

# Boone County Purchasing

**Melinda Bobbitt, CPPO, CPPB**  
Director of Purchasing



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## MEMORANDUM

TO: Boone County Commission  
FROM: Melinda Bobbitt, CPPO, CPPB  
DATE: September 18, 2023  
RE: Request for Qualifications Award Recommendation: C000670 (Bid 24-05JUN23) – *Consulting Services for Permitting Software Selection*

Request for Proposal 24-05JUN23 – *Consulting Services for Permitting Software Selection* closed on June 5, 2023. Four proposal responses were received.

The evaluation committee consisted of:

Bill Florea, Director, Boone County Resource Management  
Thaddeus Yonke, Senior Planner, Boone County Resource Management  
Kelle Westcott, Budget Administrator, Boone County Resource Management  
Nicki Rinehart, Stormwater Coordinator, Boone County Resource Management  
Taylor Acton, Building Inspector, Boone County Resource Management

Recommendation for award is to SoftResources LLC of Kirkland, Washington per the attached Evaluation Report.

The initial award is for Phase I – Software Selection for \$113,600.00. It was be paid from:

1711-71100 / \$68,160 (budgeted \$64,000)  
2081-71100 / \$45,440 (budgeted \$40,000)

A Budget Revision was processed by Resource Management to cover the difference in budget versus actual cost.

ATT: Evaluation Committee Report

cc: RFQ File  
Bill Florea, RM

## Evaluation Report for Request for Qualifications

### 24-05JUN23 – Consulting Services for Permitting Software

#### OFFEROR #1: Advero Advisors

  X   It has been determined that **Advero Advisors** has submitted a **responsive** Statement of Qualifications meeting the requirements set forth in the original Request for Qualifications.

       It has been determined that **Advero Advisors** has submitted a **non-responsive** Statement of Qualifications.

#### Experience/Expertise of Offeror

Per Section *V. Response Requirements*. e.g., Ability to provide experienced staff; experience in project type; past performance on similar projects; qualified references for similar projects, etc.

#### Strengths:

- Meets the desired timeline for assessment and selection.
- The subconsultant is knowledgeable of MO zoning laws.
- The quote from our release shows they read the document.
- MBE certified in Tennessee.
- The subconsultant's former position should give good insight.
- High IT background with strong IT planning skills.
- Proposed project methodology shows a clear plan.
- Strong project management skills.
- Experience in business process analysis and design.
- City of Charlottesville Neighborhood Development process mapping and redesign.
- No vendor affiliation with software providers.
- No claims reported.
  - Hold sessions with those who use/will use permitting software.

#### Concerns:

- Smaller firm. While can be a good thing, it is sometimes concerning for experience and different viewpoints.
- Plan to use a subconsultant; knows State law regarding zoning, but we need them to understand local. SME is a subcontractor.
- Out of state. What is your proposed combination of on-site evaluation and on-site and virtual meetings?
  - Not addressed very well in Clarification #1 response,

- The company doesn't seem strong on permitting software procurement work. More IT/Enterprise focused. Business process analysis does not include/mention specific knowledge of municipal permitting processes. Seems to be a lot of focus on ERP solutions, with a SME with planning experience added. Describe projects performed for Missouri counties, and if no Missouri counties, describe project work for other counties outside Missouri.
  - Per Clarification #1 response, no Missouri counties. Blount County, TN, Union County, NC, Pittsylvania County, VA, Knox County, TN, Monroe County NY, Mendocino County, CA. Also, their proposed subconsultant for this project served as the Zoning Administrator for the City of Kirkwood, MO.
  - Mostly expanded on previously listed prior clients – most if not all selected or leaning toward Tyler – very Tyler heavy
- What is your familiarity with location-based permitting land management systems?
  - Per Clarification #1 response, they are familiar with the core functionality of each type of enterprise software system & the increased capacity for managing the community development process through the integration of ESRI's enterprise ArcGIS.
  - In answering this question specifically mentioned products Cityworks PLL & Tyler EnerGov. Are these the only ones with this function or the ones they are most familiar with?
- Two of the four examples provided for software implementation were awarded to Tyler Technologies. Why was Tyler selected both times?
  - Per Clarification #1 response, City of Dixon did the selection of Tyler Technologies because same as ERP and Avero Advisors was selected to provide project management during implementation. For Blount County, Tyler Technologies was selected based upon its ability to meet the greatest number of functional requirements as defined by Avero Advisors.
- Their only referenced project involving permit processing is a city. Do you have any experience with counties on permit processing?
  - Per e-mail dated 6/29/23, Blount County, TN, Union County, NC, Pittsylvania County, VA; and Mendocino County, CA. Can we tell if any of these are similar to Missouri 1<sup>st</sup> class Counties?
- Contract with selected vendor might be too late for budget because of proposed timeline.
 

