



**CONTRACT BETWEEN THE CITY OF AUSTIN ("City")
and
Ilama, llc ("Contractor")
for
Real Estate Management Solution**

Contract Number: MA 5600 NA220000006

The City accepts the Contractor's Offer for the above requirement and enters into the following Contract. This Contract is between Ilama, llc having offices at 5900 Balcones Dr., Suite 100, Austin, TX 78731 and the City, a home-rule municipality incorporated by the State of Texas. Capitalized terms used but not defined herein have the meanings given in the Solicitation.

1.1 This Contract is composed of the following documents in order of precedence:

- 1.1.1 This Document
- 1.1.2 Negotiated Documents dated October 3, 2021, attached as Exhibit A.
- 1.1.3 The City's Solicitation RFP 5600 GAZ3010REBID including all documents incorporated by reference
- 1.1.4 Contractor's Offer, dated August 10, 2021, incorporated herein and attached as Exhibit B hereto.

1.2 Compensation.

Contractor shall be paid a total Not-to-Exceed amount of \$2,600,000.

1.3 Term of Contract.

This Contract shall remain in effect for a term of five years or until the City terminates the Contract.

- 1.4 Designation of Key Personnel.** The City and the Contractor resolve to keep the same key personnel assigned to this engagement throughout its term. In the event that it becomes necessary for the Contractor to replace any key personnel, the replacement will be an individual having equivalent experience and competence in executing projects such as the one described herein. Additionally, the Contractor shall promptly notify the City and obtain approval for the replacement. Such approval shall not be unreasonably withheld. The Contractor's and City's key personnel are identified as follows:

	<u>Name</u>	<u>Phone Number</u>	<u>Email Address</u>
Contractor Contract Manager	Ahren Lembke-Windler	512-766-2760	ahrenlw@llama.io
City Contract Manager	Adam Smith	512-974-5642	Adam.Smith2@austintexas.gov
City Procurement Specialist	Gil Zilkha	512-751-7631	Gil.Zilkha@austintexas.gov

- 1.5 **Invoices.** The City's preference is to have invoices emailed to CTMAPInvoices@austintexas.gov or mailed to the below address:

	City of Austin
Department	CTM
Attn	Accounts Payable
Address	6800 Burleson Road, Building 312, Suite 265
City, State, Zip Code	Austin, TX 78744

For questions regarding your invoice/payment please contact the City Contract Manager.

This Contract (including any Exhibits and referenced Documents) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior agreements and understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

In witness whereof, the parties have caused a duly authorized representative to execute this Contract on the date set forth below.

Ilama llc

Ahren Lembke-Windler

Printed Name of Authorized Person

Ahren Lembke-Windler

Signature

Founder

Title:

10/15/2021

Date:

CITY OF AUSTIN

Gil Zilkha

Digitally signed by Gil Zilkha
DN: cn = Gil Zilkha o = City of Austin
ou = Purchasing Office
email = Gil.Zilkha@austintexas.gov c = US
Date: 2021.12.10 12:39:22 -0600

Printed Name of Authorized Person

Signature

Title:

Date:

Exhibit A
Five-Year Quote

CATEGORY 1 - LICENSING								
1.01	Primary License/Subscription	1						
			\$40,589.05	\$41,806.72	\$43,060.91	\$44,352.74	\$45,683.34	\$215,492.76
1.02	Usage Licensing	300	\$124,734.00	\$128,475.00	\$132,330.00	\$136,299.00	\$140,388.00	\$662,226.00
1.03	User Licensing (If different from 1.02)	50	\$78,140.13	\$80,484.33	\$82,898.80	\$85,385.87	\$87,947.43	\$414,856.57
1.04	Administrator Licensing (If not included in 1.03)	15	\$39,070.07	\$40,242.17	\$41,449.40	\$42,692.93	\$43,973.72	\$207,428.28
	Category Total		\$282,533.25	\$291,008.22	\$299,739.11	\$308,730.54	\$317,992.49	\$1,500,003.61
CATEGORY 1 - PROFESSIONAL SERVICES DURING IMPLEMENTATION								
1.01	Data Migration (If not included)	400	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00
1.02	Administrator Training (If not included)	100	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00
1.03	User Training (If not included)	190	\$19,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,000.00
1.04	Professional Services and Support (If not included)	1,800	\$180,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180,000.00
1.05	Other Services (If not included)		0	0	0	0	0	\$0.00
	Category Total		\$249,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$249,000.00
CATEGORY 2 - PROFESSIONAL SERVICES AND SUPPORT								
2.01	Professional Services (If not included)	1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.02	Administrator Support Services (If not included)	1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.03	User Support Services (If not included)	1	\$128,000.00	\$128,000.00	\$128,000.00	\$128,000.00	\$128,000.00	\$640,000.00
2.04	Customization and Development (If not included)	1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.05	Other Services (If not included)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Category Total		\$128,000.00	\$128,000.00	\$128,000.00	\$128,000.00	\$128,000.00	\$640,000.00
	Grand Total		\$659,533.25	\$419,008.22	\$427,739.11	\$436,730.54	\$445,992.49	\$2,389,003.61

Exhibit B
Contractor's Offer, dated August 10, 2021



RFP 5600 GAZ3010REBID REAL ESTATE MANAGEMENT SOLUTION

PREPARED WITH ❤️ FOR:



CONTACT



Address

5900 Balcones Dr
Suite 100
Austin, TX 78731



Phone

512.766.2760



Online

Email: ahrenlw@llama.io
Website: llama.io

CONTENTS

Executive Summary	2
Authorized Negotiator.....	3
Proposed Solution	4
Business Organization	4
System Concept and Solution.....	4
Proposed Solution	4
IBM Tririga Overview	5
Demonstrated Value	8
Designed to Scale.....	8
Ilama Liftoff	9
Ilama Help.....	12
Ilama Service Desk	12
Program	15
Our Team	15
Timeline	16
Deliverables	16
Project Management Structure	19
Roles & Responsibilities	19
Demonstrated Applicable Experience and References	23
Prior Experience	23
References.....	24



EXECUTIVE SUMMARY



Llama llc
5900 Balcones Dr, Suite 100
Austin, TX, 78731
Submitted: 2021-08-10
Subject: RFP 5600 GAZ3010REBID

Dear City of Austin,

Llama llc is pleased to submit a response to the Request for Proposal 5600 GAZ3010REBID Real Estate Management Solution and its four addenda. Our proposal is for a SaaS solution, providing best-in-class Real Estate Management functionality which enhances real estate operations, consolidates data and information, improves data quality and reliability, and promotes the migration away from legacy systems.

