

Work Request K2033 for ECM Assessment

Reference Check

Vendor Co Name: CRE8, Inc.	Date: 03/17/2022 2:00pm
Consultant, if applicable: Charmaine Brooks	Evaluator: Anika McCoy
Reference Name/Co: Cecilia Good, City of Sheridan	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period? 2021-2022. Charmaine was hired to develop a records management plan along with George, both very involved. They did an enterprise evaluation of current records process and developed a roadmap for implementation of their records management program. They have 7 departments; every department is unique. Still working with Charmaine now to build out what they have documented, developing training plans and materials.
  - a. What was the vendor's or consultant's role on the project? Charmaine focused on records management and George focused on processes and technical details, document flow and how it would operate. Great pair to work with.
  - b. Was the work specifically related to ECM? Yes. They worked with Laserfiche provider to give recommendations on how to upgrade and implement. Currently transitioning from LF to an ERP.
2. How would you describe the vendor's or consultant's knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically? ECM – more on George's side of things, but Charmaine is very experienced with records management, associated systems, technology, tools – she knows exactly what needs to be updated to meet records management standards. She assesses what you are currently doing, what you need, and how to get to where you want to be.
3. How would you describe the vendor's or consultant's project management knowledge, skills, and abilities? A lot of it was George for project management. Charmain is very prompt, meets deadlines, able to produce a good product within timelines.
  - a. Was their approach and methodology effective? Yes.
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe? Yes.
4. How would you describe the vendor's or consultant's ability to facilitate and coordinate with those in your organization to complete the deliverables? Each of the departments had an interview with George and Charmaine. They worked really well with all the departments and came back with really good information on how the departments operate. They broke things into pieces, communicates really well, good at getting everyone onboard. Very flexible and very easy to work with.
  - a. SME's?
  - b. Management/leadership level stakeholders?
5. How usable were the documented deliverables received? The documents and resources they put together for implementing a new records management program was useful. Final report was a little overwhelming but will get a lot of use out of the plan. Still a lot of heavy lifting as far as implementing.
6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills? No presentation. Kept it more of an internal document.

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7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work? *They were a guiding light. They go above and beyond. Really enjoyed working with them, would recommend them to anyone. Yes, would absolutely hire them again.*
8. Were there any challenges during the term of the contract that were difficult to resolve? *No, everything went really smooth, no issues that came up.*
9. Is there any other information you think is helpful for us to know? *There is a lot of leg work, coordinating the discussions and then afterwards, coordinating the plan.*
10. Is there anyone else you think we should talk to? *They had conversations with leaders in the city, mostly the interviews. Other than her and their assistant clerk – can't think of anyone else to give additional feedback.*

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Vendor Co Name: CRE8, Inc.	Date: 3/16/2022 3:30pm
Consultant, if applicable: George Dunn	Evaluator: Anika McCoy
Reference Name/Co: Ecology -Jason Howell, primary reference	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period? Around 2015-2018. This was a second round of consultation with the same vendor. The first round was for an initial roadmap to roll out ECM. When he worked with George it was pre M365. They were looking at what ECM vendors would be satisfactory for them, how they would go about it, and how to roll it out to the agency.
  - a. What was the vendor's or consultant's role on the project? Vendor did the interviews and had the ECM expertise (70%), had a consultant CRM doing records management (30%).
  - b. Was the work specifically related to ECM? Yes.
2. How would you describe the vendor's or consultant's knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically? He was expert level. The way he scored on the evaluation, he hit the sweet spot with having the minimum criteria met, and relatively inexpensive compared to other vendors. George's set up is – he is the principle, his expertise is the ECM – he handles that, then has a CRM do pure records management. Two consultants 70/30 split between the two of them.
3. How would you describe the vendor's or consultant's project management knowledge, skills, and abilities? Pretty high, Jason sat in on many of the interviews (10 or so to see how they were going); George was good at being available, being on site, getting as many interviews pumped out as he could in a short amount of time.
  - a. Was their approach and methodology effective? Yes, for what they were trying to do. Which was to strategically find what are our options and what would it look like time wise to do this. Useful to see the problem in front of them. Valuable things included extensive round of interviews, several business units, an hour or two each to get a sense of the business, information flow, how they keep their records, where they are stored, and documented. Applied a formula – gauged their eagerness or reluctance to implement an ECM or new system. Here are the parts of the agency that are most interested in implementing the new system. Top 10 for readiness. Also did some estimates on what it would cost, the time, consulting fees, what it would cost for different modules, setups, backfile conversion, proposed costs.
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe? Yes, works well within timelines. Adapts well and is flexible, reworks things if needed – they had late data to him, he made sure they had what they needed.
4. How would you describe the vendor's or consultant's ability to facilitate and coordinate with those in your organization to complete the deliverables? Mostly worked with Jason and Ecology's Records Manager and had multiple check-ins with others in the organization. He met individually with program areas, supervisors, line staff, successfully engage at all levels.
  - a. SME's? He had a CRM working with him, she worked with agency records officer (this is how you would do a taxonomy for the agency, this is how to get a file plan), she did a good job in consolidating their records schedule. The Ecology RM worked well with George.

