Service Summary	20	<u>18.35</u>	16.45
Staff Plan	10	<u>8.35</u>	7.95
Pricing	35	<u>35.00</u>	19.67
References	5	<u>4.85</u>	5.00
Total Score	100	<u>90.80</u>	74.82

		International Consulting Acquisition Corp. Stamford, CT HUB: No
Evaluation Criteria	Max. Points	Score
Company Experience	30	19.00
Service Summary	20	10.35
Staff Plan	10	5.15
Pricing	35	27.28
References	5	4.00
Total Score	100	65.78

Notes: No Bids were received from Southwest Materials Handling Co, ODP Business Solutions, OLIVARES ELECTRIC OF EL PASO, LLC, DSI Medical Services Inc, Ruimveldt Park Creations, and SECURITY MINDS INC.

Kimberly M. Buchanan, CPA
Tarrant County Auditor

Linda R. Castillo
First Assistant County Auditor



Office of the Tarrant County Auditor
100 E. Weatherford, Room 506
Fort Worth, Texas 76196-0103

Phone (817) 884-1205
Fax (817) 884-1104

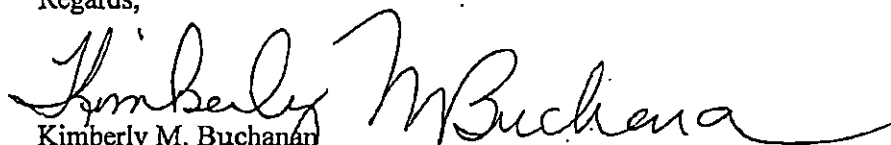
March 17, 2025

James Bocks, Senior Contract Administrator
Tarrant County Purchasing Department
100 East Weatherford, Suite 303
Fort Worth, Texas 76196

Dear James –

This letter is regarding F2024048 – Contract for Enterprise Resource Planning Advisory Services. After reviewing proposals received and interviews conducted; the evaluation team recommends awarding to Averro Advisors.

Regards,


Kimberly M. Buchanan
Tarrant County Auditor



TARRANT COUNTY

Department of Human Resources
Roxie Held
Director

Civil Service
Administration

March 13, 2025

James Brock, MBA, CPPB
Tarrant County Purchasing Department
100 E. Weatherford Street, Suite 303
Fort Worth, Texas 76196

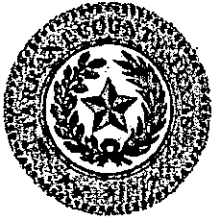
Dear James,

This letter is regarding the award for IFB# F2025048, Annual Contract for Enterprise Resource Planning Advisory Services for Resource Planning Advisory Services. Upon reviewing the contract/bids that your department received and subsequently submitted to our department, I am pleased to recommend that the contract be awarded to your team.

Sincerely,

A handwritten signature in black ink that reads "Roxie Held". The signature is written in a cursive, flowing style.

Roxie Held
Human Resources Director



INFORMATION TECHNOLOGY
*Empowering Innovation
Driving Excellence*

**Chief Information
Officer**
André Mendes

**Executive Assistant
to CIO**
Cecilia Webb

Deputy CIO

**Information Security
Officer**
Russell Scott

**Project Portfolio
Management Office
Director**
Adepeju Ajunwon

**IT Service Delivery
Director**
Carolyn J. Bogan

**Network & Data
Center Infrastructure
Director**
Anthony Jackson

**Business Application
Development & Support
Director**
Michael Webb

3/13/2025

James Bocks
Senior Contracts Administrator
100 E. Weatherford Street, Suite 303
Fort Worth, Texas 76196

Re: F2025048 - Annual Contract for Enterprise Resource Planning Advisory
Services

Dear Mr. Bocks:

After evaluation of the information provided in the responses, Tarrant
County Information Technology Department recommends award of RFP
F2025048 to Averro, LLC dba Averro Advisors.

Very sincerely,

Michael Webb
Business Application Development & Support Director

*Our vision is to be the best IT
organization in state and
local government within the
United States.*

200 Taylor Street
Fort Worth, TX 76196

Phone: 817.804.3888
Fax: 817.212.3060

www.tarrantcountytx.gov



TARRANT COUNTY PURCHASING DEPARTMENT

100 E. Weatherford St. #303 • Fort Worth, TX 76196 • (817) 884-1414 • (817) 884-2629 (Fax)

Melissa Lee, C.P.M., A.P.P.
Purchasing Agent

Chris Lax, MS.SCM, CPSM, CPSD, CPCP
Assistant Purchasing Agent

March 17, 2025

James Bocks, CPPB
Tarrant County Purchasing
100 E. Weatherford, Suite 303
Fort Worth, Texas 76196

Mr. Bocks:

This letter regards RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services, for the County Auditor's Office.

Having reviewed the proposals submitted, the Purchasing Department recommends that this RFP be awarded to Avero Advisors based upon its high ranking in the evaluation procedure.

Sincerely,

A handwritten signature in cursive script, appearing to read "Melissa Lee".

Melissa Lee, C.P.M., A.P.P.
Purchasing Agent



TARRANT COUNTY
BUDGET AND RISK MANAGEMENT

HELEN H. GIESE
DIRECTOR

March 19, 2025

James Bocks, CPPB
Tarrant County Purchasing
100 E. Weatherford Street, Suite 401
Fort Worth, Texas 76196

Dear Mr. Bocks –

This letter is regarding RFP No. F2025048, Annual Contract for Enterprise Resource Planning Advisory Services.

After reviewing the submitted proposals, Budget and Risk Management recommends this RFP be awarded to Avero Advisors.

Sincerely,

A handwritten signature in black ink, which appears to read "Helen H. Giese". The signature is fluid and cursive, with the first and last names being more prominent.

