

Operational Financial Data Support Proposal for the Town of Roland, Oklahoma

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Municipal Financial Systems Support Proposal

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Abstract

This proposal outlines temporary operational and financial data support for the Town of Roland, Oklahoma during a city management transition before upcoming budget deadlines. The work may include helping retrieve financial reports, organizing exported data, reviewing budget, and spending trends, and preparing summary materials for municipal leadership. The engagement is limited to technical and analytical support only and does not include legal services, auditing, or governmental authority. The proposal also addresses data security, records handling, system access procedures, and transparency during the project period.

Keywords: municipal finance, budget support, financial reporting, data analysis, ERP systems, Oklahoma municipalities

Purpose of Engagement

This section provides a summary of the proposed temporary operational and financial data support engagement for the Town of Roland, Oklahoma during a municipal management transition period.

The proposed engagement provides temporary operational and financial data support to assist the Town of Roland, Oklahoma during a municipal management transition period occurring near upcoming budget deadlines. The engagement focuses on helping authorized municipal personnel retrieve, organize, review, and summarize financial information needed for budget preparation and operational continuity. The proposed work remains limited to technical and analytical support activities and does not include legal services, auditing services, or independent governmental authority.

Ethics and Governance Considerations

This section provides acknowledgment of ethics, transparency, and public perception concerns related to municipal operations and professional relationships associated with the proposed engagement.

The proposed engagement recognizes the importance of public trust, transparency, and proper municipal governance during periods of operational transition. The proposal acknowledges that professional relationships and temporary outside assistance may create public perception concerns if not managed openly and appropriately. The proposed work therefore assumes municipal authorization, clear operational boundaries, documented access procedures, and adherence to established municipal policies and ethical expectations.

Device Management: To address these vital public trust and information security dynamics, the engagement strictly mandates that all data manipulation occur exclusively on a dedicated, non-compromised workstation (pp. 5-6). Specifically, to maintain usage consistent with NIST SP 800-53 media transport and access control standards, municipal data will never be stored or processed on

unmanaged personal hardware.. Instead, all analytical workflows will utilize a "clean" machine completely free of external files or secondary user data, carrying only verified base application programs.

To maximize transparency and preserve absolute chain of custody, the ideal configuration anticipates the utilization of a freshly provisioned, municipality-purchased machine with ownership permanently retained by the Town of Roland. Outfitted with a highly efficient dual-screen setup optimized for rapid, multi-window "swivel-chair" data reconciliation, this controlled hardware deployment reinforces the operational boundaries of the transition period, assuring the public that sensitive financial records remain localized, secure, and entirely within the town's physical and administrative governance.

Current Understanding and Assumptions

This section provides the current understanding of municipal operational conditions, budget timelines, staffing limitations, and financial systems concerns known at the time of proposal preparation.

Current understanding suggests that the Town of Roland, Oklahoma may be experiencing operational and staffing limitations following the recent resignation of municipal management personnel. Current assumptions also include approaching budget deadlines, limited familiarity with existing financial systems among remaining staff, and potential reliance upon cloud-hosted municipal software platforms and externally hosted data services. The proposed engagement therefore assumes that portions of the required financial information may need to be retrieved, organized, decoded, or reconstructed through coordinated export and analytical review procedures.

Applications required on the assigned PC are itemized in Appendix A.

1. Data Readiness and System Disarray Risk

Data Integrity and Re-Classification Safeguards: The consultant's proposed timeline and analytical workflows are strictly dependent upon the Town of Roland providing reasonably organized, intact, and digitally readable financial records (e.g., standard ERP exports, uncorrupted CSV flat files). Should the consultant encounter severe system disarray, missing transactional data, or entirely un-reconciled ledgers requiring extensive manual data reconstruction or forensic cleaning, the consultant reserves the right to pause analytical workflows. Work will resume only after a mutually agreed-upon adjustment to the project deadlines is established in writing to account for the necessary data-remediation time.

System Access and IT Provisioning Dependencies: The official start date and subsequent timeline of this engagement are strictly contingent upon the Town of Roland delivering a fully operational, municipality-provisioned dual-monitor workstation equipped with all required credentials and software environments specified in Appendix A. Any administrative delays by the municipality, physical procurement bottlenecks, or technical support delays originating from Tyler Technologies or other third-party software vendors regarding user access permissions or export capabilities will likely extend the project's target delivery dates by a period equal to the duration of the delay.

Mandatory Employee Presence for Extended Hours: To maintain absolute transparency and adhere to municipal security frameworks, the consultant is fully willing to perform data analysis, Python processing, and reconciliation activities during nights and weekends. However, all such after-hours work strictly requires the physical or active on-site presence of an authorized municipal employee or designated representative. If an authorized town representative is unavailable to provide facility access or presence during these times, the consultant will not perform work during those hours, and the project timeline will be adjusted accordingly.