What assumptions were used to develop your proposed timeline?

  - Per Clarification #1 response, 6-month schedule based on past experience.
  - Added expect implementation to take at least 12 months-but is dependent on software selected.
- How do you assess user-friendliness in your proposed software solutions for multiple levels of employees and the public?
  - Addressed in Clarification #1 response.
  - Depend on a script which vendors must follow for all demonstrations.

**Summary:** Was not selected for short-list for presentation/interview.

## OFFEROR #2: BerryDunn

  X   It has been determined that **BerryDunn** has submitted a **responsive** Statement of Qualifications meeting the requirements set forth in the original Request for Qualifications.

       It has been determined that **BerryDunn** has submitted a **non-responsive** Statement of Qualifications.

## Experience/Expertise of Offeror

Per Section *V. Response Requirements*. e.g., Ability to provide experienced staff; experience in project type; past performance on similar projects; qualified references for similar projects, etc.

### Strengths:

- Quick implementation schedule.
- Close proximity with experience helping jurisdictions in Missouri.
- Over 15 years of experience offering permitting software consulting services.
- AICP-certified former municipal community development director providing subject matter expertise.
- In-state team member. Kala is already familiar with a lot of the County's requirements and regulations and could potentially provide valuable firsthand knowledge of what we're trying to do. She has local government experience.
- Group that works regularly with software providers to be aware of upcoming changes
- No subconsultants
- Team member with GIS experience
- Team member(s) with County government experience
- Team member with Community Development experience
- Past work prices seem affordable. Cites several projects completed within contracted budget.
- Acknowledge the difficulty in getting people to change & have a plan to focus on this. Prosci change management certification.
- Their work process includes observing us in the office & field so they will understand our challenges.
- Skills include change management, software planning, procurement, and implementation.
- No vendor affiliation with software providers.
- Experience with local government business process improvement directly referencing building and land use permit processes.
- No claims reported.

### Concerns:

- What is your proposed combination of on-site evaluation and on-site and virtual meetings?
  - Clarification #1 response includes three on-site trips staying over multiple days.
  - Sites a specific plan and includes flexibility& included information about plan to be on-site for implementation.
- Project team does not reference any projects with Missouri counties (pg. 19). Work listed has been cities, and mostly larger. Counties are a bit different. Describe projects performed for Missouri counties, and if no Missouri counties, describe project work for other counties outside Missouri.
  - Per Clarification #1 – no Missouri counties, but seven cities in Missouri, a school district and five state agencies. Provided five other state counties. Can we tell if these are comparable to 1<sup>st</sup> class counties?
- Project timeline:
  - List of work shows City of Hillsboro, OR – Permitting & Planning Software Consultation 8/2021 to present – almost 2 full years & not complete.
  - List of work shows City of Leander, TX – Development Process Review 1/2022 to 11/2022 – 10 months which is longer than we were hoping for with more to do.
  - Expect the project to take 10 months – longer than we want, but is our goal realistic?
  - What assumptions were used to develop your proposed timeline?
    - Per Clarification #1 response, based on past experience. Timeline outlined in BAFO #1.
    - Timeline seems reasonable and allows for Holidays – shows thoughtful planning.
- Subject Matter Experts (SMEs) are “as needed only” team members. Why are they not a core member of the project team for this project?
  - Per Clarification #, SMEs are pulled in as needed to support many project tasks.
- What is your familiarity with location-based permitting land management systems?
  - Per Clarification #1, they have conducted over two dozen system selection projects for permitting land management systems.
  - Also stated experience evaluating if vendors are able to link to non-addressed site and not only accepting info from GIS, but also populate GIS.
- How do you assess user-friendliness in your proposed software solutions for multiple levels of employees and the public?
  - Addressed in Clarification #1. Include users in the demonstrations. Plan to go on ride-a-longs and arrange process observation.

### **Interview / Clarification #2 Questions:**

How do you promote change management as a positive implementation.