Our proposed solution is IBM Tririga SaaS, a fully integrated software solution that delivers top-of-the-line leasing, billing, accounting, property management and processes. The system is designed to work in conjunction with IBM Maximo, a current City of Austin tool, promoting the development of a coherent technology ecosystem. Llama's team is led by industry veterans with decades of experience successfully implementing similar solutions for organizations such as Administrative Office of the US Courts, State of New Jersey, ADP, Northrop Grumman, Wichita Public Schools, and many more. We believe our team and our solution are uniquely positioned to make this effort a success for City of Austin. We thank you for the opportunity.

Points of contact for this proposal are:

- 1) Judith Kilthau, Founder, 949-503-0444, judith@llama.io
- 2) Ahren Lembke-Windler, Founder, 512-766-2760, ahrenlw@llama.io

This proposal is valid for 180 days from 2021-08-10 and Llama llc confirms we will apply with the requirements, provisions, terms, and conditions specified in this solicitation

Sincerely,

Ahren Lembke-Windler

Ahren Lembke-Windler 2021-08-10



AUTHORIZED NEGOTIATOR

Our Authorized Negotiator is authorized to negotiate Contract terms and render binding decisions on Contract matters on behalf of Llama llc.

Ahren Lembke-Windler
ahrenlw@llama.io
5900 Balcones Dr, Suite 100
Austin, TX, 78731
512-766-2760



PROPOSED SOLUTION

BUSINESS ORGANIZATION

llama llc
5900 Balcones Dr, Suite 100
Austin, TX, 78731

llama llc is a Limited Liability Corporation formed in Texas in 2018. Our headquarters is in Austin, TX and all work will be performed from that office. We do not have a parent company.

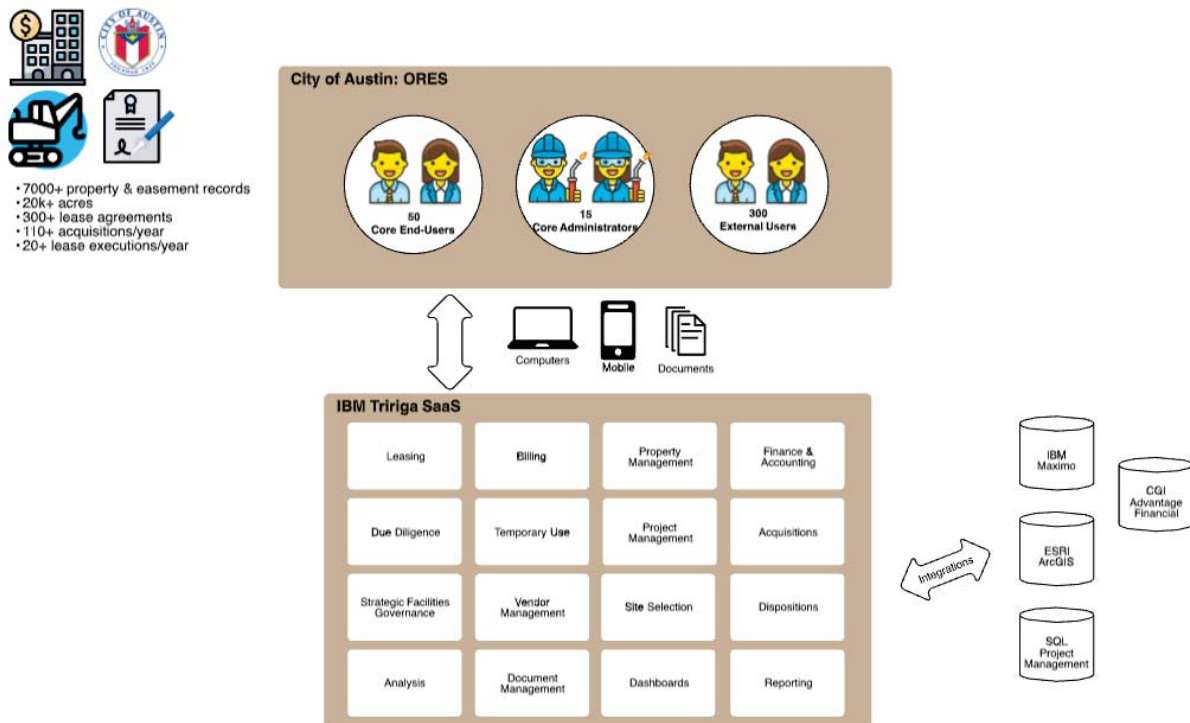
SYSTEM CONCEPT AND SOLUTION

PROPOSED SOLUTION

llama proposes a SaaS solution to meet City of Austin's need for Real Estate Management Software. At the core of our solution is IBM Tririga SaaS, a proven market leader in Integrated Workplace Management Software (IWMS). llama would host the solution and provide our premium implementation service, llama Liftoff, allowing for optimal timelines, flexibility, and responsiveness. Our team of IBM Tririga experts is unmatched in the industry and our approach has been refined across many successful implementations. We would support the solution with llama Help, our comprehensive approach to system maintenance and improvement.



