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City of San Mateo | February 17, 2020

Advisory Services for ERP Selection and Implementation

Revised June 5, 2020



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Wealth Management.

A note about uncertainty related to COVID-19

First and foremost, please know that Plante Moran places the health and safety of the City of San Mateo employees and our team at the forefront of the initiative described in this proposal. Amid the COVID-19 pandemic, Plante Moran has temporarily transitioned to a remote work environment. With keeping our clients in mind, Plante Moran worked efficiently to execute the transition to a virtual firm in just 48 hours.

Understanding that this is a fluid situation, if necessary, Plante Moran is equipped to execute the Strategic Assessment activities remotely via telephone conference and video conference until the pandemic has subsided. Some activities in our proposed approach may require adaptation in order to be executed remotely. Our team is open to discussing these challenges and modifying activities with the City as part of project initiation activities.

Please feel free to review Plante Moran's COVID-19 Resource Center for useful information at the following URL: <https://www.plantemoran.com/explore-our-thinking/areas-of-focus/covid-19-watch>

Please note: additional requirements related to on-site visitation may be imposed upon the City and/or Plante Moran due to COVID-19.

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1. Cover Letter



November 8, 2019

Rich Lee - Finance Director
City of San Mateo
330 W. 30th Avenue
San Mateo, CA 94403

Dear Mr. Lee,

Plante & Moran, PLLC (Plante Moran) is pleased to submit this proposal to provide Advisory Services for ERP Selection and Implementation to the City of San Mateo. We are excited about the possibility of working with the City to map out and implement a strategy to replace the Tyler Eden system with a new solution to support the City's current and future business operations.

Plante Moran is uniquely qualified to assist the City with this important endeavor. We offer the following benefits:

- **Public Sector Commitment.** We are one of the leading firms in the country in assisting municipalities with the selection of enterprise level applications. We have worked with literally hundreds of municipalities over the past 25 years.
- **Vendor Independence.** We are completely vendor independent and have an extensive set of tools and templates, corresponding to our proven methodology, to assist San Mateo in selecting an appropriate solution.
- **Proven Team.** Our proposed project team brings to this engagement extensive knowledge and experience gained in working with public sector clients in conducting enterprise system needs assessments, solution selections and implementation of ERP solutions.
- **ERP Marketplace Expertise.** We have successfully negotiated contracts with nearly all of the software vendors that San Mateo will likely be considering. Through our negotiations process, we have been able to save our clients significant costs and negotiate terms which protect the interests of our clients.

We believe that based upon these experiences and the quality of our proposed team, we are well qualified to provide objective and comprehensive ERP advisory services for San Mateo. If you have any questions concerning this proposal, which remains valid for 120 days, please contact:

Adam Rujan, Partner - 248-223-3328 - Adam.Rujan@plantemoran.com

Very truly yours,
PLANTE & MORAN, PLLC



A handwritten signature in black ink, appearing to read "Adam Rujan".

Adam Rujan, Partner

Plante & Moran, PLLC

27400 Northwestern Highway
P.O. Box 307
Southfield, MI 48037-0307
Tel: 248.352.2500
Fax: 248.352.0018
plantemoran.com

2. Qualifications and Experience



Plante Moran in brief

More than 90 years of history in 30 seconds or less.

We are the 11th largest certified public accounting and management-consulting firm in the nation. With a history spanning more than 95 years, our firm provides clients with financial, human capital, operations improvement, strategic planning, technology selection and implementation, cybersecurity, and family wealth-management services.

Fast facts



1924
Year
founded



3,100+
Staff



26
Offices
worldwide



25+
Industries
served



50
States
with
clients



120+
Countries
with clients



45+
Services
available



27
Languages
spoken
firmwide

Information technology consulting

Plante Moran's management consultants have made a significant commitment to assist governmental clients develop and implement appropriate technology. We are among the few accounting and consulting firms that are completely vendor independent with respect to the offering of hardware or application software for our governmental clients. This enables our consultants to select the most appropriate solution for our clients based on the client's current situation and future goals and objectives. The services we offer address virtually all aspects of information systems, including the following, with those services relevant and proposed on this project highlighted:

- System needs assessment
- Project budgeting and return on investment analysis
- Preparation of system requirements
- Request for proposal development
- System selection assistance
- Contract review and negotiations
- Systems implementation planning
- Systems implementation assistance
- User procedure development and documentation
- Quality assurance
- Project management
- Strategic information technology planning
- Information technology assessments
- e-Government strategy and development
- Systems development
- Technology management
- Systems control review
- Information security

ERP Consulting Qualifications

Plante Moran provides the full-range of services related to the assessment, planning, selection, contract negotiations and implementation of new technologies and processes for municipal governmental software. These experiences have included modules and processes relevant to all organizational components of a municipal operation for both process owners and end-users; including ERP components such as general ledger, cash receipting, grant and project management, fixed assets, time and attendance, human resources, and payroll.

Through these experiences, we have been able to develop best practices associated with ERP system functional requirements, processes and technologies that, taken together, maximize the value that can be delivered to stakeholders within and external to the City. Additionally, our ability to negotiate contracts that maximize value for the client both financially and relative to terms and conditions is well-recognized. Our contract negotiation capabilities frequently generate savings well in excess of our fees on the project. The table below shows a representative list of clients and projects relevant to the City's initiative.

Client Name	Project Title	Project Date
System Assessment, Selection and Implementation Assistance Projects		
Santa Clara Valley Water District	ERP Options Analysis	Apr 2017 – July 2017
City of Taylor, MI	ERP Needs Assessment	May 2017 - Present
City of Glenwood Springs, CO	ERP Business and Technical Needs Assessment Services	Apr 2017 – May 2017
Yakima County, WA	Financial System Discovery	Mar 2017 – Dec 2018
City of Georgetown, TX	ERP Needs Assessment and Selection	Nov 2016 – Dec 2018
City of Gainesville, FL	ERP Needs Assessment	Nov 2016 – Jun 2017
City of Bend, OR	EAM Needs Assessment	Sept 2016 - Present
Village of Wellington, FL	ERP Selection Services	Sep 2016 - Present

Client Name	Project Title	Project Date
State of Wyoming, WY	Chart of Accounts Redesign	Aug 2016 – June 2017
County of Boone, MO	ERP Selection Services	Aug 2016 – Aug 2018
County of Midland, MI	ERP Selection Services	Aug 2016 – Aug 2018
County of Monterey, CA	ERP Upgrade Implementation Management Assistance	Jul 2016 – Jun 2017
City of Fernandina Beach, FL	ERP Implementation Management Assistance	Jul 2016 - Present
Town of Jupiter, FL	Post Implementation Project Management Services	May 2016 – May 2018
City of Norman, OK	ERP Consulting Services	May 2016 – Dec 2017
State of MI Senate	ERP Consulting Services	Feb 2016 – Sep 2016
Cuyahoga County, OH	ERP Consulting Services	Feb 2016 – Feb 2017
City of Palo Alto, CA	ERP Consulting and Selection Services	Feb 2016 – Feb 2018
City of St. Charles, IL	Enterprise Application Strategy	Feb 2016 – Aug 2016
City of Hollywood, FL	ERP Consulting Services	Feb 2016 - Present
City of Roswell, GA	Post ERP Project Management Activities	Feb 2016 – Aug 2016
St. Louis County, MO	Time and Attendance Implementation Management Assistance	Jan 2016 – Oct 2016
Miami-Dade County, FL	ERP Integrator Selection Assistance	Oct 2015 - Present

Client Name	Project Title	Project Date
Montgomery County, TX	Financial System Needs Assessment	Oct 2015 - Present
Pueblo County, CO	ERP Feasibility Study	Sep 2015 – Apr 2016
Milwaukee County, WI	ERP Consulting Services	Sep 2015 - Present
Town of Jupiter Island, FL	ERP Selection	Aug 2015 – Jul 2016
Genesee County	ERP Implementation Management Assistance	Jul 2015 - Present
City of Sacramento, CA	Payment Processing Study	Jun 2015 – Dec 2015
City of Coral Springs, FL	ERP Options Analysis	May 2015 – Aug 2015
City of Grand Rapids, MI	ERP Implementation Management Assistance	Mar 2015 - Present
Kent County, MI	ERP Implementation Management Assistance	Mar 2015 - Present
Miami-Dade County, FL	ERP Integrator RFP Consulting Services	Mar 2015 – Jul 2015
Outagamie County, WI	HRIS Selection Services	Feb 2015 – Jan 2016
City of Appleton, WI	ERP Selection Services	Feb 2015 – May 2016
City of Winter Park, FL	ERP Selection Services	Feb 2015 – Jul 2016
City of Delray Beach, FL	ERP Options Analysis	Feb 2015 – Aug 2015
Hampton Roads Transit, VA	ERP Selection Services	Jan 2015 – Jul 2016

Client Name	Project Title	Project Date
City of Carlsbad, CA	ERP Business Process Mapping	Jan 2015 – Apr 2016
Cuyahoga County Public Library, OH	FMIS Selection Services and Implementation Management Assistance	Dec 2015 - Feb 2017
City of Paducah, KY	ERP Selection Services	Sep 2014 – Jun 2016
Central Ohio Transit Authority (COTA), OH	HRIS Needs Assessment and Selection	Jun 2014 – Jun 2015
Horry County, SC	ERP Implementation Management Assistance	Jun 2014 – Sep 2015
Village of Park Forest, IL	ERP System Consulting and Implementation Management Assistance	Jun 2014 – Dec 2015
City of Palo Alto, CA	ERP System Consulting	Jun 2014 – Dec 2014
City of Arvada, CO	EAM System Consulting	Apr 2014 – Nov 2014
City of Fayetteville, AR	ERP Consulting Services	Apr 2014 – Jul 2015
Clarke County, VA	ERP Consulting Services	Feb 2014 – Jun 2014
City of Long Beach, CA	ERP Consulting Services	Feb 2014 – Jul 2016
City of Baton Rouge, LA	ERP Consulting Services	Feb 2014 – Present
City of Palo Alto, CA	EAM System Consulting	Jan 2014 – Nov 2014
St. Lucie County, FL	ERP Consulting Services	Nov 2013 – Mar 2016
City of Ft. Lauderdale, FL	ERP Selection	Nov 2013 – Sep 2016

Client Name	Project Title	Project Date
Village of Elk Grove, IL	ERP Selection and Implementation Management Assistance	Sep 2013 – Dec 2015
City of Bend, OR	ERP Selection and Implementation Management Assistance	Aug 2013 – Jul 2016
City of North Las Vegas, NV	Enterprise Applications Analysis	Jul 2013 – Oct 2013

3. References



City of Palo Alto, CA

Mr. Brad Eggleston,
Assistant DPW Director
250 Hamilton Ave.
Palo Alto, CA 94301
650.329.2636
Brad.Eggleston@cityofpaloalto.org

ERP & Enterprise Asset Management System Needs Assessment & Selection Services

Assisted the City with a comprehensive review of both its Enterprise Asset Management System (EAMS) and Enterprise Resource Planning System (ERP). The City objective is to ensure systems that feature robust data integration, in a sustainable and cost-effective manner. Following a competitive solicitation for services, Plante Moran was selected to provide the City with an assessment of its ERP application environment to identify areas of improvement and provide a recommendation going forward. Additionally, the project included the preparation of a detailed Total Cost of Ownership (TCO) and Return on Investment (ROI).