Termination Clause: Either the consultant or the Town of Roland may terminate this support engagement for convenience at any time by providing seven (7) days' written notice to the other party.

Upon receipt or issuance of such notice, the consultant will immediately cease data processing and return all digital and physical municipal property to the designated town point of contact.

Scope of Work

This section provides an overview of the proposed analytical, operational, and financial data support activities anticipated during the temporary engagement period.

The proposed scope of work includes temporary assistance with retrieval, organization, review, and summarization of municipal financial and operational data associated with budget preparation and reporting activities. Anticipated activities may include guidance regarding standard report exports, CSV flat-file retrieval, account decoding support, reconciliation review, budget variance review, and limited Python-based analytical processing when authorized and operationally necessary. The proposed engagement also includes documentation of procedures, support for operational continuity, and preparation of summary materials intended to assist municipal leadership during the transition period.

Out-of-Scope Activities

This section provides clarification regarding activities, responsibilities, and authorities that have not been included within the proposed engagement scope.

The proposed engagement does not include legal services, certified public accounting services, forensic auditing, fraud investigation, expenditure authorization, purchasing authority, personnel supervision, policy-making authority, or independent administrative control of municipal systems or operations. The proposed work also excludes independent modification of production financial systems, unsupervised access to municipal facilities, or retention of municipal credentials or records beyond authorized operational needs. Any activities outside the defined operational and analytical support scope require separate municipal review and authorization.

Security and Data Handling Procedures

This section provides proposed safeguards related to system access, records handling, credential use, physical security, and municipal data protection procedures.

All municipal systems, operational records, credentials, exported files, and financial data are expected to remain the property of the Town of Roland, Oklahoma throughout the proposed engagement period. Access to municipal systems is expected to occur only through municipality-authorized credentials, approved devices, designated workspaces, and established operational procedures. The proposed engagement assumes that municipal personnel maintain primary administrative control of production systems, hosted platforms, software environments, and user-access permissions during all operational activities.

The proposed engagement further assumes use of reasonable sign-in and sign-out procedures for physical access to municipal facilities, operational workspaces, records-storage areas, and financial systems when appropriate. Any after-hours or weekend activities are expected to occur only when operationally necessary and in the presence of a designated municipal employee or authorized representative. Original records are expected to remain within municipal custody unless temporary authorized duplication becomes operationally necessary for reporting, reconciliation, or analytical support purposes.

The proposed engagement recommends an initial preference for municipality-guided standard export procedures coordinated through existing software vendors, hosted platforms, or authorized municipal personnel. Preferred export formats may include CSV flat files, standard financial reports, account decodes, data dictionaries, and related operational documentation intended to support continuity, transparency, and operational review activities. Current assumptions include potential use of Tyler Technologies municipal software environments and related hosted reporting systems (Tyler Technologies, n.d.). The proposed engagement also recognizes that isolated financial-related systems,

operational databases, spreadsheets, or department-specific reporting tools may exist independently within individual municipal departments or operational units.

If standard export procedures are unavailable, incomplete, or operationally impractical, limited secondary analytical processing procedures may be considered using secured exported data and controlled Python-based analytical review methods. Any secondary analytical activities are expected to remain limited to authorized operational support purposes such as reconciliation review, budget variance analysis, trend identification, structured reporting, continuity support, and preparation of summary materials. Independent modification of production municipal systems, hosted applications, or live operational databases is not anticipated within the proposed engagement scope.

The proposed engagement further assumes operational consistency with recognized information governance and security-control frameworks commonly associated with governmental and regulated data environments. Proposed access and handling procedures are intended to remain generally consistent with NIST SP 800-53 guidance related to access control and media transport safeguards (National Institute of Standards and Technology, 2020), ISO 27001 principles associated with controlled data derivation and temporary analytical processing activities (International Organization for Standardization, 2022), and COBIT governance concepts related to managed operational data handling and controlled systems access procedures (ISACA, 2019).

The proposed engagement also assumes reasonable safeguards related to password handling, credential confidentiality, restricted duplication of sensitive records, secure storage of temporary working files, and controlled disposal, deletion, or return of exported municipal data at the conclusion of authorized activities. External sharing, unauthorized cloud distribution, or retention of municipal operational records beyond authorized engagement purposes is not anticipated unless separately approved by authorized municipal personnel.

Operational Access Procedures

This section provides expectations regarding facility access, after-hours work, municipal employee presence, and operational accountability during the engagement period.

The proposed engagement assumes that all municipal systems, records, credentials, and exported financial data remain the property of the Town of Roland, Oklahoma at all times. System access is expected to occur only through municipality-authorized credentials, approved devices, and designated operational procedures. The proposed engagement further assumes use of sign-in and sign-out procedures, controlled handling of exported files, restricted duplication of records, and the presence of a designated municipal employee or representative during after-hours or weekend access to municipal facilities, systems, or operational records.