We believe this solution will provide tremendous value and thus supports the City's mission to make Austin the best-managed city. Centralizing and streamlining the Real Estate management processes will allow for efficient entry and retrieval of data. IBM Tririga's flexible, intuitive system will allow for end users to access the system via mobile applications or laptops, providing ease-of-use and increasing engagement. The resulting data will allow for improved data-driven decision making as well as enhanced reporting. By adopting the best-in-class business processes built into the solution, City of Austin will position their organization to take advantage of opportunities for process maturation and integration in related workstreams, such as Space Planning, Reservations, Operations, and Energy Management.



IBM TRIRIGA OVERVIEW

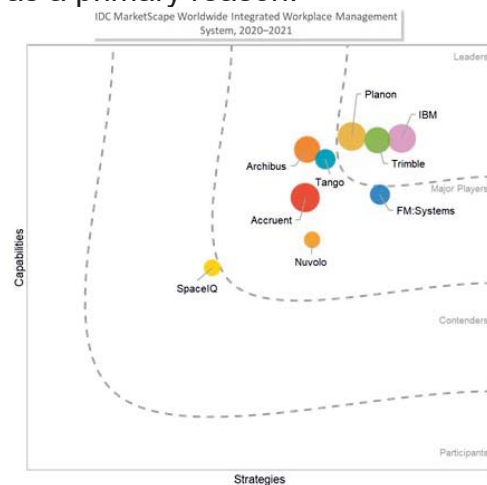
IBM Tririga delivers a comprehensive, feature rich, IWMS Application built on best practices that have evolved from customer feedback over the 20+ years of its existence and is leveraged by many organizations “out of the box”. As recently as 2019 Verdantix named it one of the market leaders. The product contains five fully integrated modules: Operations, Facilities, Capital Projects, Real Estate, and Energy. The modules can be implemented individually or together and are designed to work together seamlessly to centralize a cross-workstream solution. A major advantage of IBM Tririga is the ability to implement a single module then pull in related functionality over time, while maintaining a fully coordinated Workplace solution. Additionally the application is licensed such that the full suite of core functionality is included in SaaS licensing, making expansion a high-value proposition.



IBM Tririga is used by the majority of the Forbes Fortune 10 and over a third of the Fortune 100. It has been used by customers with large portfolios and heavy reporting requirements, like the Department of State. The United States Airforce publicly chose IBM Tririga as part of its "Next Gen IT" strategy. City of Dallas, Rice University, Harris County, Texas Health & Human Services, Denver Public Schools, California Courts, and University of Maryland are just a few examples of public customers successfully using IBM Tririga.



IBM was confirmed again as a market leader by IDC in their 2020-2021 IWMS assessment and cites "IBM's quick adaptation to changing lease accounting rules" as a primary reason.



LEASE ADMINISTRATION AND ACCOUNTING WITH IBM TRIRIGA

IBM TRIRIGA SaaS delivers a complete lease management solution – including scenario and transaction planning, lease creation, administration and accounting; appropriate accounting schedules in accordance with current accounting standards; notifications, escalation and alerting with respect to critical dates (payments, expirations and renewal options), as well as other important tasks associated with administration of the lease.

Within the solution:

- Contract obligations are tracked and managed – for both equipment and real estate lease agreements, owned property contracts, space use agreements, etc.
- Notifications and alerts are triggered by critical dates: lease expirations, terminations, renewals, and contract options. Alert notifications can be tailored to specific roles – longer term for lease administrators, shorter term for real estate managers and executives – as critical dates near.
- Contracts and lease documentation are recorded and stored: terms and conditions, clauses, associated asset and financial transaction documents – either within the system's native repository or via integration with an existing document management system.
- Manage lease accounting and payment processes to ensure transaction accuracy and reporting.
- Track critical lease information required for reporting against federal and other regulations and guidelines; prepare 10K reporting; deferred rent liabilities, future obligation statements, and in accordance with updated accounting standards.
- Accommodate the mandated two-year lookback and generate accounting-standard ready schedules for the transition period. Early adoption of the standard is also supported.
- Manage costs, audits and reconciliations for AP, AR, Common Area Maintenance, and integrate with the financial system of record.
- Calculate and report percentage of sales rent obligations based on lease clauses.
- Calculate index-based lease payment adjustments, such as CPI, and create adjustments for future payments, including: landlord credits, re-negotiated terms, accrual amounts, or user-defined adjustments.
- Generate payment vouchers to multiple payees based on payment instructions and automatically record payment information.
- Automatically create and process tenant and sub-tenant invoices for efficient Accounts Receivable processing.
- Track and manage internal department chargebacks against contracted payments defined in specified space use agreements.



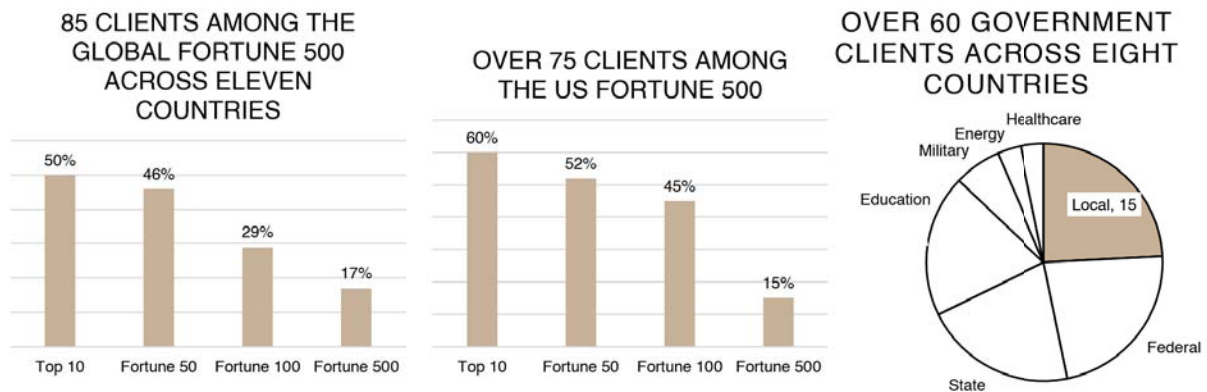
- Abstract leases compliant with the OSCRE standard to improve lease management processes with third party organizations - from proposals to lease abstraction and administration.