Per Clarification #2, they did not discuss other than to cite adherence to Prosci principles.

Do you have examples or references where the permitting software and the ERP at the agency are different vendors. How easily did they integrate and work together afterwards.

All of their selection projects, their clients have selected a different software product than their current ERP with integration with their ERP.

Are you willing to do ride-a-longs with the field inspectors during current process analysis.

- Yes.
- Process mapping – no discussion of current state/future state.

Describe your implementation and training process for County staff.

Two options proposed: Full-Time Project Management or Implementation Oversight.

Describe how you manage software demonstrations to County staff.

Score short-list of vendors from RFP to determine who to receive presentations. Work with County on vendor demonstration scripts. Work with County procurement to coordinate the vendor demonstrations. Then conduct demonstrations.

Address County concern that subject-matter experts are “as needed” only members of the team.

They mentioned that it was addressed in Clarification #1. Subject matter experts will be pulled in to support many project tasks. They will be actively involved but not serve as the primary point of contact.

How do you ensure that the County’s requirements are integrated into the user friendliness assessment.

They mentioned that it was addressed in Clarification #1. Start by including multiple levels of employees in fact-finding meetings, conducting ride-a-longs and process observation. During the demonstration process, include participants beyond the core evaluation team so staff have the opportunity to provide input. Facilitate demonstrations and provide preparation documents to County staff.

Summary: Concerns about big team that is very compartmentalized (demonstrated by their presentation) and a regimented process. Includes a team member that the County has history with and this individual is only part-time. No confidence in SMEs being part time only.

Strengths included that in interview, they said what they were told in the office was different than what they saw in the field. Have a large depth of personnel and an individual that can communicate with our IT staff. Showed understanding of how government works with mentioning that codes may need to be changed with some of their potential recommendations. Have programs where they stay in touch with the software vendors so keep up with what is going on in that environment.



### OFFEROR #3: Plante Moran

  X   It has been determined that **Plante Moran** has submitted a **responsive** Statement of Qualifications meeting the requirements set forth in the original Request for Qualifications.

       It has been determined that **Plante Moran** has submitted a **non-responsive** Statement of Qualifications.

### Experience/Expertise of Offeror

Per Section *V. Response Requirements*. e.g., Ability to provide experienced staff; experience in project type; past performance on similar projects; qualified references for similar projects, etc.

#### Strengths:

- They have previous experience working with Boone County on the ERP selection, so they are familiar with the County's ERP software system. Has experience working with Central Square.
- Mentions experience in implementation of technologies that is appealing such as "Staff mobile access, Electronic plan Review, and Remote video inspection".
- Have provided permitting selection services to the City of Columbia
- 40+ years providing enterprise permitting and LMS software for regulatory management operations.
- Project team includes AICP, GIS certified staff, zoning code enforcement officer & planning professionals. Team includes a member with a former Development Services Assistant Manager.
- Large company with many locations.
- No vendor affiliation with software providers.
- Focused on vendors who use a GIS centric approach to case tracking. Defining Location-based Permitting very helpful-aligns with County's needs.
- No subconsultants.
- Team members cite experience working with counties.
- References improvements to customer service delivery.
- Multiple local government clients for land development software
- Have multiple potential software vendors they are in contact with (pg. 13).
- They offer staff development & training.
- Phases seem appropriate.
- Includes planning & zoning commission and other community member committees when developing design process.
- Promote planning for change management.

### **Concerns:**

- There are active claims against Plante Moran.
- Large company with many locations, closest appears to be Chicago.
- The 90-page proposal response seemed excessive. While thorough, it seemed excessively long.
- Out of state. Sounds like they prefer to work virtually. What is your proposed combination of on-site evaluation and on-site and virtual meetings?
  - Per Clarification #1 response, 30% work onsite and 70% remotely.
- The City of Columbia was listed as a client that Plante Moran assisted with the same type of project. Staff experience with the DHD portion of the City's product has not been a positive experience. Did the City of Columbia, Missouri select the consultant's recommended vendor?
  - Per Clarification #1 response, Plante Moran provided the City with guidance while maintaining objectivity by not scoring or recommending a specified vendor to the client.
- Were there suggestions made with the City of Columbia or Boone County that were not followed, resulting in negative consequences during or post implementation?
  - Per Clarification #1, Plante Moran was not an advisor for the ERP implementation phase. For the City, Plante Moran's involvement was restricted to the Financial and HCM implementation phases. They were not directly involved in advising or bear witness to the implementation activities, so their team is not aware of negative consequences that directly resulted from the City not adhering to their suggestions.
- Proposed timeline much longer than desired. What assumptions were used to develop your proposed timeline?
  - Addressed in Clarification #1 response.
  - Talks about demonstrations being a combination of in person & virtual. County prefers employees able to try.
- Describe permitting projects performed for Missouri counties, and if no Missouri counties, describe permitting project work for other counties outside Missouri.
  - Per Clarification #1 response, Boone County, Missouri. Seminole County, Florida.
  - Listed two organizations they are currently setting up demonstrations for and they were not the same four companies for both organizations.
- How do you assess user-friendliness in your proposed software solutions for multiple levels of employees and the public?
  - Address in Clarification #1 response.