Project Timeline: Jan 2014 – April 2018

City of Bend, OR

Ms. Denise Wallace
IT Business Analyst
710 NW Wall Street
Bend, OR 97701
dwallace@bendoregon.gov
541.388.5583

ERP Needs Assessment, System Selection and Implementation Management Assistance

Plante Moran conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications within multiple lines of business. This project included conducting of interviews with process owners and process end-users, development of an ERP RFP, proposal analysis, and due diligence assistance. We assisted the City with contract negotiations and statement of work development with the selected ERP vendor and are providing implementation management assistance.

We also are assisting the City with the development of RFPs for Community Development and Court system replacements.

Project Timeline: Sep 2016 – Present

Mr. Randy James
IT Director
710 NW Wall Street
Bend, OR 97701
541.388.4426
rjames@bendoregon.gov

Valley Metro Transit

101 N. 1st Avenue
Phoenix, AZ 85003
Ms. Paula Novacek
Controller
602.495.8239
pnovacek@valleymetro.org

ERP and EAM Needs Assessment, System Selection and Implementation

Plante Moran interviewed stakeholders at executive, managerial and end user levels to understand the current state of technology and to develop technical and functional requirements for the system selection of a replacement ERP and EAM system. The project team worked with the Agency to develop future state process maps in order to prepare the organization for process

change that will take place in parallel with the system replacement effort. This project is currently in the system selection phase.

Project Timeline: January 2019 – Present

**City-Parish of East
Baton Rouge, LA**

Mr. Eric Romero
Director of Information
Services
City of Baton Rouge, LA
222 Saint Louis Street,
Rm. B284
Baton Rouge, LA 70802
225.389.3070
eromero@brgov.com

**ERP Needs Assessment, System Selection and Implementation
Management Assistance**

Assisted the City-Parish with an assessment of existing ERP systems and selection of a future ERP solution. Incorporated future needs and related services into an ERP request for proposal, formal solicitation and analysis of proposals received. Upon completion of selecting the vendor, we then provided assistance in negotiating a contract and statement of work with the selected vendor. We also provided project management assistance associated with the implementation of the selected Solution.

Project Timeline: Feb. 2014 – Dec 2018

**City of Glenwood
Springs, CO**

Steve Boyd, Finance
Director
101 W 8th Street
Glenwood Springs, CO
81601
970.384.6422
steve.boyd@cogs.us

ERP Needs Assessment

Plante Moran performed a needs assessment to replace its financial, payroll and human resources, utility billing and community development software applications. The assessment included an evaluation of business processes and functions with process owners so key functional gaps could be identified for resolution. The assessment identified key solution requirements supporting the selection of the preferred vendor. These requirements were designed to be incorporated into a statement of work as part of an implementation services contract and software master agreement.

Project Timeline: April 2017 – May 2017

Village of Elk Grove, IL

Mr. Ed May

IT Director

Village of Elk Grove

901 Wellington Avenue

Elk Grove Village, IL

60007

847.357.4071

emay@elkgrove.org

**ERP Needs Assessment, System Selection and Implementation
Management Assistance**

Plante Moran assisted the Village with a comprehensive Enterprise Resource Planning (ERP) needs assessment to evaluate the existing systems environment. Incorporated future needs and related services into an ERP request for proposal, solicitation and due diligence activities. Subsequently, assisted the Village in the negotiations of license and support agreements and took on a project management oversight role during implementation of the Tyler Munis solution.

Project Timeline: Sept 2013 – February 2018

4. Key Personnel



Key Team Members

The following table lists the key personnel for this project and a description of the role each will serve. Availability assumes a project start date of March 2020. Other staff may be assigned as needed. Once the contract is awarded, the full team will be assembled to assure meeting project schedule and budget.

Project Staff	Project Role	Availability
Adam Rujan Partner	Project Engagement Partner Adam will be responsible for ensuring that all Plante Moran services are completed within the schedule and budget and will provide project quality control over Plante Moran deliverables and services.	Available as needed
Sally Nagy Sr. Manager	Project Director Sally will be responsible for the day-to-day performance of the team, and strategic direction of deliverables. She also will ensure that all tasks are completed on schedule, within budget, and meet appropriate quality standards. She will finalize all deliverables and present recommendations. She will facilitate vendor proposal evaluation sessions. Sally will be the primary point of contact for the City.	Available as needed
Alexandra Colletti, Manager	Project Consultant Alex will support the needs assessment and RFP development. She will identify best practices, assist with requirements identification, workflow and process mapping, development of the RFP, and software selection. During implementation, she will support training, procedures development, business process design, and other various implementation activities.	Available as needed
Brian Pesis Manager	Project Manager Brian will lead the needs assessment and RFP development. He will identify best practices, assist with requirements identification, workflow and process mapping, development of the RFP, and software selection. During implementation, he will lead training, procedures development, business process design, and other various implementation activities.	Available as needed

Resumes



Adam Rujan

Partner
Management Consulting

Summary of Experience

Adam has nearly thirty years' experience consulting to government and public sector organizations. His experience includes assisting governmental units with organizational and operational analyses, IT Assessment, and system selection reviews. He has developed specific expertise in assisting organizations understand and implement new technology, including issues of IT governance and change management. Adam's clients have included a wide range of local municipalities, counties, agencies and authorities and state government. He is a frequent presenter and has authored numerous articles on improving operational efficiency and effectiveness. He recently authored a chapter on IT Governance for the book CIO Leadership for Cities and Counties, published by the Public Technology Institute. Adam was/is the Partner responsible for all of the referenced public sector client engagements.

Education

Master of Business
Administration University of
Michigan

Bachelor of Science
Engineering, Wayne State
University

Selected Presentations/ Publications

Cost Savings in Information
Technology: ICMA webinar
2012

Outsourcing IT: ICMA Annual
Conference 2011

Improving Performance
through IT Governance:
Public Technology Institute
2009, 2010

Effectively Capturing
Business Intelligence: ICMA
Annual Conference 2013

Selected Key Clients

- City of Alexandria, VA
- Town of Hempstead, NY
- City of Asheville, NC
- Broward County, FL
- City of Augusta, GA
- Cook County, IL
- City of Detroit, MI
- City of Cleveland, OH
- Johnson County, KS
- City of Corpus Christi, TX
- St. Louis County, MO
- City of Colorado Springs, CO
- City of Flagstaff, AZ
- City of Mesa, AZ
- City of Seattle, WA
- Marin County, CA



Sally W. Nagy

Sr. Manager

Project Director

Summary of Experience

Sally has extensive background in both public and private sector executive management with a proven record of results applying business insight to the application of information technology to achieve the organization's goals. As Chief Information Officer/IT Director of both public and private sector organizations, she has directed all aspects of information technology including application development, project management, communications, operations, system architecture, GIS and technical support. As a consultant, Sally's engagements have included information technology governance, organizational change management, strategic and tactical planning, procurement and contract negotiations, project management, workforce development, organizational and program reviews, quality assurance, and enterprise technical architecture.

Sally's ERP systems experience spans more than 30 years, most recently developing requirements for procurement of new ERP solutions for the City of Stockton and the City of Carmel-by-the Sea. In addition, she has worked with multiple jurisdictions to identify ERP system needs as part of her IT strategic planning engagements.

Recent and Relevant Project Experience

- **Project Manager for the procurement of a new automated civil system for the Sacramento County Sheriff's Department.** Led the development of a request for proposal (RFP) for a new automated civil system (ACS). Ensured business processes, requirements and procurement documents were defined to an adequate level of detail to support a successful procurement process. Developed an inclusive process to ensure staff buy-in and support for the new ACS. Subsequently provided project oversight services during implementation. This project and the resultant

Education

Master of Business
Administration
Claremont Graduate
University

Bachelor of Science
West Virginia University

Certifications

Project Management
Institute, Project
Management Professional
(PMP)

ITIL Foundation v3

Professional Scrum Master

Presentations/Other

Instructor / facilitator for
several courses at the
California County
Information Services
Directors Association
(CCISDA) Information
Technology Leadership
Program:

Metrics, February 2017

Governance, October 2016

IT Business Analysis, April
2016

Developing Requirements
for a Successful Procurement

and Implementation, MISAC Conference, September 2015.

RFP paved the way for implementation of the solution at multiple California counties (currently 18 contracted counties, 16 of these live).

Previous Positions

- Chief Information Officer, Santa Barbara [County](#), CA
- Chief Information Officer, City of Sacramento, CA
- IT Director, City of Tucson, AZ

- **Project Manager for the procurement of a new defense case management system (CMS) for the Los Angeles County Public Defender's Office.** Worked with the Office to confirm and document functional and technical requirements, identify and analyze feasible alternative solutions and recommend CMS alternatives with enough detail to justify the case for change. This entailed conducting a comprehensive requirements assessment and performing a solution alternative analysis based on the needs of the Public Defender, its stakeholders and the jurisdiction of Los Angeles County. Subsequently led the procurement effort for the new CMS.
- **Project Manager for First 5 Alameda County California's Next Gen Requirements Development** project to develop a set of requirements and use cases for a procurement to replace an aging application. Functionality included three main areas: contract awards, training management, and contact management. The resulting requirements were included in a request for information (RFI) to purchase software. Also conducted market research to ascertain what products are available for these functions.