With our solution in place, City of Austin will have an administrative system that will automate and govern overall real estate and equipment ownership processes, improve efficiency, avoid lease-related penalties, and have the means to comply with the new standards and report accordingly.

Our solution will also help to eliminate manual data entry and related duplications, increase automation and improve visibility of global lease activities and exposures.

DEMONSTRATED VALUE

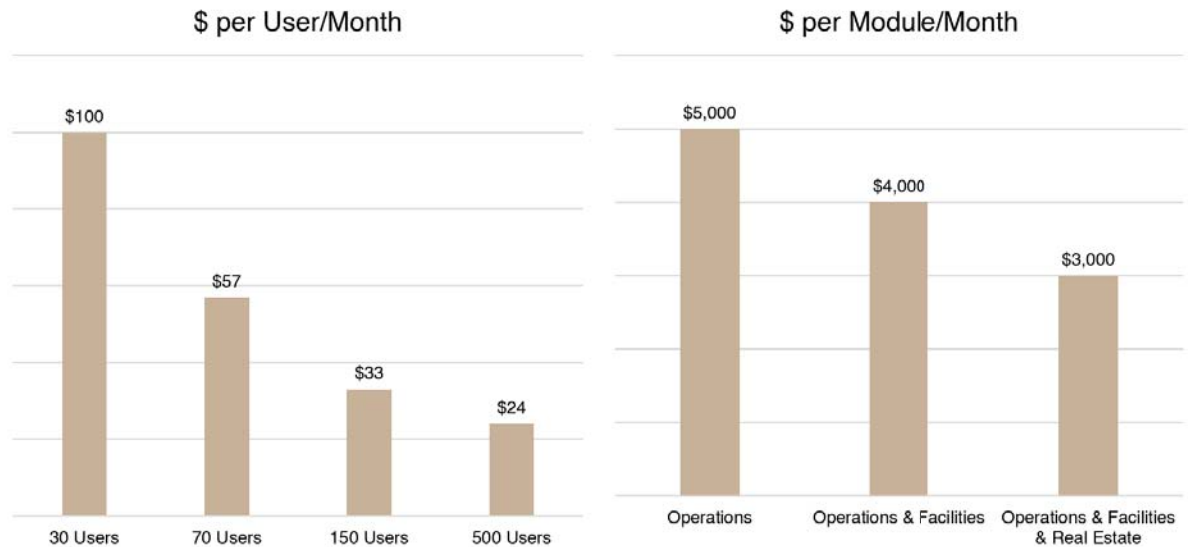
IBM TRIRIGA serves top clients around the globe across a variety of verticals. This allows Local Government customers to benefit from industry best-practices developed inside and outside the Local Government community, increasing the overall effectiveness of Operations.



DESIGNED TO SCALE

As a market-leader, implemented by organizations large and small, IBM Tririga is architected for scale. Ilima's hosting and delivery model allows all organizations tap into that horsepower. Our turnkey solution is all-inclusive, providing a low, predictable cost of ownership. Per user and per module pricing decrease significantly as user adoption grows. Because IBM Tririga can serve as a single source of truth for all Facilities and Real Estate data, further cost savings can be realized as new modules are adopted and legacy point systems are retired.





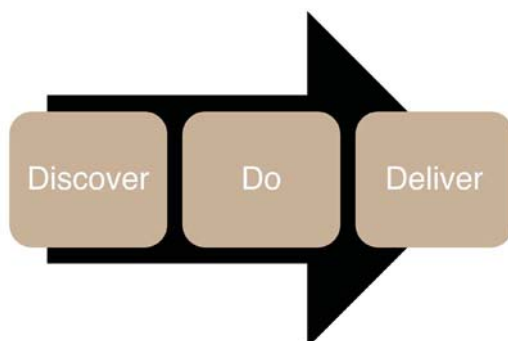
LLAMA LIFTOFF

Overview

llama has found success in similar projects using a phased approach that enables Agile development. This enables our team to bring modern strategies to implementation projects. We treat your solution as more than a "project", we treat it as a "product", intended to bring satisfaction to your users and achieve your organization's goals. We know that maintaining traceability from requirements through development and training is critical for success. However, we also know that maintaining visibility of your organization's goals and your users' points of view is equally important when it comes to making a true impact on your organization.

Our philosophy is that learning should be as hands-on as possible. We come to the table with a fully mapped IBM Tririga product and a feature-rich demo. This allows us to use what we've learned over the years to immerse your team quickly and begin educating them on the solution.

Phases



Discover - The goal of this phase is to investigate as partners with our customer to uncover as much related information to project requirements as possible. We also define project success goals and begin to catalog our discovery by goals and requirements to establish traceability. We also use this phase to help our customer learn about the solution, so that we can design the best implementation possible. We go deep into the solution's processes and data to create a design informed by our customer's needs. This phase is heavily focused on process and data mapping, seeking to arrive at a common understanding of how the system will be used. From that common understanding, we create a comprehensive design that informs a successful build.

Do - During this phase, Ilima uses the design created during the Discover phase to guide the development of the solution. Ilima uses a series of 2-week, agile sprints to develop the solution based on priorities as defined by the customer. This ensures an iterative approach which addresses the highest value items first and continually allows the customer visibility into what's being developed.