Project Timeline

This section provides a proposed schedule for initial system review, data retrieval, analytical review, and delivery of operational support materials.

The proposed timeline anticipates an initial review period focused on system access coordination, identification of relevant reports, retrieval of available exports, and preliminary operational assessment activities. The following phase is expected to include organization of exported data, analytical review, reconciliation support, budget variance review, and preparation of summary materials intended to support municipal leadership and budget continuity activities. The proposed engagement is intended to remain temporary in duration and aligned with current operational timelines and teaching obligations known at the time of proposal preparation.

Given the circumstances, the following proposal timeline is extremely aggressive and leaves little room for error, or delays – especially circumstances not controlled by the consultant. There remains a great deal of uncertainty (at present) as to condition of data stored and complexity of associated meta-data. Given these uncertainties and other unforeseen (potential) obstacles, this

proposed schedule can only be provided as a guideline. In as much as this timeline might possible, a degree of caution and prudence by the City is advisable – with a fallback plan.

Phase 1: Monday, May 25, 2026 (10 Hours)

- **Focus:** Workstation Verification & Initial Data Pulls.
- **Activities:**
 - Verify the newly provisioned, town-owned workstation and ensure Tyler Technologies ERP/Incode access credentials are functional (pp. 4, 6).
 - Establish communication channels with the software vendor helpdesk to preempt potential access stalls.
 - Initiate standard report extractions for current and prior fiscal year budgets, trial balances, and chart of accounts.

Phase 2: Tuesday, May 26 & Wednesday, May 27, 2026 (20 Hours Total / 10 Hours Per Day)

- **Focus:** System Export Processing & Data Remediation.
- **Activities:**
 - Execute comprehensive CSV flat-file extractions of general ledger details and vendor payment histories.
 - In the event of system disarray or un-reconciled ledgers, deploy Python scripts (pandas, numpy) to begin decoding and structuring raw account data.
 - Identify and document any missing transactional data blocks or anomalies that require staff clarification.

Phase 3: Thursday, May 28 & Friday, May 29, 2026 (20 Hours Total / 10 Hours Per Day)

- **Focus:** Reconciliation & Budget Variance Analysis.
- **Activities:**
 - Conduct multi-window "swivel-chair" data reconciliation using the dual-monitor setup.

- Execute budget-versus-actual analysis and map spending trends across different municipal departments.
- Compile structured financial summaries and variance reports intended for municipal leadership.

Phase 4: Saturday, May 30, 2026 (4 to 8 Hours)

- **Focus:** Weekend Wrap-Up, Standard Operating Procedures (SOPs), & Hand-Off.
- **Activities:**
 - *Prerequisite:* Dependent on the physical or active on-site presence of an authorized municipal employee.
 - Finalize all Python-based analytical reporting workflows and compile final summary sheets.
 - Document the precise extraction and data-handling procedures used during the week to ensure operational continuity for remaining staff.
 - Safely store working files on the town machine and hand back all operational control to town leadership.

Schedule Summary

- **Total Days:** 6 Days (Monday through Saturday)
- **Estimated Time Range:** 54 – 58 Hours
- **Status vs. Financial Cap:** Fully aligned with the \$4,000 contract ceiling (leaving a safety buffer of 22–26 hours for unexpected vendor or data stalls).

Cost Structure

This section provides a summary of the proposed time-and-materials billing structure associated with the temporary support engagement. The proposed engagement assumes a temporary time-and-materials structure based upon actual hours worked and operational activities reasonably required to

support the defined engagement scope. Anticipated costs may include time associated with report retrieval coordination, data organization, analytical review, documentation activities, limited after-hours support, and preparation of operational summary materials. Additional activities or material expansion of the proposed scope are expected to require separate municipal review and authorization before work proceeds.

Project: Temporary Operational and Financial Data Support

Client: Town of Roland, Oklahoma

Consultant: John A. Honeycutt, PhD

Date: May 2026

The Town of Roland and the Consultant agree to the following temporary, time-and-materials financial framework for the technical and analytical support engagement:

- **Hourly Rate:** \$50.00 per hour.
- **Billing Basis:** Compensation will be calculated based on actual, documented hours spent on data extraction coordination, flat-file processing, analytical script writing, account decoding, and leadership summary preparation.
- **Financial Cap:** Total compensation under this initial agreement shall not exceed **\$4,000.00** (representing a maximum of 80 billable hours).
- **Scope Modification:** The \$4,000.00 cap cannot be exceeded without prior written amendment and mutual agreement by both the Consultant and authorized municipal leadership, should system delays or data reconstruction need demand additional hours.

Requested Information and Records

This section provides a list of municipal financial reports, system information, and operational records requested to support the proposed analytical activities.