Alexandra Colletti

Manager
Project Consultant

Summary of Experience

Alex has seven years' experience managing technology projects for government and public sector organizations. Her experience focuses on the evaluation of enterprise technology environments and supporting processes. She is highly experienced in the functional and technical requirements gathering process, request for proposal (RFP) development, solution selection processes. Furthermore, Alex has experience managing implementation budgets and conducting vendor quality assurance throughout software implementation projects.

Selected Key Clients

- Santa Margarita Water District
- Valley Metro Transit Agency
- City of Santa Barbara, CA
- City of Baton Rouge, LA
- County of Yakima, WA
- City of Palo Alto, CA
- DuPage County, IL
- Golden Gate Bridge Highway and Transportation District
- City of Detroit, MI
- City of Fort Lauderdale, FL
- City of Long Beach, CA
- City of Philadelphia, PA
- Village of Elk Grove, IL
- San Diego Association of Governments
- New York State Teachers Retirement System
- Hampton Roads Transit
- City of Carlsbad, CA

Education:

Master of Science in
Accounting, Information
Systems Specialization
Michigan State University
Bachelor of Arts in
Accounting and Information
Systems
Michigan State University

Selected Presentation:

Cybersecurity in the Public
Sector at the PMA Financial
Seminar 2018

Professional Training & Affiliations:

California Society of
Municipal Finance Officers
(CSMFO) Conference
Participant (2014 - 2017)
International City/County
Management Association
(ICMA) Conference
Participant (2013 - 2016)
Illinois Government Finance
Officers Association (IGFOA)
Conference Participant (2015
– 2016)

Austin Smart City
Consortium Member (2019 –
Present)



Brian Pesis

Manager
Project Manager

Summary of Experience

As a Manager, Brian has 7 years of experience providing consulting services to government and public sector organizations. His experience is focused around providing ERP software needs assessments, system selections, and software implementations, coupled with business process mapping and optimization. Within ERP systems, his focus is on Financial, Human Resources, Customer Information (CIS) and Utility Billing Systems (UB), and Enterprise Asset Management (EAM) systems. Furthermore, Brian has experience in performing IT assessments and strategic plans.

During software projects, Brian plays a key role in both managing the project, and performing project tasks, such as report development, process mapping, the development of functional requirements and the RFP, performing proposal analysis, and assisting with due diligence. Throughout all projects, he conducts interviews with process owners and end users to understand current organizational needs, functional gaps, opportunities for improvement, and how to apply best practices. During software implementation projects, Brian utilizes tools to track project action items, monitor the project budget, and ensure vendor compliance with the statement of work and contract, among other activities.

Education:

Bachelor of Business
Administration, Ross School
of Business,
University of Michigan

Selected Presentation:

Creating an Enterprise View
of Asset Information at the
City of Arvada, CO: APWA
Colorado Chapter
Conference 2015

Professional Affiliations:

Member, American Water
Works Association
Member, Colorado
Government Finance Officers
Association

Selected Key Clients

- City of Arvada, CO
- City of Bend, OR
- City of Bismarck, ND
- City of Cheyenne, WY -
Board of Public
Utilities
- City of DeLand, FL
- City of Fort Collins, CO
- City of Independence,
MO
- City of Glenwood
Springs, CO
- City of Greeley, CO
- City of Kirkwood, MO
- City of Longview, TX
- City of West Palm
Beach, FL
- County of Adams, CO
- County of Boone, MO
- County of Midland, MI
- County of St. Lucie, FL
- Cuyahoga County Public
Library, OH
- Hillsborough County
Aviation Authority, FL
- Santa Margarita Water
District, CA
- Town of Longboat Key, FL
- Town of Pembroke Park, FL
- Village of Park Forest, IL

5. Project Approach



Overview of Project Approach

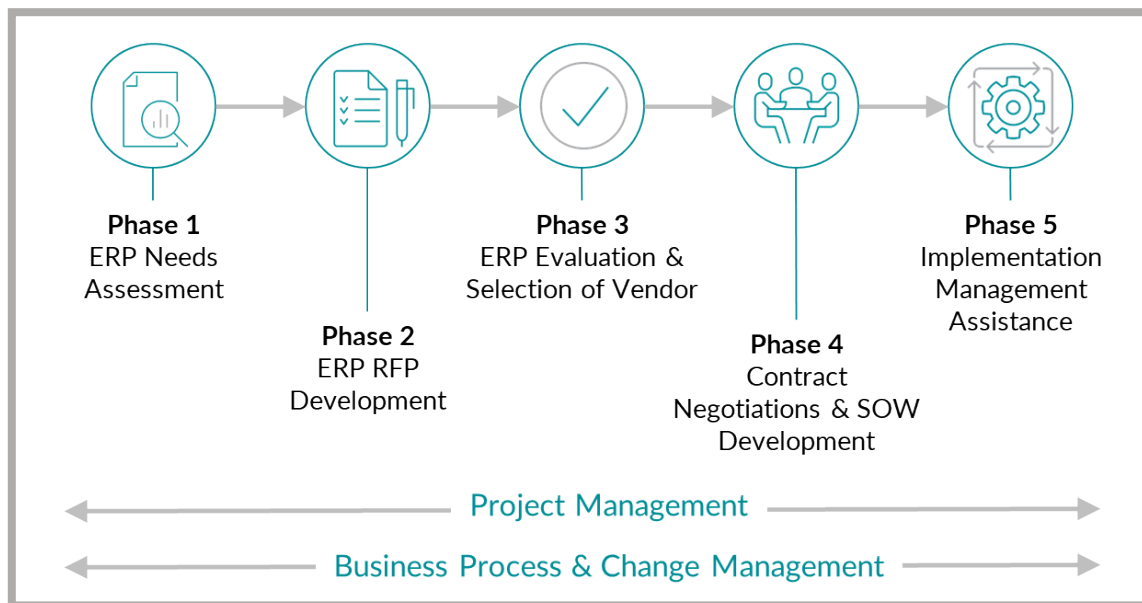
Having performed similar ERP projects for many large, local units of government over the years, Plante Moran's seasoned project consultants have developed and refined a proven methodology and set of related tools that provide outstanding and valued service to our clients by leveraging best practices while incorporating the unique needs of our clients. Our approach consists of engaging a qualified project team to develop, refine and execute a proven project plan to meet the project objectives. The rigor and unbiased nature of our process and supporting tools and technologies is evidenced by the fact that despite having performed ERP selections for nearly thirty years, we have never had a protest of the process or decision by any vendor during that period of time. As a result, the City can feel comfortable that the rigor of our process will significantly reduce the risk of this project.

Our methodology, further detailed in the following section, includes five key phases to assist the City with the selection of the right solution, negotiation of a contract with the selected ERP vendor, and subsequent implementation management assistance to include the following functional areas identified by the City as in-scope:

- System Administration
- General Ledger
- Cashiering (POS)
- Project Accounting
- Payroll, Budget
- Human Capital Management
- Accounts Payable
- Accounts Receivable
- Purchasing
- Planning/Building

For purposes of this engagement, "City" also includes the San Mateo Consolidated Fire Department and the San Mateo – Foster City Public Financing Authority.

Please see the Appendix – Exhibit 1 for a more detailed view of tools and templates we would utilize.



Detailed Project Approach Proposed

Phase 0: Project Management

Phase Objective and Summary of Activities. The purpose of this phase is to conduct activities that are relevant to managing the project and enhancing its success for City. The major activities to be performed are as follows:

- Develop a Project Organizational Structure that defines staff roles and expectations
- Develop a Project Charter that provides a framework from which the project will progress (Deliverable 1)
- Develop a detailed Project Plan identifying the activities, responsibilities and timing of tasks necessary to complete the project (Deliverable 1)
- Establish a Project Collaboration Environment to act as a repository for project information
- Conduct periodic project status meetings to monitor project progress

1. Project Initiation

A project initiation meeting will be conducted to introduce the project team, finalize the project scope, deliverables and timetables. These objectives will be accomplished through the development of a project organizational structure, project charter, detailed project plan and regularly scheduled progress meetings. These steps are described below.

2. Define Project Organizational Structure

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. We will

work jointly with the key City contacts to design a process that will meet the overall needs of City. As standard practice in the majority of our engagements, especially those related to technology and process transformation, we have designed a very collaborative approach to ensure a high probability of success. During the early stages of the project we suggest creating a cross-functional group of representatives from essential departments to be involved in the process. We would expect City to identify the appropriate individual participants.

3. Develop Project Charter

During project initiation, a Project Charter will be developed that will provide a framework for the following areas of focus:

- Project overview
- Project influences
- Project staffing
- Vision statement
- Scope plan (both in and out of scope items).
- Communication plan

The Project Charter will be provided to the City for review and approval prior to significantly commencing project activities.

4. Develop Detailed Project Plan

We will work with the City to incorporate the following into a detailed Microsoft Project™ Plan:

- Major phases and milestones
- Work tasks and their due dates with assigned responsibility

We will work with the City's project manager during this activity to design a Project Plan for the contracted project phases which is appropriate and meets the City's overall priorities.

5. Establish Project Collaboration Center

Over the last few years, collaboration environments such as Microsoft SharePoint have become increasingly viable tools in which to establish project collaboration environments for small, mid-size and large-scale projects. These environments can serve a variety of purposes including acting as a repository for documentation developed during the course of an ERP engagement.