### **Interview / Clarification #2 Questions:**

How do you promote change management as a positive implementation.

Per Clarification #2, they use the Prosci Change Management practices, and they outlined a thorough approach. Begin transition during assessment.

Do you have examples or references where the permitting software and the ERP are different vendors, and then how easily did they then integrate and work together afterwards.

Per Clarification #2 response, have worked on dozens of projects where this was the case. Currently working with Seminole County, Florida and Eastern Municipal Water District in California. Addressed the need to integrate with all systems: GIS, ERP, Website.

Are you willing to do ride-a-longs with the field inspectors during current process analysis.

Per Clarification #2, “yes”

Process Mapping – Identified mapping of current state and future state. Only firm to ask whether we had mapped our processes.

Describe your implementation and training process for County staff.

Reference back to page 69 of the RFP response.

Describe how you manage software demonstrations to County staff.

Will be on-site for demonstrations. Detailed approach outlined in Clarification #2 response.

Per your response to question #1 in Clarification #1 for the proposed combination of in-person and virtual. Would you be willing to do the vendor demonstration in-person?

Yes. The proposal response included four shortlisted vendors (8 hours).

Do you see benefit in being on-site during conversion to go-live?

Hybrid approach. On-site includes project initiation, discovery, and deliverable review activities, visioning sessions, facilitation of process maps, and facilitation of vendor demonstrations. Can be on-site for implementation. Proposal includes 25 onsite days.

Summary:

Regarding assessment and integration of external customer needs, Plante Moran has worked with trade organizations, conducted roundtables with frequent users, look at “pain points”, would explore this opportunity. They have a well-rounded team including an AICP subject matter expert that is a full-time member of the team. They clearly had done research about Boone County. They mentioned remote inspections and technological advances. Have programs where they stay in touch with the software vendors so keep up with what is going on in that environment. Stressed a phased implementation.



#### OFFEROR #4: SoftResources

  X   It has been determined that **SoftResources** has submitted a **responsive** Statement of Qualifications meeting the requirements set forth in the original Request for Qualifications.

       It has been determined that **SoftResources** has submitted a **non-responsive** Statement of Qualifications.

Consultants provided from the Kirkland, W A office.

#### Experience/Expertise of Offeror

Per Section *V. Response Requirements*. e.g., Ability to provide experienced staff; experience in project type; past performance on similar projects; qualified references for similar projects, etc.

#### Strengths:

- Services appear to come in at or below budget. Cites three projects with contract amount equal to or less than consultant estimate.
- No claims reported.
- Permitting software experience. Cites several permitting assessment and selection projects, including several counties.
- Core services focus on the competencies that we are looking for. A significant number of projects are performing the exact tasks that we are requesting.
- Information is presented in a concise manner but still covers what we asked.
- Addresses the need for change management.
- Mentions gap analysis multiple items. Explain the context in which you used the term gap analysis.
- No vendor affiliation with software providers.
- No subconsultants.
- Project team includes two members with Prosci Change Management Certification.
- Team contains a balance of members with requirements analysis and permit processing analysis experience.
- Provided a lot of detail about their implementation process than expected at this point, but the information is good.

#### Concerns:

- Out of state. What is your proposed combination of on-site evaluation and on-site and virtual meetings?
  - Provided a clear phased approach with a combination of virtual and on-site meetings in Clarification #1 response.