Requested information may include current and prior fiscal year budgets, budget-versus-actual reports, trial balance reports, general ledger detail exports, chart of accounts information, vendor payment reports, account decoding materials, and available data dictionaries or column definitions associated with municipal financial systems. Additional requested information may include system access procedures, software vendor contact information, export capabilities, backup procedures, prior audit or agreed-upon-procedures reports, and other operational records reasonably necessary to support authorized analytical and reporting activities.

Qualifications and Professional Background

This section provides a summary of relevant education, operational experience, analytical capabilities, and technical qualifications associated with the proposed engagement.

Relevant education includes doctoral education in Industrial and Organizational Psychology and graduate education in Management and Computer Systems. Additional professional training includes Oklahoma Municipal League training activities associated with municipal governance, ethics, transparency, and public-sector operations (Oklahoma Municipal League, n.d.), along with completed CITI Program training related to ethical research practices, human subjects protections, and responsible handling of sensitive information (Collaborative Institutional Training Initiative, n.d.).

Relevant professional experience includes operational analysis, organizational systems review, structured reporting, ERP-related environments, statistical analysis, Python-based data processing, and structured dataset management activities. Additional experience includes OSHA-authorized training activities, public-sector consulting exposure, energy-sector technical transfer analysis activities (Honeycutt, 2013), and development of large-scale structured analytical datasets and operational research materials associated with transportation, occupational injury, consumer product safety, and organizational systems analysis (Honeycutt, 2026a; Honeycutt, 2026b; Honeycutt, 2026c; Honeycutt, 2026d). Additional analytical and research activities have included development of structured event

classification and occupational injury surveillance frameworks intended to support reproducible operational analysis methodologies (Honeycutt, 2026e; Honeycutt, 2026f).

Assumptions and Limitations

This section provides clarification regarding assumptions, dependencies, and operational limitations that may affect the scope or timing of the proposed engagement.

The proposed engagement assumes timely access to authorized municipal personnel, requested reports, operational records, and available financial system export functions necessary to support analytical review activities. The proposed timeline and scope may be affected by data availability, staffing limitations, system access restrictions, software vendor response times, export limitations, or incomplete documentation within existing municipal systems. The proposed engagement further assumes that all work remains limited to operational and analytical support activities and does not constitute legal opinions, certified auditing services, or independent municipal authority.

Authorization and Acceptance

This section provides space for municipal acknowledgment, authorization, and approval of the proposed temporary operational support engagement.

This section provides space for formal municipal acknowledgment, authorization, and acceptance of the proposed temporary operational and financial data support engagement. Authorization may include acknowledgment of the proposed scope, operational limitations, approved access procedures, and designated municipal points of contact associated with the engagement period. This section may also provide signature lines for authorized municipal representatives, dates of approval, and any additional conditions or operational requirements established by the municipality.

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Appendix A

Minimum Technical Specifications and Software Requirements

The proposed engagement is expected to operate effectively within a standard modern business-computing environment and does not require enterprise-class server infrastructure. Current assumptions suggest that the Town of Roland, Oklahoma likely maintains a relatively small municipal data environment appropriate for standard desktop-based analytical processing workflows. Estimated exported financial datasets are expected to remain manageable within conventional spreadsheet and flat-file analytical environments, including CSV and Microsoft Excel formats.

Minimum recommended workstation specifications include:

- Intel Core i5 or AMD Ryzen 5 processor (10th generation or newer)
- 8 GB RAM minimum; 16 GB RAM preferred
- 256 GB solid-state drive (SSD) minimum
- Windows 10 or Windows 11 (64-bit)
- Reliable broadband internet connection
- Dual-monitor configuration preferred for reconciliation and multi-window review activities
- BitLocker or equivalent drive encryption enabled when available

Recommended software applications and utilities may include:

- Microsoft Excel
- Microsoft Office or Microsoft 365
- Python 3.x environment
- pandas library
- numpy library

- openpyxl library
- WinSCP or equivalent secure SFTP client
- Current antivirus and endpoint protection software
- PDF viewing and export utilities

The proposed engagement further recommends use of a dedicated or newly provisioned workstation isolated from routine personal-use activities whenever practical. The preferred configuration anticipates a municipality-controlled workstation containing only approved operating-system software, verified analytical applications, and authorized municipal working files. This approach is intended to support operational transparency, controlled data handling, reduced risk of cross-contamination with unrelated files, and improved consistency with governmental information security practices.

Current assumptions also recognize that municipal financial records may originate from multiple hosted or department-level systems, including Tyler Technologies Incode ERP environments, utility billing systems, municipal court systems, spreadsheets, and isolated department-maintained reporting tools (Tyler Technologies, n.d.). Exported data volumes associated with municipalities the size of Roland, Oklahoma are not currently expected to require dedicated database servers, enterprise storage arrays, or high-performance computing infrastructure for the proposed engagement scope.