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- b. Management/leadership level stakeholders?
5. How usable were the documented deliverables received? Interviews were very valuable; deliverables were well received.
  6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills? Pretty good. When you pitch to a group of 10 and 8 of them are ignorant, it presents its challenges. Worked through it. George can be technical and wonky but does a good job talking with executives.
  7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work? Good. Definitely had no reservations, taking the final deliverables, and paying final invoices, got what they paid for. They had asked George to pivot on a couple things, and he was accommodating and flexible. If expectations changed – he did not nickel and dime them, no change orders, or additional fees.
  8. Were there any challenges during the term of the contract that were difficult to resolve? Nope.
  9. Is there any other information you think is helpful for us to know? I don't think so, other than maybe try to avoid some of the pitfalls I ran into. Enterprise roll-out of an ECM, backfile conversion, big initiative to transform Ecology into a modern work environment – pie in the sky, people were not ready or willing to do it. Focus on what can we do incrementally in a meaningful way, as cost effectively as we can, using the tools we can expect to be available to us.
  10. Is there anyone else you think we should talk to? Bill Falling at Ecology would be good to talk to. He had a follow up with George about M365, and how to go about it, how to add on to it, how to supplement, additional software, and how to bring it up to a higher level.

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Vendor Co Name: CRE8, Inc.	Date:
Consultant, if applicable: George Dunn	Evaluator: Anika McCoy
Reference Name/Co: Ecology -Bill Falling, secondary reference <i>not needed, able to reach primary reference.</i>	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period?
  - a. What was the vendor's or consultant's role on the project?
  - b. Was the work specifically related to ECM?
2. How would you describe the vendor's or consultant's knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically?
3. How would you describe the vendor's or consultant's project management knowledge, skills, and abilities?
  - a. Was their approach and methodology effective?
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe?
4. How would you describe the vendor's or consultant's ability to facilitate and coordinate with those in your organization to complete the deliverables?
  - a. SME's?
  - b. Management/leadership level stakeholders?
5. How usable were the documented deliverables received?
6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills?
7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work?
8. Were there any challenges during the term of the contract that were difficult to resolve?
9. Is there any other information you think is helpful for us to know?
10. Is there anyone else you think we should talk to?