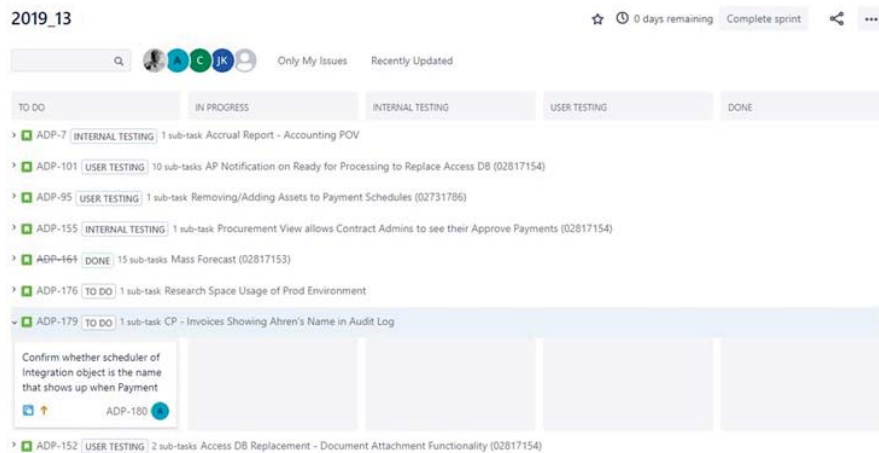
Deliver - Our delivery focuses on much more than just migrating configurations to production. It's important that your solution works for your team, so we guide you through a thorough User Acceptance Testing and place a heavy focus on on Change Management with training sessions created and delivered per user role. When your solution goes live, your team will hit the ground running.

Tools

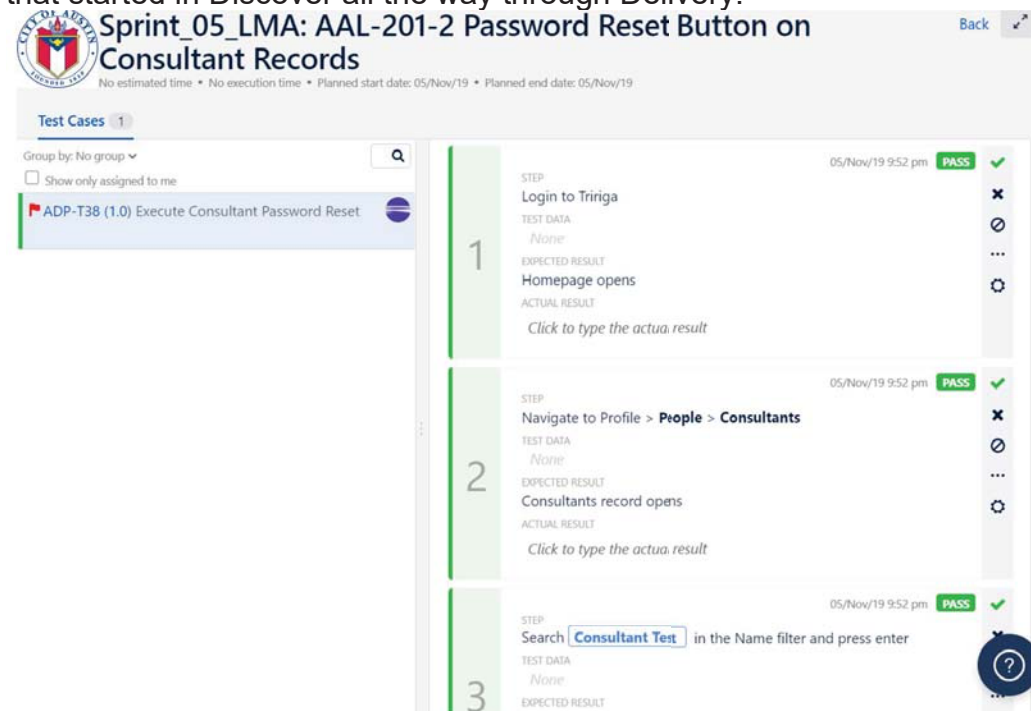
We use Aha!, a state-of-the-art product management tool to track all the details of our implementations. In the Discover phase, we capture goals and personas alongside the requirements. We also create user stories that help animate the requirements and deepen understanding.



During the Do phase, we execute development sprints in JIRA, a best-practice development tool integrated with Aha!. This allows us to stage development based on priority then build and test functionality accordingly. We capture all our development details and testing information against the features and the Aha! integration allows us to keep you up to date on the progress of development throughout the project:



We also use JIRA to help conduct User Acceptance Testing. We develop a full suite of tests for your team to use to test the application. The test tracking tool allows us to track the results of all testing and report on the results. By keeping the tests associated to the features in JIRA (and thus Aha!), we maintain the full traceability that started in Discover all the way through Delivery:



Training



Training is critical to the success of an implementation. It helps users become comfortable with the solution and promotes user adoption. We build and conduct training units for each end user role. All training materials are stored in Screensteps and thus available and searchable to all users at all times. This allows users to continue to draw on these materials and become more efficient in the system. We prefer to conduct trainings in person if at all possible in order to maximize our communication bandwidth and availability to the users.

LLAMA HELP

llama Help is a comprehensive approach to customer support. Our support goals go well beyond the industry standard. We aim to:

- Increase user adoption over time
- Increase user satisfaction
- Incorporate new functionality quickly
- Build a "living" Knowledgebase for maximum engagement

All llama Help activities include the participation of our seasoned IBM Tririga experts. With expert eyes on every issue, you'll never be stuck dealing with inexperienced resources that can make using support a pain. Our experts help ensure that we aren't merely doing the minimum to fulfill requests, but that we're doing the maximum to look for opportunities to help your organization thrive.

llama Help consists of 3 crucial components:

LLAMA SERVICE DESK

llama Service Desk is where users can report issues, defects, or request help of any kind. llama Service Desk can be reached in 1 of 3 ways:

- email: help@llama.io
- phone: 512-766-2760
- online Support Desk: help.llama.io

llama Service Desk can be reached 24/7, 365 days per year via email and online. The phone number can be reached from 8am - 5pm on all working days for City of Austin. All issues reported to llama Service Desk will be classified and responses will be governed by the associated SLA:



Severity	Description	Initial Response	Resolution*
Critical	Affects business-critical functionality or data of the System, does not have a workaround and prevents (department) from conducting daily business processes.	15 min	2 hours
High	Affects daily business processes, there is a workaround, but the workaround causes a significant slowdown in business activity.	15 min	1 business day
Medium	Affects daily business processes, there is a workaround, and while it may be annoying, the workaround does not cause a significant slowdown in business activity.	15 min	3 business days
Low	Does not affect daily business processes.	15 min	5 business days

* Resolution is defined as either a fix has been implemented or there is an agreed upon plan for the issue.