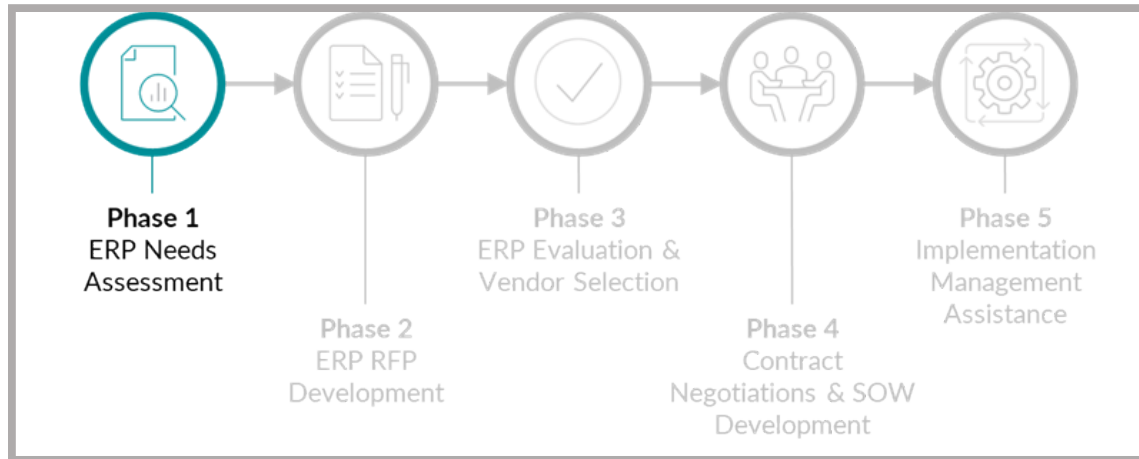
During this activity, we will work with the City to assist in establishing a Project Collaboration Center including design, structure, security and content.

6. Schedule and Moderate Project Status Meetings

We believe frequent communication and a “no surprises” philosophy are the keys to a successful project. Problems can either be avoided or addressed early on, to minimize wasted effort and keep the project on schedule. At a minimum, we anticipate regular status updates with the City’s project manager to:

- Report on the status of the Project Plan and timeline
- Reschedule tasks as necessary and update Project Plan
- Discuss major open issues and develop strategies to address them
- Document decisions

Phase 1: ERP Needs Assessment / Gap Analysis



Phase Objective and Summary of Activities. The purpose of this phase is to conduct a needs assessment around process areas relevant to the project for the purpose of identifying opportunities for improvement and recommendations for the City's future ERP strategy. This phase will identify deficiencies within current systems that can be enhanced with a new ERP software solution and propose opportunities for improved system design and efficiency. Activities to be included in this phase are as follows:

- Obtain and review relevant documents to obtain background information on the current and desired ERP environment
- Assess the City's current technology infrastructure and ERP environment
- Conduct interviews with key stakeholders
- Develop an ERP Needs Assessment / Gap Analysis Report (Deliverable 2) which includes current business practices and areas in which current needs are not being met by the current ERP solution,
- Develop an Action Plan (Deliverable 4) that includes an issues and opportunities matrix, a plan to implement the recommended solution, prioritization of solution requirements, suggested time frames, necessary City staff resources and allocation of time

1. Review Documents

Plante Moran will review any available existing documentation gathered and provided by the City to gain a comprehensive understanding of the City's ERP-related operations and current technologies. An example of documents to be reviewed includes the following:

- Organizational charts
- Previous studies that are relevant to the project

- Relevant process and function descriptions/handbooks, master IT and operation plans, activity / program offerings
- Pre-existing workflow documentation/flowcharts, such as those that has already developed
- Relevant hardware, software and network diagrams, and/or other documents, illustrating the layout, networking, etc.
- City standards for hardware, software, network operating systems, configurations and protocols, etc.
- Existing Tyler Eden 'desk manuals' and system documentation
- Listing of existing systems supporting the various business processes that will be evaluated for potential replacement or interfacing to a new ERP system
- Listing of additional "shadow systems" and non-integrated systems
- Critical systems to be interfaced with new ERP software
- Outstanding enhancement requests on your Tyler Eden ERP system and relevant system(s)

2. Assess the City's Information Technology Infrastructure

We will distribute a technical questionnaire for the City's completion and perform an interview with staff directly involved with supporting the City's current technical environment. The results of reviewing documentation and interviewing staff will allow us to identify and document the legacy technologies, infrastructure, and facilities. The potential implementation and administration of a new software solution will require a thorough and responsive support and communication infrastructure. To this end, we will identify and document the current environment for inclusion in an ERP vendor RFP as well as identify preliminary high-level general recommendations related to supporting technologies that must be implemented well in advance of obtaining more detailed technical environment requirements from ERP software vendors as part of their proposals.

3. Conduct Interviews

After reviewing the documentation collected, Plante Moran will conduct up to 15 days of interviews with teams representing departments directly involved with the City's municipal business processes and systems.

During the interviews, we will discuss key current business and technological workflows in order to further define the current systems and required system interfaces. These sessions will focus on reviewing sub-functions that are performed within each of the areas above to discuss both system and operational areas.

During the interviews, we will discuss key current business processes and technological workflows in order to perform the following key items:

- Identify issues and areas of opportunity for improvement based on industry best practices
- Review and identify any unique requirements that are needed by City
- Determine if current systems are being utilized to their full capacity
- Define current systems and required system interfaces
- Develop business use cases (scenarios) detailing improvements so they are recognized in operational (tangible) terms
- Prioritize the use cases by assigning weighting to business outcomes
- Associate business use cases with their relevant business specifications
- Database of prioritized functional and technical ERP systems specifications for inclusion in the RFP process
- Future-state process diagrams reflecting process gap improvements
- Identify options and an overall recommendation for a future ERP strategy for City

4. Prepare Draft ERP Needs Assessment and Action Plan Report

We propose developing a combination Needs Assessment and Action Plan Report (Deliverables 2 & 4) that will be developed based on the interview findings and contain the following:

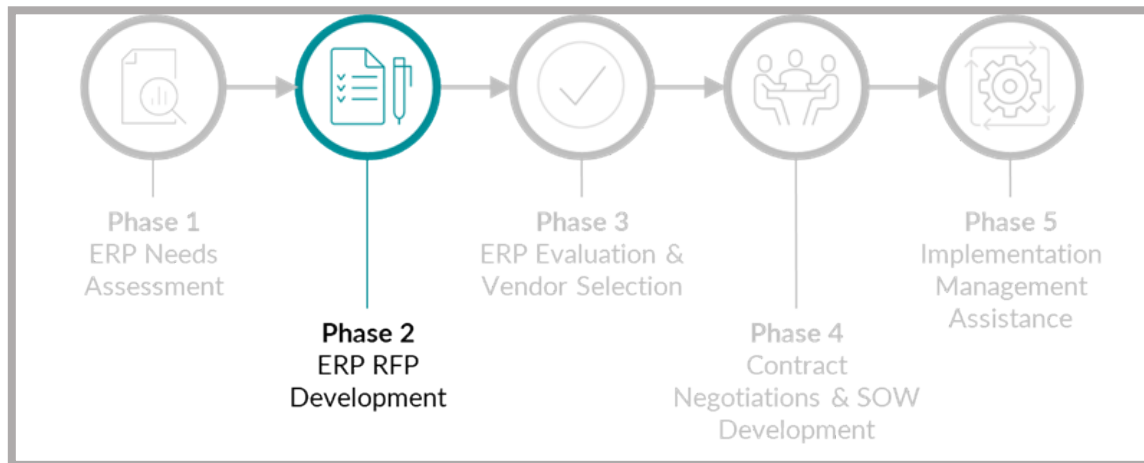
- Documented current and future state business process maps highlighting areas for business process improvement and increased efficiency through ERP system automation
- Prioritization of solution requirements
- An issues and opportunities matrix
- Options analysis and overall recommendation for City's future ERP implementation strategy and Action Plan including key considerations for next steps which include but are not limited to:
 - Potential risks
 - Anticipated timeline and deployment method
 - Single ERP solution vs. multiple system "best of breed" approach
 - Total Cost of Ownership (TCO) estimate: Estimate of the TCO for each proposed option, including internal costs (staffing to implement and support system), and external costs (software license / SaaS fees, hardware costs, etc.)
- Marketplace Overview, including currently available ERP systems, trends in the ERP market, and other relevant information.
- An inventory of systems used throughout City and provide recommendations on each system's future use.

-
- Develop preliminary Application Migration Plan for each system classifying each system.

5. Finalize and Present ERP Needs Assessment and Action Plan Report

Upon review and feedback from City staff on the draft ERP Needs Assessment report, we will prepare a final report and formal presentation summarizing the results of the assessment including our associated recommendations for presentation and final approval by City Leadership.

Phase 2: ERP RFP Development



Phase Objective and Summary of Activities. The purpose of this phase is to develop a Request for Proposal (RFP) for purposes of soliciting responses from vendors who provide ERP implementation services and solutions for entities similar in size and complexity to the City. This will include the following activities:

- Define Solution Selection Criteria and Weighting Factors to evaluate vendor responses
- Define a Decision-Making process that will be used to guide the evaluation and ultimate decision on a selected vendor
- Develop and distribute a Request for Proposal (RFP) to providers of ERP software solutions (Deliverable #3)

1. Develop Solution Selection Criteria and Define Decision-Making Process

- Our selection approach will enable the City to identify the overall finalist, in conjunction with other due diligence tasks (i.e., reference checks, site visits, and successful contract negotiations). Before proceeding with release of the RFP, the Steering Committee should meet to delineate the selection criteria and weighting factors that will be used to analyze Request for Proposal (RFP) responses and additional analysis for the finalist vendors. We will work with the selection committee to define criteria appropriate to the circumstances and environment of

the City. We typically use a tiered process in which to reach the finalist decision. For example, the City may wish to specify minimum criteria that all responding vendors are required to meet in order for their bid response to be considered (e.g., minimum population size of municipality with installation of the current version of their software, bid response does not exceed a particular dollar figure, etc.). For those vendors meeting the initial criteria, their bid responses will be evaluated against a second level of criteria prior to any formal due diligence activities, vendor demonstrations, etc. This evaluation will be based solely on their RFP response. The top two or three vendors that score the highest on this second round of scoring will be considered the finalist vendors.

- Categories of criteria and sub-criteria are established along with weightings to conduct an unbiased scoring of the finalist vendors. Scoring of the finalist vendors can be conducted in a group setting with all members of the selection committee developing a single score or conducted individually by members of the selection who will score vendors in areas that they have comfort in scoring.