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Vendor Co Name: CRE8, Inc.	Date: 3/17/2022 9:00am
Consultant, if applicable: George Dunn	Evaluator: Anika McCoy
Reference Name/Co: Eric Sekler, Paul, Weiss, Rifkind, Wharton & Garrison LLP	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period? 2010-2020. Relationship with George with more than 10 years. George worked with them to assess each of their departments, identify the gaps in their processes, and recommend potential improvements. Developed a roadmap for moving to 'Service Now'. Eliminated silos to become more of a uniform group. Conducted 55 interviews, documented over 700 processes. Now have 12 departments that are incorporated under the Service Now umbrella – the roadmap was helpful in getting this implemented.
  - a. What was the vendor's or consultant's role on the project? George solely worked on this effort.
  - b. Was the work specifically related to ECM? Yes
2. How would you describe the vendor's or consultant's knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically? Excellent – he's been around for a long time. He understands what is going on. George is a CPA by trade, so he has an understanding in this area. What work needs to be done. Totally understands what is needed.
3. How would you describe the vendor's or consultant's project management knowledge, skills, and abilities? Keeps status of projects. He is flexible, checks in to see if course needs to change. Very meticulous, like an architect, very detailed. Great communication.
  - a. Was their approach and methodology effective? Yes, George takes a holistic view of what needs to be done – work is excellent. It is intensive work – sometimes people will push back.
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe? Yes. Meeting deadlines and getting work done – no issues. Able to finish work in record time.
4. How would you describe the vendor's or consultant's ability to facilitate and coordinate with those in your organization to complete the deliverables? Very good, understands where he can push and when he needs to pull back. People can be the biggest challenge, but George manages around it. He is easy to deal with.
  - a. SME's?
  - b. Management/leadership level stakeholders?
5. How usable were the documented deliverables received? Well.
6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills? Yes, provided results to C suite team. I would give him a 9 out of 10 for presentations. He understands his product. He's not the most dynamic speaker, but he is very thorough.
7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work? Thrilled with his work, allowed us to streamline work between different departments. Even referred him to other companies that we worked with,

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and they were very happy with the recommendation. George does a great job. We have a great professional relationship.

8. Were there any challenges during the term of the contract that were difficult to resolve? No.
  
9. Is there any other information you think is helpful for us to know? Very unique talent, many organizations could utilize a person like George. There are so many gaps between work processes, he brings clarity of what we should be doing. He creates a playbook for how divisions should be operating. Very big supporter of George.
  
10. Is there anyone else you think we should talk to? No.

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Vendor Co Name: CRE8, Inc.	Date: 3/28/2022 9:00am
Consultant, if applicable: Charmaine Brooks	Evaluator: Anika McCoy
Reference Name/Co: Peri Edmonds, City of Lacey	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period? Charmaine came on board in 2017 until right before the pandemic, the project was placed on hold for a number of reasons (not because of her or the software, just because of where they were as an agency – other projects were needed to be done / staffing issues). I primarily worked with Charmaine, she came in and did a long list of items. Started with a records inventory, both physical and electronic. Came up with a plan on how to move forward with an ECM. Through the inventory they created a classification and retention schedule, records series identifiers, a file plan, (for the whole city, and then by department). Assisted with folder structure after implementing ECM, assisted with the process for selecting the vendor, the evaluations, once they selected the ECM (Open Text), she came into city with presentations, and training for the department's records coordinators. Very high-level of what she did. Worked very closely with.
  - a. What was the vendor's or consultant's role on the project? Records Management Consultant. Did not work with George on this one.
  - b. Was the work specifically related to ECM? Yes.
2. How would you describe the vendor's or consultant's knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically? She knows records management very well. If we didn't understand something, she was able to describe and give examples of what she was talking about. Able to plain language things. Very patient, helped them along. Big change management for the whole city, and some of the process for her was the change management. She's been doing this long enough that she knows how to determine needs and how to move forward, where they currently were at just by looking at the records. She knows what she is doing.
3. How would you describe the vendor's or consultant's project management knowledge, skills, and abilities? Very good. When they started the project, they had a team of 6 along with a PM, she came in and was able to take the lead in areas that they needed her for. She was able to communicate well, keep them on task, and moving them along. Very organized, accessible when they needed her.
  - a. Was their approach and methodology effective? Yes. Having the history that she has, she has been doing this for so many years.
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe? Yes. More often than not she was waiting on us. Big lift.
4. How would you describe the vendor's or consultant's ability to facilitate and coordinate with those in your organization to complete the deliverables? Very good. She is able to work with different types of people and personalities. Pretty easy to work with. Easy to get back to.
  - a. SME's?
  - b. Management/leadership level stakeholders?
5. How usable were the documented deliverables received? Very useable, she worked in a database to create the retention schedule, if we didn't understand something we worked

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together to adjust – seemed to know the Washington state retention schedule – state and core pretty well.