Automatic Yearly Upgrades

Ilama stays informed and ahead of all new functionality being released by IBM. This activity, along with the fact that we are hosting the solution allows us to apply platform and upgrades at a fraction of a cost. IBM Tririga application upgrades can cost upward of \$200k on the open market. With Ilama Help, your upgrades are included once yearly at no additional cost. We use our propriety Upgrade Analyzer to:

- Identify all new functionality
- Analyze how it impacts the current solution
- Identify and classify risks
- Present the information quickly to users, so they know what's coming

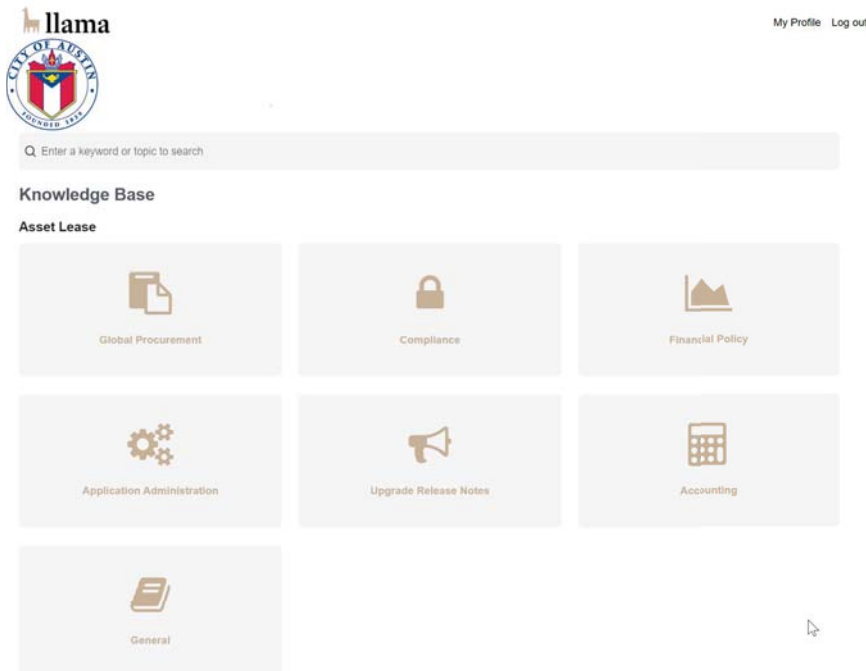




Living Knowledgebase

llama hosts a dedicated Knowledgebase site on Screensteps for all our llama Help customers. In addition to creating, releasing, and conducting training, our llama Help processes all feed into the Knowledgebase, keeping all documentation up to date.

The Knowledgebase is user-friendly and fully searchable. It can organize information into articles, chapters, manuals, and courses.



PROGRAM

OUR TEAM

llama's team has been delivering successful workplace technology solutions since 2004. Our experience in the public sector includes: Wichita Public Schools, Austin Independent School District, University of California – Irvine, University of California – Davis, Administrative Office of the U.S. Courts, State of New Jersey, and California Judicial Branch. Additional private sector experience includes: ADP, Lockheed Martin, Thyssenkrupp, Airbus, and others.

Here's a brief introduction to a few of our llamas who will be working on your project...



Business Consultant

Judith Kilthau, 14+ Years of Experience

Judith has one main mission: Create technology solutions that solve real problems. Understanding the full spectrum of a technology implementation has allowed Judith to successfully create solutions at organizations such as Lockheed Martin, ADP, Administrative Office of the U.S. Courts, and JLL. Outside work, you'll find her attempting to fulfill her endless curiosity with books, practicing yoga, or joining her friends on the jiu jitsu mat.

Program Manager

Ahren Lembke-Windler, 20+ Years of Experience

Ahren loves problem solving and has been implementing technology to help organizations do just that for over 20 years. Leading large scale enterprise efforts for customers such as ADP, SunTrust, Airbus, GSK and Dell has given him a deep reservoir of industry experience to draw from. One of his favorite things is drawing inspiration from his other passions - family, music, sports - to inspire unique solutions and points of view.





Technical Director

Chris Serwatka, 21+ Years of Experience

Chris's love of technology began at a young age with an IBM XT and a borrowed copy of Turbo Pascal. For over 30 years, he's worked in areas of tech ranging from fiber optic connectivity to enterprise software development and deployment. Chris built and managed hosted IBM enterprise SaaS solutions for organizations of all sizes, leveraging his skillset to fine-tune hosted applications for peak performance. When he's not solving problems, he has a passion for motorcycles and creating music of all genres.