An Excel template we have used on many client assignments will be used to record the scores and calculations, allowing for a numerical ranking of the proposed solutions to be calculated. We feel it is important to establish this scoring prior to release of the RFP such that it removes as much bias as possible from the selection process. Additionally, we will normally describe the detailed evaluation process in the RFP itself such that the vendors understand how their solution is being evaluated.

2. Develop Request for Proposal (RFP) Document

We will develop a single ERP RFP document to solicit responses in a format that will ease analysis. The RFP will be developed with the intent of maximizing functionality requested from a single ERP vendor. We will structure the RFP and encourage a single, prime contractor vendor willing to partner with other vendors in order to provide the City with a complete solution. The RFP will be tailored to the City's unique purchasing requirements based on the project activities performed, but is minimally expected to include the following:

- Background information on the City and the scope of the project
- A discussion of the timeline and approach being taken by the City to select a finalist software solution
- Guidelines for ERP software and implementation vendors to submit proposals
- ERP software specifications (as developed in Phase 1)
- Various forms for the vendors to complete and return

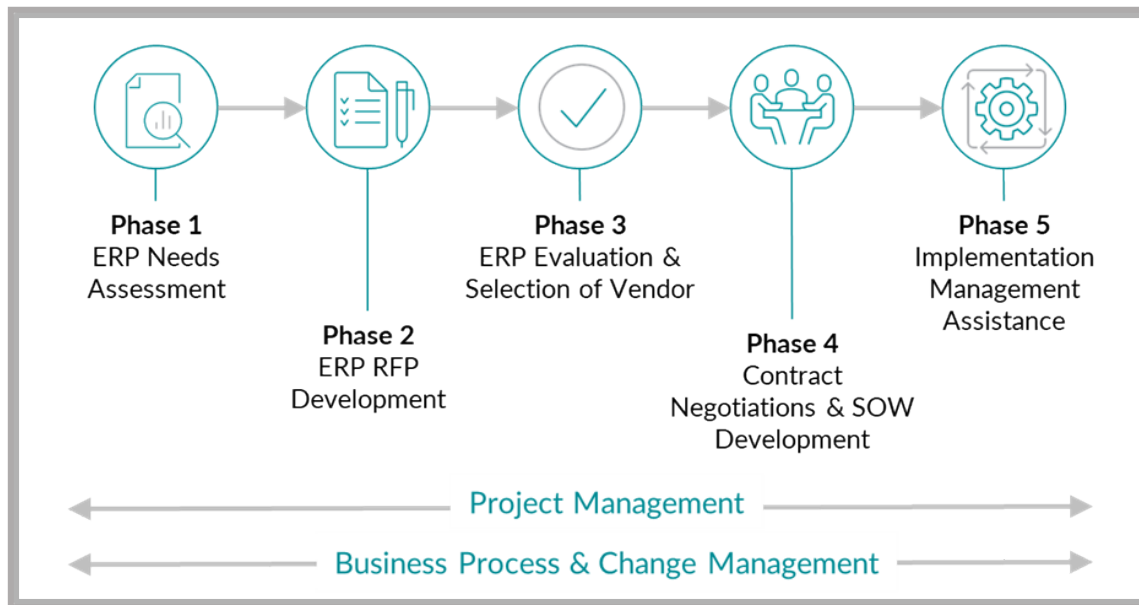
-
- Attachments as appropriate

3. Distribute Request for Proposal (RFP) Document

We will distribute the RFP to the City for review and feedback. We will incorporate all feedback and necessary revisions before the City approves, finalizes and distributes the RFP.

During this activity, we will provide consultation to the City project manager and selection committee regarding the ERP marketplace and appropriate distribution protocols including: advertising, bid services, and other methods to solicit responses.

Phase 3: ERP Solution Selection



Phase Objective and Summary of Activities. The purpose of this phase is to conduct due diligence activities associated with respondents to the RFP and to assist the City in conducting due diligence activities to reach a selected vendor decision. Activities will include:

- Manage ERP Vendor Q&A prior to the proposal due date
- Present Proposal Response Analysis (Deliverable #5)
- Conduct additional due diligence activities (i.e., vendor demonstrations, reference checking, site visits, etc.)
- Conclude on selected vendor

1. Manage ERP Vendor Q&A During Pre-Proposal Due Date Timeframe

We anticipate that City procurement policy would, as is common with many municipalities, require that City staff be the formal key point of vendor contact for the RFP. As a primary

resource in the detailed development of the RFP, we would anticipate, along with the City's project team, having one of the most detailed comprehensive understandings of the overall requirements of the joint-consultant - City project team. As such, and in accordance with typical municipal procurement practices for RFPs, we would expect that the City's purchasing staff would act as the first line of vendor communication and interaction for a formal written Q&A and proposal clarification process.

Plante Moran would support this activity by working to draft the responses to the City compiled list of vendor questions. We would develop draft responses based on our understanding of the City's expectations established during prior project activities. We would then work with the City to identify the appropriate City resources for any additional or supplemental, review and clarification. As the draft is completed, the City's project team and potentially the Steering Committee will review the draft responses. Feedback will be captured, and revisions will be made before the document is finalized and distributed by City purchasing staff either directly or via the bid services based upon methods described in the RFP.

2. Analyze Proposals and Select Semi-Finalists

Vendors will be instructed to complete the forms in the RFP and return them in a digital format with their proposals. Through a semi-automated process, we have successfully used numerous times, we will then tabulate the responses. A percent compliance will be calculated and incorporated into a proposal comparison template we have developed. When combined with a variety of other comparative criteria gathered from the proposals, the template automatically calculates a blind numerical ranking of each. This eliminates any bias from influencing the selection process. The templates will allow the City to measure each vendor on:

- Conformance with the specifications
- Software licensing costs (including core and non-core components)
- Hardware purchase costs
- Implementation, training, conversion, and modification services costs
- On-going support costs
- Contract terms and implementation schedule compliance
- General background criteria (e.g., number of installations, historical financial performance, number of support staff, platforms supported, etc.)

As part of this initial analysis, we will assess each of the vendors' solutions and meet with the City to present the comparative proposal analysis. Together, we will use the decision-

making process determined above to select the two or three most qualified vendors who may be subjected to the due diligence tasks described in the following work plan tasks.

3. Assist in Developing Vendor Demonstration Materials and Other Due Diligence Templates

We will assist the City in the development of materials to use during the vendor demonstration and due diligence activities including vendor demonstration agenda, letters to send to those vendors who are proceeding forward upon receipt of their RFP responses as well as letters to send to those vendors whose solutions are not being considered based on initial review of their RFP responses, and forms to document vendor information during the vendor demonstrations, reference checking and potential site visit processes

We will also work with the City in the development of detailed demonstration scripts that are intended to direct the vendor demonstrations towards the needs of the City. These scripts are intended to have the vendors demonstrate their products according to desired business processes within the City. Furthermore, these scripts allow for a more standardized process from which to compare the vendors.

4. Schedule and Conduct Vendor Demonstrations

On behalf of the City, we will facilitate the software demonstrations by providing logistic advice, agendas and scripts. We would also anticipate participating in up to nine days of on-site attendance at the demonstrations (up to three days each for up to three vendors). The demonstrations will be held at the City and should include a cross-section of staff from the City. Evaluation forms will also be provided as a checklist for scoring each vendor's performance and functionality. We would envision conducting a debrief discussion with the City project team after the demonstrations to review the results of the evaluation.

5. Conduct Additional Due Diligence Activities

In addition to vendor demonstrations, we will assist the City with additional due diligence activities on the finalist vendors including:

- Preparation for site visits
- Providing forms to the City for reference checking to assess how well others have adapted the semifinalists' systems to their needs and identify issues to address during contract negotiations. We have found that having City staff contact their peers at the reference sites results in more productive and informative conversations. As such, we will oversee the reference checking and site visit process, but not perform the checking ourselves.

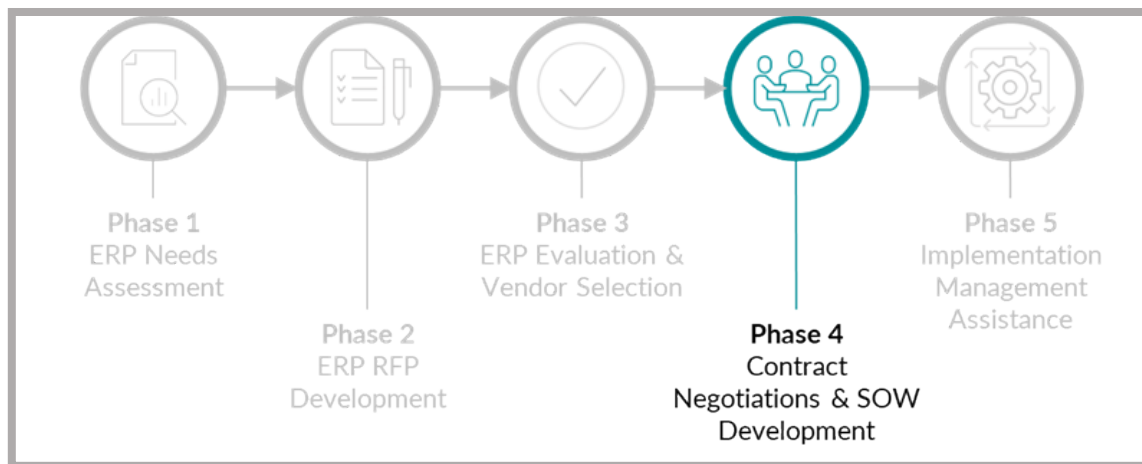
6. Assist in the Selection of a Preferred Vendor

We will meet with the City to review the due diligence information gathered. It is possible that there may be a need to have the final two vendors conduct a final software demonstration to City staff that will focus on very specific areas of review.

In our experience, due diligence activities conducted after vendors have responded to an ERP RFP provide further understanding for the client as to what is being offered by the software vendors as well further understanding by software vendors as to the needs of the client. We would propose that the semi-finalist vendors be requested to provide a clarification response to their original RFP to address specific questions that the City has related to their solution to include a final cost proposal.