6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills?  
There was a presentation to all staff, which included all directors and city manager. That was an overall presentation, and then more detailed to records coordinators. Would rate her presentation skills as very well. The Record Coordinator presentation could have been more in laymen terms. The staff was a little defensive because of the change. Could have started out a little more basic. That was more on them.
7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work? Really good. Definity would hire back. She sat through all the vendor RFPs. Was able to ask certain questions that they did not even know what to ask. Familiar with all the vendors that they interviewed. Definity would recommend.
8. Were there any challenges during the term of the contract that were difficult to resolve? No. Very pleasant to work with.
9. Is there any other information you think is helpful for us to know? I don't think so, she had her own firm when she worked with us. I think you are on the right track going with a consultant.
10. Is there anyone else you think we should talk to? No, I'm the only person left from the team, everyone else is retired.

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Vendor Co Name: CRE8, Inc.	Date: 3/21/2022 11:30am
Consultant, if applicable: Charmaine Brooks	Evaluator: Anika McCoy
Reference Name/Co: Steve Gonzales, Metropolitan Water District of Southern California	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period? 2015, it was roughly a 6-month project (due to scheduling on their end). They are a public agency, about 1,900 employees, fairly large size with mission and work, lots of field facilities. Their RFP resulted in a number of submittals, and Imerge Consulting was awarded the contract. The purpose was to conduct an assessment on their Records Management Program based on ARMA's Generally Accepted Recordkeeping Principles (GARP). The focus was on assessing their current state, how to improve their program, and provide a strategic plan. Their primary goal was to implement an ECM system. Before they did this they did the assessment. They used the consultant to give them advice on where they were at. Since then, they have been spending their time following through on the recommendations from the strategic plan.
  - a. What was the vendor's or consultant's role on the project? Charmain focused on Records Management, and Jim Just (also with Imerge) was more focused on technology. They were a good team.
  - b. Was the work specifically related to ECM? Yes
2. How would you describe the vendor's or consultant's knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically? Very good, lots of experience and knowledge in this area.
3. How would you describe the vendor's or consultant's project management knowledge, skills, and abilities? Would rate project management skills a 10/10. Project management was handled perfectly, had no issues, clear visibility on where everything was at. Communicated very well, weekly updates, very thorough.
  - a. Was their approach and methodology effective? Yes. They came onsite and interviewed every organizational unit. Did some traveling to interview most all the organization – what are their experiences and issues are when working with records. They did the GARP analysis to see what they should focus on first. Assessed technology and infrastructure, what their recordkeeping systems were. Developed the strategic plan from the gap analysis, which gave them a 5-year workplan with projects to work on.
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe? Yes. Definity.
4. How would you describe the vendor's or consultant's ability to facilitate and coordinate with those in your organization to complete the deliverables? Extremely well. The Water District is a very unique organization, with a wide variety of staff. Charmaine adapted very well and understood their specific needs and their specific goals. Got the information they were seeking in every instance.
  - a. SME's?
  - b. Management/leadership level stakeholders?
5. How usable were the documented deliverables received? All were very usable. Records program management assessment (150-page report benchmarking against GARP, documented interviews, use cases); Technology and infrastructure report (PDF – very thorough – gave risk

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analysis); RM and IG strategic plan (200 page document – very thorough) – gave them the 5 year roadmap.

6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills? **Yes.** The concluding deliverable was to give a presentation to executive management team. Provided executive summaries and reports for each deliverable. Charmaine was very thorough and understood the audience. She is good at taking a whole lot of information and boiling it down to what was critical. Later presented to board of directors.
7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work? **Very high, had a good experience. No issues.** Quality of report they received, and the recommendations were very good. Been told they are doing everything right, in the right steps, to get the ECM system. They had a lot of issues with their records and Charmaine was able to put them on a path forward. Also updated records retention schedules, more of a functional based approach. Developed a taxonomy based on shared drive network, the next step phase 2 is implementing ECM and migrating.
8. Were there any challenges during the term of the contract that were difficult to resolve? **Other than scheduling the interviews (which was on them, not the consultant), nothing that he can recall.**
9. Is there any other information you think is helpful for us to know? **They brought back Imerge (Jim Just); working on doing an RFP for an ECM system now. Very good experience. They also are using M365 and will be integrating 3<sup>rd</sup> party tools and an ECM system to integrate and make it all work.**
10. Is there anyone else you think we should talk to? **No.**