- The implementation phase does not include much on-site.
- What is your familiarity with location-based permitting land management systems?
  - Provided a listing of clients, both counties and cities for their experience with the assessment, evaluation, selection, and implementation of location-based permitting land management systems in Clarification #1 response.
- Project eight (8) months to complete project. What assumptions were used to develop your proposed timeline?
  - Based on experience. Timeline outlined in Clarification #1 response.
- No Missouri project work listed. Describe permitting projects performed for Missouri counties, and if no Missouri counties, describe permitting project work for other counties outside Missouri.
  - Per Clarification #1 response, none for Missouri counties. Description of work for Thurston County, WA, Whatcom County, WA and Bedford County, VA.
  - Mention “Best of Breed” for Bedford County – how did that work out?
- How do you assess user-friendliness in your proposed software solutions for multiple levels of employees and the public?
  - Addressed in Clarification #1 response.
- The reference for Thurston County was not possible to check. Courtne A. Wilson has a full mailbox so could not leave a voice mail. E-mail was sent which he/she never responded to. Tried to find other similar work for their clients, but their clients list do not specify if they are a City or County, so not sure who to contact.

### **Interview / Clarification #2 Questions:**

How do you promote change management as a positive implementation.

Per Clarification #2 request. For software selection, involve County staff in Discovery workshops, RFP Evaluation, Software Demos, and the final decision process. For implementation, build a project structure and governance plan to support change management. Build a communication plan right at the beginning.

They use the Prosci Change Management practices.

The learning that change is going to happen starts with the Discover Workshops, discussed change as a process that lasts post implementation.

Do you have examples or references where the permitting software and the ERP are different vendors, and how easily did they then integrate and work together afterwards.

Per Clarification #2, a County that is currently implementing the ERP and the new Permitting solution simultaneously (different vendors) with integration with ERP.

Are you willing to do ride-a-longs with the field inspectors during current process analysis.

Per Clarification #2, “yes” and will also schedule a session with Inspectors.  
Identified mapping of current state and future state. And, recognized that some procedural elements can only be changed after code changes.

Describe your implementation and training process for County staff.

Clearly outlined in Clarification #2 response.

Describe how you manage software demonstrations to County staff.

They will be on-site for demonstrations. Will provide a Demo Evaluation report that is completed by each team member. It will review the results and determines who will be elevated to the next step.

Do you see benefit in being on-site during conversion to go-live?

They find software selection activities of Discovery Workshops and software Demos are best with on-site. During implementation, Project Kickoff, Current state Analysis Review, and End User Training are best on-site. They are willing to accommodate our preferences and needs.

Summary:

Strengths: Seems as though they would be easy to work with from the interview. Shared a lot of knowledge in their interview.

For assessment and integration of external customer’s needs, would hold roundtables with “frequent fliers”, and would conduct a discovery session with them. SoftResources lacks a true SME but the team has several decades of experience in a state with a very high level of regulation. Stressed a phased implementation.

**SUMMARY:**

The evaluation committee's first review meeting was June 21, 2023. Following this meeting, the committee identified clarification questions for each Offeror. These clarification questions were e-mailed to the Offerors with a due date of June 29, 2023.



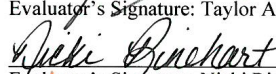
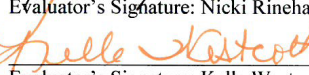
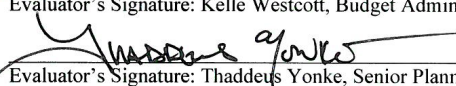
The evaluation committee met to review the clarification responses on July 24, 2023. The committee scored and short-listed and decided to interview the top three: BerryDunn (37 points), Plante Moran (36 points), and SoftResources (48 points). The interviews were held virtually on August 7 & 8.

The evaluation committee met to discuss Clarification #2 and the presentations that were received on August 8, 2023. Following this meeting, references were checked by Melinda Bobbitt, Purchasing Director the week of August 14 for all three vendors on the short-list.

The evaluation committee met on August 25, 2023 to review the reference checks and decide how to move forward. It was decided to request pricing proposals from BerryDun, SoftResources, and Plante & Moran.

The committee met on September 13, 2023 to review the pricing proposals. While it was discussed that all three short-listed firms can do the job and are very similar in most aspects of the project, they may approach those aspects a bit differently, but their services would be very similar. SoftResources offered the most competitive pricing.