Together, based on those demonstrations, vendor proposals and other due diligence activities, we will review and discuss the semi-finalist vendors overall solution and facilitate up to five meetings with the Project Steering Committee to proceed forward with deciding on a finalist vendor using the decision-making process developed previously. At the City's request, we will develop a synopsis of the entire system selection process for the City to present to the City Council to support the Committee's finalist recommendation, intending to gain concurrence from the Council to proceed with contract negotiations.

Phase 4: ERP Contract Negotiations



Phase Objective and Summary of Activities. The purpose of this phase is to assist the City in the development of a comprehensive Statement of Work and provide input and support to the City to assist the City with its negotiation of a contract with the primary selected ERP vendor. This will include the following activities:

- Develop Statement of Work with selected vendor
- Develop Negotiated Contract with selected vendor (Deliverable #6)

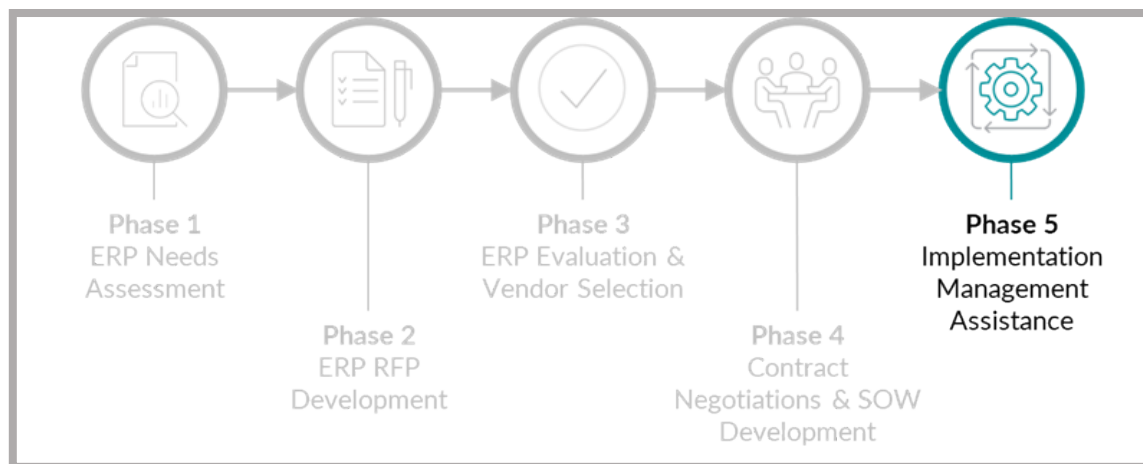
1. Support the City's Contract Negotiations including Developing Statement of Work

We will review the license and support agreements provided by the primary finalist vendor and propose recommended changes to the contract. We will participate with the City in planning the negotiations with the primary finalist vendor. Contractual terms, conditions, and costs will be reviewed with the goal in mind of recommending contract language changes designed to protect the City's long-term interests. A draft of the final license and support agreements will be presented to the City's legal counsel for their review.

Terms and conditions relating to term and termination of the agreements, purchase and support costs, caps on price increases, recourse for non-performance by the vendor, software acceptance criteria, rights to the source code if vendor declares bankruptcy, warranties and incorporation of the vendor's response to the RFP, governing law, insurance coverage requirements, rights to major new releases, payment terms tied to major deliverables, controls over expenses, development of an implementation plan, on-going support criteria, etc., will be reviewed. The City will conduct vendor negotiations and make all management decisions.

During this activity, based on funding availability and preferences, the City will determine and conclude on the specific scope of software, services and optional items which it will purchase from the finalist vendor(s). As part of this activity we will also review work the Statement of Work developed by the selected software vendor and provide input to the City for consideration before finalizing.

Phase 5: Implementation Management Assistance



Phase Objective and Summary of Activities. The purpose of this phase is to assist the City in the implementation and acceptance of the selected ERP vendor solution (Deliverable #7). Given our experience conducting similar ERP projects, we anticipate the implementation timeline would be 18 – 24 months. However, the actual implementation timeframe and cost will be dependent upon a variety of factors, including:

- Scope of solution and services selected by the City
- Availability of City staff
- Availability of vendor staff
- Expiration date of current maintenance contracts
- City's desired implementation approach (i.e., phased versus "big bang")
- Complexity of implementation (e.g., high number of interfaces, etc.)
- Ability of the City to budget funds towards approaches to minimize the implementation duration

We would expect to develop an implementation schedule in conjunction with the City's project management team and or Steering Committee as well as the selected ERP vendor during the initiation activities of the project. For any new system implementation, we would include the selected vendor during the initiation activities of the project to create the implementation schedule and plan. The following summary activities are examples of the types of services Plante Moran team can provide the City. A detailed sample listing of tasks can be found in the Appendix - Exhibit 4.

1. Project Initiation and Implementation Planning

As part of the initiation and planning phase of an implementation project, there are a number of project activities that will be performed by the City, the finalist vendor and /or selected consultant, to ensure that a solid foundation for moving forward has been established. The level of consulting implementation effort can vary significantly based upon level client involvement and participation as well as the level of services being provided by the vendor. We anticipated that we would re-evaluate the required level of effort of support at the conclusion of Phase 4 to best meet the needs of the City.

We would envision working with the City and the finalist vendor throughout these project initiation activities to conclude on the roles and responsibilities of all parties based on the scope of our consulting hours allocation.

2. Project Execution and Controlling

Upon completion of the initiation and planning phases of the project, the project will migrate to an execution and controlling phase in which the project tasks defined during the planning phases will be performed. In essence, this phase of the project is where the large majority of activities and time will be spent managing and controlling the project.

3. Project Closing and Post Implementation Support

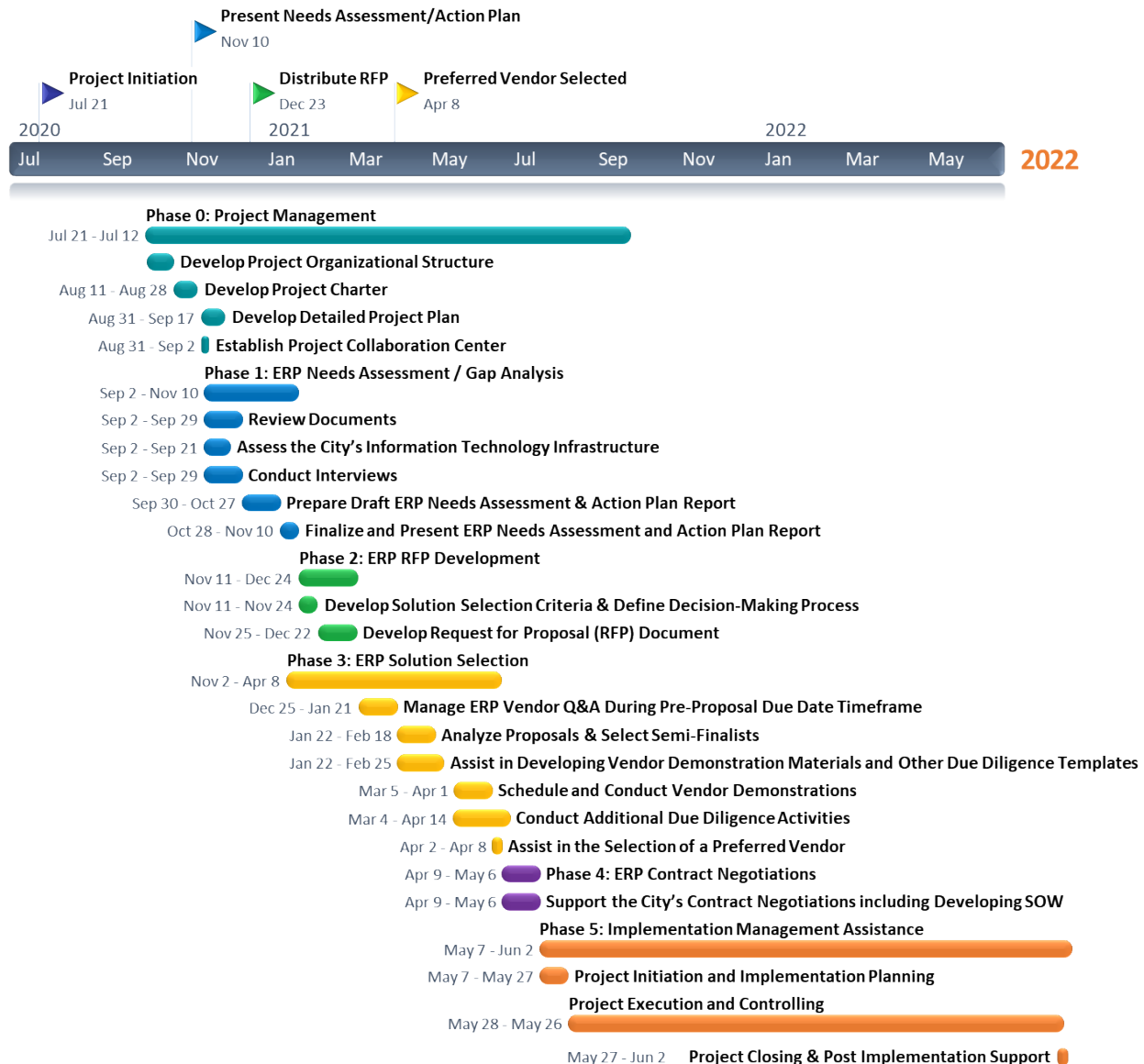
Upon completion of the executing and controlling phases of the project, the project will transition to a project closing and transition to support phase in which much of the time will be spent on resolving go-live issues and transitioning from an implementation to an on-going operational state of the system.

6. Project Schedule



Project Schedule

Based on an expected July 2020 project kick-off we have prepared the following project plan for the City's review. This example plan was developed based on past project experience and can be tailored to meet the City's needs. Our team will work in collaboration with the City to develop a proposed schedule that will accommodate the needs of project stakeholders.



7. Project Budget



Project Budget

Phases 0-4

Plante Moran proposes a firm, fixed-fee schedule for the scope of services provided in **Phases 0-4 not to exceed \$201,020***, inclusive of travel and incidental expenses. We will invoice our fees monthly based upon progress toward completing deliverables.

We would like to emphasize that our cost and work plan are flexible. We would welcome the opportunity to work with the City to finalize a work plan and associated costs to best meet the needs of the City.