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Vendor Co Name: CRE8, Inc.	Date: 3/16/2022 11:00am
Consultant, if applicable: George Dunn	Evaluator: Anika McCoy
Reference Name/Co: Tim Westhoff, Moneytree, Incorporated	

1. What type of work/project did the vendor or consultant do for the named reference? What was the time period? 2018-2019. They needed a consultant to guide the ERMS system process – figure out what they needed. What technology would fit their needs. Did not lead to acquiring a system. But George gave them improvement recommendations.
  - a. What was the vendor’s or consultant’s role on the project? George worked solely on this project, along side Tim, who served as the records SME.
  - b. Was the work specifically related to ECM? Yes. George conducted an enterprise-wide evaluation of their records needs in order to procure and Electronic Records Management System.
  
2. How would you describe the vendor’s or consultant’s knowledge, skills, and abilities related to the work or project, the technology tools, and to ECM specifically? Extremely knowledgeable about what he is doing. You can tell he has done a lot of it. He had the process down. The spreadsheet with the formulas and tabulation. This guy knows what he is doing. Hired the right guy.
  
3. How would you describe the vendor’s or consultant’s project management knowledge, skills, and abilities? Really good. A lot of what he does surrounds process improvement, he practices what he preaches. Runs pretty lean. Good communication.
  - a. Was their approach and methodology effective? Yes. Met with core group with each business unit – 20 separate meetings over the course of about 2 months – established a framework for interviews with a list of questions. Records that were involved. He graded answers on a scale of 1-3. Follow up interviews as needed; Tabulated results and was able to present the findings to the executive team; Led down the road for RFPs – who they thought were good candidates and set up demos; Owners saw how much the systems were going to cost and pulled the plug on the whole thing. The company was very paper based. George presented some options to the executive committee so they could at least make improvements without an ERMS.
  - b. Did they manage the work well and complete the deliverables in the agreed upon timeframe? Yes, met timelines.
  
4. How would you describe the vendor’s or consultant’s ability to facilitate and coordinate with those in your organization to complete the deliverables? George educated himself quite a bit about the company. Invested himself in the work. Not afraid to pick up the phone. Met with people he needed to talk to you.
  - a. SME’s?
  - b. Management/leadership level stakeholders?
  
5. How usable were the documented deliverables received? Throughout the process they were pretty usable. Tabulated results for the interviews, presented a score for department. Showed that some departments needed ECM more than others – visuals were really good. Useful. At the end, after the ERMS was a no go, but he was able to sit down with the folks and say – this is what I think you can do. 2 or 3 options – very well received. He learned about the business as he went and being able to pivot when the project went south.

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6. If any type of management/leadership presentation of final findings or results was included as part of the work, how would you describe the vendor's or consultant's presentation skills? **Top notch. He's been doing this quite a while, he has a lot of knowledge in the industry and working his way around the boardroom. Good at talking to the executives. Extremely professional.**
7. How would you describe your overall satisfaction with the vendor or consultant, and would you work with them again for similar work? **Very satisfied, yes would hire him again to do similar work. Thought very highly of him and learned a lot from him.**
8. Were there any challenges during the term of the contract that were difficult to resolve? **Not really. The fact that he lived in NY wasn't an issue. He came out when he needed to. Trying to find time to get everyone in the room together. George's schedule was fairly open he cleared the deck for them, it was more on their side.**
9. Is there any other information you think is helpful for us to know?  
**George is chatty. Very interesting guy and has a lot of stories, so if you have an hour-and half meeting, you might have to watch the clock to get down to business. Not a problem, just something to be aware of.**
10. Is there anyone else you think we should talk to? – **No.**