Technical Analyst

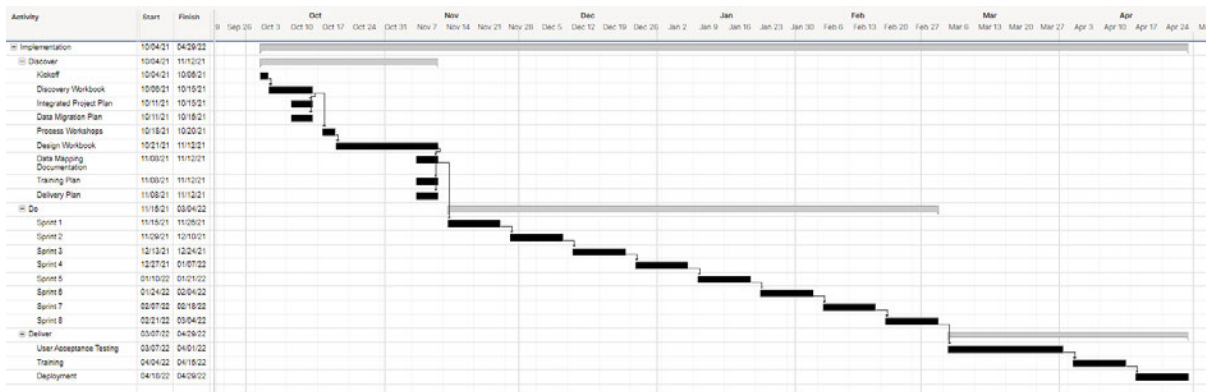
Romik Mesrkhani, 3+ Years of Experience

Romik mixes a fresh perspective to complex business problems with a ton of drive and curiosity. He volunteers in Dominican Republic and Peru, creates websites for Global Medical Training and small local businesses and attends hackathons. Drawing from his diverse experiences and challenging coursework at UCI, Romik creates inspiring solutions for Ilima customers. You can also catch Romik boogie boarding on the beach, listening to podcasts or audiobooks, enjoying the outdoors and embarking on adventures.



TIMELINE

The timeline below is based upon a start date of January 2, 2021. If the project start dates shift, the timeline would slide accordingly. Ilima is available to start the project immediately following award. The initial implementation timeline targets a duration of 24 weeks:



DELIVERABLES



The Deliverables are the key project outputs necessary to create a successful solution. The following table defines deliverables per phase:

#	Phase	Deliverable	Description
1	Discover	Kickoff	Onsite* 2-day kickoff meeting, includes: full-featured demo; project success workshop; project risk workshop; prioritization exercises; stakeholder identification. Project plan fitting.
2	Discover	Discovery Workbook	Aha! Workbook detailing project goals, initiatives, and user stories critical to project success.
3	Discover	Integrated Project Plan	A detailed project schedule demonstrating all tasks, task estimates, resource assignments, and dependencies for both Ilima and City of Austin
4	Discover	Data Migration Plan	This plan details necessary activities for a successful data migration to support the Solution. It will detail all sources of data to be migrated and a migration schedule
5	Discover	Process Workshops	Onsite* 3-day workshop, includes: introduction and demonstration of native IBM Tririga processes; walkthrough of current City of Austin processes; process mapping exercises
6	Discover	Design Workbook	Aha! Workbook detailing the features and feature designs necessary to meet project requirements. These features are aligned to user stories and project success goals for full traceability. This document provides the roadmap for developing the system.
7	Discover	Data Mapping Documentation	Field-to-field mapping for all data to be migrated into the Solution.



8	Discover	Training Plan	The Training Plan identifies training audiences, documents training criteria, and provides a training schedule. Sample training materials are provided.
9	Discover	Delivery Plan	The Go-Live plan details activities necessary for a successful go-live and transition.
10	Do	Sprint 1	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
11	Do	Sprint 2	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
12	Do	Sprint 3	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
13	Do	Sprint 4	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
14	Do	Sprint 5	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
15	Do	Sprint 6	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
16	Do	Sprint 7	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.



17	Do	Sprint 8	During Sprints, the features, integration, and data migrations identified in the System Design Workbook are developed according to priority.
18	Deliver	User Acceptance Testing	Ilama will lead a guided User Acceptance Testing period. UAT test scripts will be provided by Ilama in a testing system and executed by [ClientEmail]. Any defects found in this period as defined by the System Design Workbook will be remedied during this period.
19	Deliver	Training	Ilama will provide onsite* and remote training to all users of the Solution, including administrators and support teams. Ilama will create and deliver training materials.
20	Deliver	Deployment	Ilama will move the solution into the Production system and migrate all data to the system. Data validation reports will be provided.
21	N/A	Ilama Help	Ongoing Solution maintenance and support following go-live as described in the Ilama Help section.

*Onsite meetings can be held remotely per City of Austin request due to Covid-19 or other reason

PROJECT MANAGEMENT STRUCTURE

ROLES & RESPONSIBILITIES

Role Descriptions

Business Consultant – Our Business Consultant acts as the “product owner” for the solution. She is an expert in IBM Tririga and Real Estate Management processes and will work closely with City of Austin to define user stories and features that support the system requirements. This role will lead the process workshops and system design as well as trainings and change management.

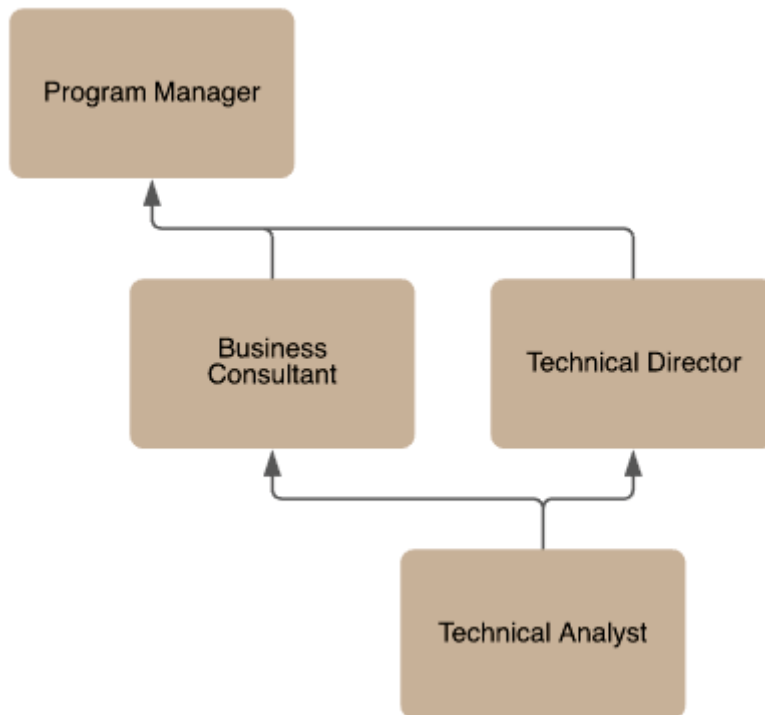
Program Manager – Our Program Manager acts as the main point of accountability for the project. He is a very experienced resource that creates project planning documents, performs internal quality reviews, acts as project manager, and adds knowledge to system design and development.