**Recommendation for Award: SoftResources LLC**

	9/13/23
Evaluator's Signature: Bill Florea, Director, Resource Management	Date
	9/13/23
Evaluator's Signature: Taylor Actor, Building Inspector, Resource Management	Date
	9/13/23
Evaluator's Signature: Nicki Rinehart, Stormwater Coordinator, Resource Management	Date
	9/13/2023
Evaluator's Signature: Kelle Westcott, Budget Administrator, Resource Management	Date
	9/13/23
Evaluator's Signature: Thaddeus Yonke, Senior Planner, Resource Management	Date



## 1<sup>st</sup> Round of Scoring on 7/24/23

**EVALUATION REPORT FORM - 7/24/23 - used for initial short-list. Decided to interview the top three scores**

**PURCHASING DEPARTMENT - BOONE COUNTY - MISSOURI**  
**Request for Qualifications: 24-05JUN23 - Consulting Services for Permitting Software**  
Melinda Bobbitt, CPPO, CPPB, Director of Purchasing  
**SCORING TO CREATE SHORT-LIST**

NAME OF OFFEROR	Method of Performance (30 points)	Experience/Expertise of Contractor (20 points)	TOTAL SUBJECTIVE POINTS (50 pts.)
BerryDunn	22	15	37
Plante Moran	22	14	36
SoftResources	28	20	48
Avero Advisors	17	12	29

We hereby attest that the subjective points assigned to each offeror above were scored pursuant to the established evaluation criteria and represent our best judgement of the subjective areas of the offerors' proposals. We have attached a narrative, which highlights some, but not all, of the reasons for our evaluation of the proposals as indicated by the scores above. Our comments represent our opinions only and do not represent the position of the Purchasing Department of Boone County, MO or any other party.

## Scoring for Short-List of Offerors with Pricing Proposal

PURCHASING DEPARTMENT - BOONE COUNTY - MISSOURI  
**Request for Qualifications: 24-05JUN23 - Consulting Services for Permitting Software**  
 Melinda Bobbitt, CPPO, CPPB, Director of Purchasing

	NAME OF OFFEROR	Method of Performance (30 points)	Experience/Expertise of Contractor (20 points)	TOTAL SUBJECTIVE POINTS (50 pts.)	COST POINTS (50 pts.)	TOTAL POINTS (Max 100 pts.)
1	BerryDunn	22	15	37	16	53
2	Plante Moran	22	14	36	23	59
3	SoftResources	28	20	48	50	98

We hereby attest that the subjective points assigned to each offeror above were scored pursuant to the established evaluation criteria and represent our best judgement of the subjective areas of the offerors' proposals. We have attached a narrative, which highlights some, but not all, of the reasons for our evaluation of the proposals as indicated by the scores above. Our comments represent our opinions only and do not represent the position of the Purchasing Department of Boone County, MO or any other party.

24-05JUN23 Consulting Services for Permitting Software		BerryDun Pricing		Plante Moran Deliverables		Plante Moran Pricing		SoftResources Deliverables		SoftResources Pricing		BerryDun Deliverables - Alternate 1		BerryDun Pricing - Alternate 1	
BerryDun Deliverables		Item		Price		Price		Price		Price		Price		Price	
Phase I - Project Management, Needs Assessment, RFP Development, System Selection Assistance - <b>does NOT include Process Diagramming</b>				\$ 118,250.00		Phase 0: Project Management and Governance		\$ 11,020.00		Needs Assessment		\$ 30,000.00			
Add-on Process Diagramming				\$ 11,000.00		Phase 1: Needs Assessment		\$ 120,060.00		RFP		\$ 13,200.00			
						Phase 2: RFP Development Assistance		\$ 37,120.00		Vendor Analysis		\$ 46,400.00			
						Phase 3: Vendor Evaluation and Selection		\$ 73,080.00		Contract Review		\$ 13,600.00			
						Phase 4: Contract Negotiations w/Shortlisted Vendor		\$ 24,360.00		Travel		\$ 10,400.00			
Total for Phase I				\$ 129,250.00				\$ 265,640.00				\$ 113,600.00		\$ 129,250.00	
Total for Phase II - Implementation estimate				\$ 706,500.00				\$ 326,020.00				\$ 150,300.00		\$ 398,250.00	
GRAND TOTAL				\$ 835,750.00				\$ 591,660.00				\$ 263,900.00		\$ 527,500.00	

Notes:  
BerryDun: Full-Time Management:  
\$706,500; Implementation Oversight