* Pricing outlined is based upon the project fee assumptions provided within this cost proposal.

Totals by Phase	Hours	Fees
Phase 0: Project Management	120	\$27,600
Phase 1: ERP Needs Assessment	338	\$77,740
Phase 2: ERP RFP Preparation	100	\$23,000
	196	
Phase 3: ERP Evaluation & Vendor Selection		\$45,080
Phase 4: Contract Negotiations & SOW Development	120	\$27,600
Phase 5: ERP Implementation Management Assistance	TBD	TBD
Total:	874	\$201,020

Blended Hourly Rate: \$250/hour for all staff inclusive of incidental expenses for additional services to be provided with written acceptance by both parties.

Phase 5

Implementation management assistance can vary significantly based upon the specific system selected, and client staff availability. Upon selection of the City's ERP vendor, and completion of the solution provider's SOW, we will work with the City to develop a detailed SOW for implementation assistance. Services will be provided at our blended rate of \$250/hour.

Project Fee Assumptions

Our project fees are based on the following assumptions. Should these assumptions change, we would adjust our professional fees accordingly in consultation with the City.

- Project stakeholders will be available to attend meetings as defined in the approved project schedule developed for each of the project phases. Based on the current COVID-19 travel restrictions, Plante Moran envisions it will complete all project tasks during phases 0-4 off-site. The City reserves the right to request on-site activities. In this case, the travel and expense cost for on-site visits can be directly billed to the City in line with our firm travel guidelines or we can apply a fully loaded rate that will include travel. Both parties acknowledge at the onset of the project, the expectation is that interviews, status meetings, project meetings, and presentations will be completed remotely.
- Plante Moran recognizes that time is of the essence to complete this project and it will ensure its staff resource capacity will fulfill the scope of services outlined in this proposal.
- All onsite work activity will be confirmed at least two weeks prior to the agreed upon travel date; any travel change costs incurred after such date will be expensed to the City at actual cost. This additional cost will be over and above the not-to-exceed fee amount.
- Executive sponsorship represents all business areas and actively serves the needs of the project throughout its duration.
- Project risks are documented proactively, and mitigation strategies are identified in joint fashion between the City's Project Manager and Plante Moran's consulting team.
- A project management or governance structure is developed with the project core team meeting on a regular basis to discuss project issues and manage change requests so their impact on schedule, resource commitments, costs, and quality can be determined.
- Information presented by Plante Moran is well organized and thorough such that project related decisions are made in a timely manner whenever possible.
- The City will provide timely feedback on the review of all deliverables submitted for review and acceptance.
- Plante Moran will provide a deliverable acceptance review period of 10 business days for review. If no revisions are received within this timeframe, the deliverable will have been deemed to be accepted.

-
- Stakeholders scheduled to attend meetings are present and ready to fully participate.
 - Stakeholders are represented at the appropriate level so that all of the needs of the City are thoroughly defined, documented and understood for purposes of gaining acceptance.
 - City end users and process owners are open to considering business process changes and are willing to share their experiences surrounding current process challenges and desires for the future state processes in addition to those presented by Plante Moran for consideration.

8. Acknowledgment and Exception Report



Exceptions to RFP

Pag e	Section / Reference	Proposed Exception	Rationale
2	5	<p><i>Please Modify as Follows:</i></p> <p>Payment shall be made by CITY only for services rendered and upon submission of a payment request upon completion and CITY approval of the work performed. In consideration for the full performance of the services set forth in Exhibit A, CITY agrees to pay CONSULTANT fees up to the amount of funds appropriated for this project (including any future appropriations)-a fee in an amount of \$ [REDACTED] pursuant to rates stated in Exhibit B to this Agreement, attached and incorporated by reference.</p>	<p>Plante Moran would like payment made for services as rendered upon submission of a payment request.</p> <p>Plante Moran would like to remove CITY approval as a condition of payment for services rendered.</p> <p>Plante Moran would like to clarify that the CITY will pay fees up to the amount appropriated for this project pursuant to the rates stated in Exhibit B</p>
2	6	<p><i>Please Modify as Follows:</i></p> <p>Without limitation to such rights or remedies as CITY each party shall otherwise have by law, CITY each party shall have the right to terminate this Agreement or suspend work on the Project for any reason, upon ten (10) days' written notice to CONSULTANT the other party. CONSULTANT agrees to cease all work under this Agreement upon sending or receipt of said written notice.</p> <p>Upon termination and upon CITY's payment of the amount required to be paid, documents prepared by CONSULTANT in connection with the services provided, and intended for delivery to CITY, become the property of CITY, and CONSULTANT shall</p>	<p>Plante Moran would like the termination rights to be mutual.</p> <p>Plante Moran would like to clarify that the documents that will become the CITY's property are those that Plante Moran prepared in connection with the services provided and intended for delivery to CITY.</p>

Pag e	Section / Reference	Proposed Exception	Rationale
		transfer them to CITY upon request without additional compensation.	
2	7	<p><i>Please Modify as Follows:</i></p> <p>All documents prepared by CONSULTANT in the performance of this Agreement and intended for delivery to CITY, although instruments of professional service, are and shall be the property of CITY, whether the project for which they are made is executed or not.</p>	Plante Moran would like to clarify that the documents that will become the CITY's property are those that Plante Moran prepared in connection with the services provided and intended for delivery to CITY.
2	8	<p><i>Please Modify as Follows:</i></p> <p>All reports and documents prepared for CITY by CONSULTANT in connection with the performance of this Agreement are confidential until released by CITY to the public. CONSULTANT shall not make any such documents or information available to any individual or organization not employed by CONSULTANT or CITY without the written consent of CITY before any such release, except as required by law, regulation, court order, subpoena, or other compulsory legal process.</p>	Plante Moran would like to include an exception to the nondisclosure requirement for legally required disclosures.
2	9	<p><i>Please Modify as Follows:</i></p> <p>CONSULTANT covenants that it presently has no interest, and shall not acquire any interest, direct or indirect, financial or otherwise, during the term of this Agreement, which creates a professional conflict of interest in any manner or degree with the that legally precludes its performance of the services under this Agreement.</p>	Plante Moran provides services to a broad range of clients, some of whom may have interests that are different from CITY's interests. Plante Moran can agree that during the term of the Agreement, it will not acquire an interest that create a professional conflict that legally precludes its

Page	Section / Reference	Proposed Exception	Rationale
			performance of the services under this Agreement.
3	11	<p><i>Please Modify as Follows:</i></p> <p>CONSULTANT agrees to hold harmless and indemnify CITY, its elected and appointed officials, employees, and agents from and against any and all claims, loss, liability, damage, and expense, in each case to the extent caused by the gross negligence or willful misconduct in performing the services under arising out of CONSULTANT's performance of this Agreement, except those claims, losses, liabilities, damages, or expenses, arising out of CITY's sole negligence or willful misconduct. CONSULTANT agrees to defend City, its elected and appointed officials, employees, and agents against any such claims, to the extent the alleged harm was caused by CONSULTANT'S gross negligence or willful misconduct in performing the services under this Agreement except those claims arising out of CITY's negligence or willful misconduct.</p>	Plante Moran can agree to indemnify CITY, and hold it harmless, in proportion to Plante Moran's fault.
11	Exhibit C Notice of Cancellation	<p><i>Please Modify as Follows:</i></p> <p><i>Notice of Cancellation</i></p> <p>Intentionally Omitted. Each insurance policy required above shall provide that coverage shall not be canceled, except after thirty (30) days' prior written notice (10 days for non-payment) has been given to the City.</p>	Plante Moran's insurers will not accept an obligation to provide notices to third parties.
11	Exhibit C Deductibles and Self-	<p><i>Please Modify as Follows:</i></p> <p>Deductibles and Self-Insured Retentions</p> <p>Any deductibles or self-insured retentions must be declared to and approved by the City.</p>	Plante Moran procures insurance based in its risk management policies. Plante Moran can agree that

Pag e	Section / Reference	Proposed Exception	Rationale
	Insured Retentions	The City may require request the CONSULTANT to purchase coverage with a lower deductible or retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The CONSULTANT will give good faith consideration to CITY'S request.	a client can request the purchase of coverage with a lower deductible or retention and that Plante Moran will give good faith consideration to any such request.

Sample Insurance Certificate



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/11/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh & McLennan Agency LLC 15415 Middlebelt Road Livonia MI 48154-3805		CONTACT NAME: Amy Micallef, CIC, CISR, LIC, AAI, AIS PHONE (A/C, No. Ext): 734-525-2445 FAX (A/C, No): 734-525-1841 E-MAIL ADDRESS: amicallef@mma-mi.com	
INSURED P&M Holding Group, LLP & Subsidiaries; Plante & Moran, PLLC c/o Bonnie Kozikowski 3000 Town Center, Suite 400 Southfield MI 48075		INSURER(S) AFFORDING COVERAGE INSURER A: Federal Insurance Company INSURER B: Vigilant Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 20281 20397	

COVERAGES		CERTIFICATE NUMBER: 1788922526		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> \$50,000 Deduct GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:			35756613	3/13/2019	3/13/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			73263017	3/13/2019	3/13/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$			79833330	3/13/2019	3/13/2020	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	71653087	3/13/2019	3/13/2020	<input checked="" type="checkbox"/> PER <input type="checkbox"/> STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) For Informational Purposes Only							

CERTIFICATE HOLDER For Information Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Appendix



Exhibit 1 – Tools and Templates

Having performed a number of ERP software needs assessments and selections, we bring a significant number of project templates to bear for the City to expedite execution of the project. These tools, which are integrated across all procurement phases including implementation of the selected solution, have received very positive feedback from our clients in streamlining the process, ensuring that all aspects of a large-scale ERP procurement are performed resulting in significant mitigation of risks inherent in a large-scale ERP. A sampling of these tools and templates (which can be applied as appropriate to the scale of the project) follow.

Due to page limitations required by this RFP process, we were unable to provide specific examples of certain templates and their usage when explaining our approach and methodology in the Project Approach section of this proposal. However, the following list demonstrates the comprehensiveness of our approach.