Technical Director – Our Technical Director oversees hosting and the technical development of the solution. He also manages the data migrations and any integrations. He is accountable for system architecture, security, and performance.

Technical Analyst – Our Technical Analyst executes many of the technical tasks in the project. He is fully involved throughout the project, supporting the process Fit-Gap analysis, authoring System Design, and executing development and testing during sprints.

Project Organizational Chart



RACI

The RACI matrix below establishes our team's responsibilities per deliverable:



#	Deliverable	Program Manager	Business Consultant	Technical Director	Technical Analyst
1	Kickoff	A	R	C	R
2	Discovery Workbook	C	A, R	C	R
3	Integrated Project Plan	A, R	C	C	I
4	Data Migration Plan	A	C	C	R
5	Process Workshops	C	A, R	C	R
6	Design Workbook	C	A	R	R
7	Data Mapping Documentation	I	C	A	R
8	Training Plan	A, R	C	C	I
9	Delivery Plan	A, R	C	C	I
10	Sprint 1	C	C	A, R	R
11	Sprint 2	C	C	A, R	R
12	Sprint 3	C	C	A, R	R
13	Sprint 4	C	C	A, R	R
14	Sprint 5	C	C	A, R	R
15	Sprint 6	C	C	A, R	R
16	Sprint 7	C	C	A, R	R
17	Sprint 8	C	C	A, R	R
18	User Acceptance Testing	A	R	C	R
19	Training	C	A, R	C	R



20	Deployment	C	C	A	R
21	llama Help	I	A	C	R

R = "Responsible" = creates the deliverable.

A = "Accountable" = in charge of the quality and timeliness of the deliverable.

C = "Consulted" = consulted in creation of deliverable.

I = "Informed" = informed about the deliverable.



DEMONSTRATED APPLICABLE EXPERIENCE AND REFERENCES

PRIOR EXPERIENCE

Ilama's proposed project team includes over 60 years of experience implementing Real Estate solutions in an IWMS context. Since Ilama's formation in 2018, our Real Estate experience includes large portfolio customers such as:

- ADP
- Northrop Grumman
- Administrative Office of the US Courts
- Travelers Insurance

Prior real estate system implementation experience includes:

- State of New Jersey
- Courts of California
- State of Florida
- Dell
- Cantor Fitzgerald
- Suntrust Bank (Truist)
- Transamerica Insurance
- Chipotle
- Airbus



REFERENCES

Organization #1

Organization Name:	ADP	
Contact Name:	Jennifer DyReyes	
Contact Title:	Director Global Procurement Systems	
Address:	1 ADP Blvd, Roseland, NJ, 07068	
Telephone Number (s)	Office: 973-840-1595	Cell: 503-539-7292
Email:	jennifer.dyreyes@adp.com	
Project Description:	Implemented, supported, and upgraded an IBM Tririga solution to manage Leases, Assets, and Capital Projects nationwide. Re-engineered lease administration processes to achieve FASB ASC 842 compliance for all leases. Solution includes integrations to/from payment & GL systems (Oracle) as well as supplier system (Ariba).	
Project Dates:	1/1/2019 - Present	

Organization #2

Organization Name:	Northrop Grumman	
Contact Name:	Jeramie Van Gessel	
Contact Title:	Manager, Real Estate Information	
Address:	1 Hornet Way, El Segundo, CA, 90245	
Telephone Number (s)	Office: 310-726-5921	Cell: 310-633-0080
Email:	jeramie.vangessel@ngc.com	
Project Description:	Illa provides consulting, enhancement, and support services for Northrop Grumman, a global aerospace and defense technology company with over 90,000 employees and an annual revenue in excess of \$30 billion. Illa maintains their IBM Tririga system which is used to manage Real Estate Leases and Real Estate Transactions across all corporate locations. The implementation includes an integration to the payments system.	
Project Dates:	6/1/2020 - Present	



Organization #3

Organization Name:	Wichita Public Schools	
Contact Name:	Amalia Jantz	
Contact Title:	Performance Management Supervisor	
Address:	903 S Edgemoor St, Wichita, KS	
Telephone Number (s)	Office: 316-973-2095	Cell: 316-973-2095
Email:	ajantz2@usd259.net	
Project Description:	Ilama provides upgrade, implementation, hosting, and support services for WPS's multi-module IBM Tririga implementation. Ilama is helping WPS coordinate activities across a portfolio spanning more than 1,800 acres. Implementation goals include enabling a mobile workforce, coordinating Facility Condition Assessment activities, and streamlining Projects & Capital Planning.	
Project Dates:	7/1/2020 - Present	



CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

llama llc
Austin, TX United States

Certificate Number:
2022-844462

Date Filed:
01/27/2022

Date Acknowledged:

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

City of Austin

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

MA 5600 NA220000006
Implementation of Real Estate Management System

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Kilthau, Judith	Huntington Beach, CA United	X	
	Lembke-Windler, Ahren	Austin, TX United States	X	

5 Check only if there is NO Interested Party.

☐

6 UNSWORN DECLARATION

My name is Ahren Lembke-Windler, and my date of birth is [REDACTED].

My address is 8101 Kiana Dr, Austin, TX, 78729, USA.
(street) (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Travis County, State of Texas, on the 27 day of January, 2022.
(month) (year)

Ahren Lembke-Windler

Signature of authorized agent of contracting business entity
(Declarant)