Helen H. Giese
Director
Budget and Risk Management

THE STATE OF TEXAS § Agreement for F2025048 Annual Contract for Enterprise
COUNTY OF TARRANT § Resource Planning Advisory Services

This Agreement is by and between Tarrant County, Texas (the "County"), and Avero Advisors (the "Vendor"). In consideration of the mutual promises and agreements contained herein, the County and Vendor agree as follows:

1. The Vendor will perform the work required by and described in the Contract Documents listed in Section 8 below of the Agreement, generally titled "F2025048 Annual Contract for Enterprise Planning Advisory Services" (the "Project").
2. The work herein contemplated will consist of the Vendor furnishing, as an independent contractor, all labor, tools, appliances, equipment and materials necessary for the completion of the Project in accordance with the specifications prepared by Tarrant County and are attached to this Agreement and made a part of this Agreement the same as if written herein.
3. The Vendor hereby agrees and binds itself to commence work within Ten (10) days after "Notice to Proceed" issued by Tarrant County.
4. **Total Contract Price:** The County will pay the Vendor for the performance of the work required by the Contract Documents, the Total Contract Price of two-hundred and sixteen thousand dollars. The Total Contract Price consists of the following components:

Milestone 1 – Production of a Current State Process Map	\$	54,000.00
Milestone 2 – Production of a Future State Process Map	\$	54,000.00
Milestone 3 – Production of Final Recommendation & Report	\$	54,000.00
Milestone 4 – Presentation of Process & Recommendation to Commissioners Court	\$	54,000.00
Total Contract Price	\$	216,000.00

Vendor will submit an invoice for milestones only after County has provided written acceptance of milestone completion. In addition to the above listed contract price, this agreement includes an optional hourly rate of \$209.75 per hour. This hourly rate will only be used after completion of the project during the Tarrant County's solicitation process for an Enterprise Resource Planning system. Tarrant County does not guarantee any number of hours to be purchased. Additional hours will be requested on an as needed basis at the sole discretion of Tarrant County. All expenses are included in milestone and hourly rate pricing. No additional costs are to be charged to Tarrant County. Additional costs include, but are not limited to, travel, supplies, fuel, lodging, and food.

5. Milestone payments will be made to Vendor after performing the work associated with the milestone to Tarrant County's satisfaction. Tarrant County reserves the right to request additional work of the Vendor before payment is issued to ensure that work is completed to Tarrant County's satisfaction.
6. TO THE EXTENT PERMITTED BY TEXAS LAW, THE VENDOR AGREES TO FULLY INDEMNIFY, SAVE, AND HOLD HARMLESS THE COUNTY FROM ALL COSTS OR DAMAGES ARISING OUT OF ANY REAL OR ASSERTED CLAIM OR CAUSE OF ACTION AGAINST IT OF WHATSOEVER KIND OR CHARACTER AND IN ADDITION, FROM ANY AND ALL COSTS OR DAMAGES ARISING OUT OF ANY WRONGS, INJURIES, DEMANDS OR SUITS FOR DAMAGES, EITHER REAL OR ASSERTED, CLAIMED AGAINST IT THAT MAY BE OCCASIONED BY ANY ACT, OMISSION, NEGLIGENCE OR MISCONDUCT OF THE SAID VENDOR, ITS AGENTS, SERVANTS, AND EMPLOYEES. ALL VENUE FOR LITIGATION REGARDING THIS PROJECT IS IN THE STATE OR FEDERAL DISTRICT COURTS PHYSICALLY LOCATED IN TARRANT COUNTY, TEXAS.

7. Vendor acknowledges and agrees that in accordance with Section 2252.908 (b) – (c) of the Texas Government Code, it has fully, accurately, and completely disclosed all interested parties on the Texas Ethics Commission's Form 1295 attached and marked "Attachment A."
8. The Contract Documents consist of the following:
- This Agreement
 - Request for Proposal F2025048 Solicitation Documents
 - Avero Advisors response to Request for Proposal F2025048
 - Any exhibits attached hereto, conditions of the contract (special, supplementary and other conditions), all addenda issued prior to execution of this Agreement and all modifications issued subsequent thereto.

To the extent of an ambiguity among the various documents, this signed Agreement prevails. These documents collectively form the Contract, and all are as fully a part of the Contract as if attached to this Agreement or repeated herein.

This Agreement is effective upon the date written by the last party to sign it.

AVERO ADVISORS

VENDOR

Abhijit Verekar

(SIGNATURE)

BY: ABHIJIT VEREKAR

TITLE: CEO

Date: 3.17.25

Certification of Funds Available
for the Amount of \$216,000.00



Kimberly M. Buchanan

Tarrant County Auditor

SIGNED AND EXECUTED this _____ day of _____, 2025.

COUNTY OF TARRANT
STATE OF TEXAS

By: Separate Electronic Signature Page
Tim O'Hare
County Judge

APPROVED AS TO FORM:

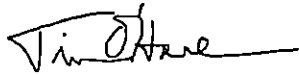
Kimberly Collist Wesley
Criminal District Attorney's Office*

*By law, the Criminal District Attorney's Office may only approve contracts for its clients. We reviewed this document as to form from our client's legal perspective. Other parties may not rely on this approval. Instead, those parties should seek contract review from independent counsel.

RFP No. F2025048 - Annual Contract for Enterprise Resource Planning Advisory Services -
Countywide - Averro Advisors - Per Contract Terms

SIGNED AND EXECUTED this 2 day of April, 2025.

**COUNTY OF TARRANT
STATE OF TEXAS**

A handwritten signature in black ink, appearing to read "Tim O'Hare", with a long horizontal flourish extending to the right.

Tim O'Hare
County Judge
4/10/2025