In general, our tools and templates are based on standard Microsoft Office tools (i.e., Word, Excel and PowerPoint). We have found that there is significant flexibility in the use of our tools that provides value for use during the procurement and implementation phases of the project.

Project Management Tools and Templates:	Proposal Evaluation and Other Due Diligence Tools and Templates:
Project Kick-Off Meeting	Proposal Review Section Assignment
Introductory Project Planning Agenda	Vendor Proposal Analysis Template
Project Charter	Requirements Analysis Template
Project Governance Structure	Cost Analysis Template
Project Management Plan	Implementation Services Analysis Template
Project Communication Plan	Vendor Demonstration Session Agendas (includes software and technical sessions)
Project Risk and Issue Register	Vendor Demonstration Scoring Sheets
Project Status Report	Site Visit and Reference Checking Questions and Guidance Document
ERP Needs Assessment:	Functional Gap Analysis Template
Future Business Process Maps, Use Cases and Supporting Documentation	Project Implementation Templates:

Project Management Tools and Templates:	Proposal Evaluation and Other Due Diligence Tools and Templates:
Best Practice ERP System Requirements	Training Plan
Application Migration Table	Training Job Aids
Business Plan and Total Cost of Ownership	Testing Plan
Organization Readiness Checklists	Testing Scripts
RFP Development Tools and Templates:	System Issue / Defect Tracking
RFP Planning Matrix	Deployment Plan
Vendor Selection Criteria Matrices	Knowledge Transfer Plan
Vendor Response Scheme to Requirements	Organizational Change Management Plan
Vendor Scoring Matrices & Vendor Background Questionnaire	Organization Readiness Assessments
Best Practice ERP Software Contractual Terms & Conditions	System Readiness Checklists
Vendor Demonstration Script Templates	Post Implementation Review

Exhibit 2 - ERP Project Critical Success Factors

Although not specifically requested by the City, we believe it is important to understand the critical success factors relative to an ERP initiative that we have noted through involvement in a number of ERP procurement and implementation projects.

1. **Obtain Visible Executive Level Sponsorship** – Without a strong level of visible executive sponsorship on the project, challenges faced by the project team in terms of changing business practices, obtaining necessary resources from the organization and working through staff change management issues will be extremely challenging. Our assistance to the City in this area would be as follows:
 - a. Identify an individual who has a high-level of authority and responsibility within the organization to provide Executive Sponsorship on the project
 - b. Review the roles and responsibilities for this individual and document as part of the Project Charter
 - c. Ensure that this individual is visible at key points during the selection and implementation phases of the project

-
- d. Implement an Executive Steering Committee as part of the project that would be chaired by the Executive Sponsor
 2. **Conduct Appropriate Due Diligence Activities on Potential Solutions** – Our approach with the City is intentionally very comprehensive and inclusive to achieve staff buy-in and ensure that staff go into the system implementation phase with as much knowledge as possible and clear expectations as to what is required to achieve a successful implementation. Ultimately, our goal is to obtain a Solution that is a good fit for the City and will provide significant value in enhancing the various the City business processes. Our assistance to the City in this area would be as follows:
 - a. Implement a comprehensive governance structure during the Selection phase of the project that involves a number of staff including the establishment of module leads and teams that includes both process owners and representative process end-users
 - b. Conduct interviews with all departments to ensure that their needs are listened to and incorporated into the process
 - c. Identify an evaluation process and scoring methodology that reflects the needs and priorities of the City
 - d. Involve business staff at a variety of points within the software selection phase including:
 - Involvement in departmental interview
 - Review and approval of functional requirements
 - Development of vendor demonstration scripts
 - Analysis of the appropriate sections of the ERP vendor responses
 - Participation in vendor demonstrations
 - Participation in site visits and reference checking
 - e. Provide insight into the products, services and technologies that are being proposed by the responding vendors based on our industry involvement
 3. **Negotiate a Comprehensive Statement of Work (SOW) and Contract** – Having been involved with a large number of ERP selection and implementation projects we are well aware of potential issues that may arise during system implementation that will be governed by the SOW and contract. As a result, we have a very strong perspective as to the importance of developing a comprehensive Statement of Work and negotiating a contract that protects the financial and other interests of the City. Our assistance to the City in this area would be as follows:

- a. During the selection phase of the project, we will institute the concept of a Solution Gap Log that incorporates gaps between the selected Vendor's solution and the needs of the City as input into the SOW and contracting phase
 - b. We will leverage our SOW checklist that we have refined through other projects to ensure that the scope of software, hardware and services is adequately addressed in the SOW
 - c. Having negotiated contracts for nearly 30 years, we have a number of contract provisions that we would recommend including
4. **Obtain Appropriate Levels of Client Staff during the Implementation** – One of the major problems that our clients face during ERP implementations is the ability to commit the necessary amount of time required to perform all of the implementation activities required. Most municipal organizations saw their staffing levels reduced, in some cases significantly, during the economic malaise while service levels have increased. The effect of managing current operations while undertaking an ERP implementation has become overwhelming for many organizations. Our assistance to the City in this area would be as follows:
- a. Set realistic expectations as to the required level of staff implementation effort required during the early part of the selection phase of the project with executive management within the City
 - b. Communicate that key decision makers will need to commit their time in a meaningful way during system implementation
 - c. Request information from the vendors as part of the RFP as to expected levels of staff commitment required during the implementation phase of the project
 - d. Implement an appropriate phasing of modules during system implementation that is achievable within current staffing constraints
 - e. Secure external contract resources to perform the City activities during system implementation for certain technical and business areas
 - f. Determine if recent retirees can be contracted back to the City to provide backfill to existing operations so key staff can be freed up for the project
 - g. Defer other non-critical projects to a future timeframe
 - h. Expedite initiation of implementation activities to the selection phase of the project (e.g., identification of key issues and opportunities, data cleansing, collection of documentation for use by the software vendor, etc.

5. **Successful Implementation of ERP Application** - We have extensive knowledge of software selection best practices by enabling our local government clients navigate numerous software selection and implementation projects. In addition, our robust and thorough selection process has resulted in the ability to significantly minimize the client's risk in the implementation phase of the project. Additionally, the thoroughness and self-documented nature of our process has translated to outcomes, which are not challenged by the vendors through a formal protest process. This level of thoroughness has led to minimal change order activity during the implementation resulting in the achievement of project budgets and timeframes for implementation.

Exhibit 3 - ERP Solutions Selected

A listing of products that have been selected by our clients over the last five (5) years in which we have also assisted in negotiating contracts and providing implementation assistance are as follows:

- | | | |
|---------------------|-----------------|----------------------|
| • Oracle PeopleSoft | • Tyler/Incode | • Microsoft Dynamics |
| • OBIA | • Tyler/EnerGov | • MS Govern |
| • Hyperion | • NEOGOV | • New World Systems |
| • Oracle EBS | • iNovah | • Kronos |
| • Infor/Lawson | • CGI Advantage | • Sympro |
| • Tyler/Munis | • BS&A Software | |

This list does not include a significant number of other products that we have reviewed and evaluated for clients as part of ERP procurements such as SAP and Workday or the integrators that implement Tier 1 ERP solutions.

Exhibit 4 - ERP Implementation Management Assistance

Below are typical activities we would include during the implementation phase.

1. Project Initiation and Implementation Planning

As part of the initiation and planning phase of the ERP implementation project, there are a number of project activities that will be performed by the City, the finalist ERP vendor and /or selected consultant, to ensure that a solid foundation for moving forward has been established. The level of consulting implementation effort can vary significantly based upon level client involvement and participation as well as the level of services being provided by the ERP vendor. We anticipated that we will re-evaluate the required level of effort of support at the conclusion of Phase 4 best meet the needs of the City.

The following table identifies the list of activities that we would anticipate occurring during the initial start-up phase of the project.

Activities	Deliverables / Tools
<p>1. Define project organizational structure including roles and responsibilities for the following major project functions:</p> <ul style="list-style-type: none"> Executive sponsor(s) Project managers (City, vendor, external project management) <p>Project steering committee Process teams Process team leaders and backups Communications and Change Management team Technical team to include following functions: System administrator Database administrator Configuration management coordinator Interfaces and modifications coordinator Help desk Report development Interfaces development Training team Project administration Collaboration environment administrator Rights administrator(s) Facilities coordinator Testing coordinator Room and meeting scheduling coordinator Calendar coordinator Project plan management Documentation development coordinator Report development coordinator Meeting minutes coordinator Data conversion Roll-out coordinator Post implementation coordinator</p>	<p>Project Organizational Chart Roles and Responsibilities Matrix</p>
<p>2. Develop an implementation phase project charter that is signed by the business champion that will define the following: Project title and description</p>	<p>Project Charter</p>

Activities	Deliverables / Tools
<ul style="list-style-type: none"> Project vision Project manager assigned and authority level Project objectives Project constraints Project influences Critical success factors Key project assumptions Business case for doing the project Product description and/or major deliverable 	
<p>3. Define the on-going system support structure to include:</p> <ul style="list-style-type: none"> Governance body (i.e., Steering Committee) Project manager IT project lead Help desk System administrator Report development Rights administrator Database administrator Programmer/analyst Module leads Training and documentation administrator 	System Support Plan
<p>4. Develop the project scope statement that includes the following:</p> <ul style="list-style-type: none"> In-scope areas, functions and activities Out-of-scope areas, functions and activities List of deliverables and timing Milestones and timing 	Scope Statement
<p>5. Develop the Work Breakdown Structure (WBS).</p>	WBS
<p>6. Develop an overall project timeline that incorporates vendor and City tasks and responsibilities.</p>	Project Timeline
<p>7. Develop procedure for updating and reviewing project timeline including:</p> <ul style="list-style-type: none"> What needs to be updated Who makes the updates How frequently are the updates made and reviewed Who reviews the timeline and where What reports are generated for review 	<ul style="list-style-type: none"> Schedule Management Plan Project Timeline

Activities	Deliverables / Tools
8. Determine whether there will be one centralized project plan that incorporates all tasks or whether there will be a master plan with milestones and that the individual teams are responsible for development of detailed project plans that roll-up to the master project plan.	Project Timeline
9. Define project deliverables and milestones and track with the following information: Deliverable/milestone name Deliverable/milestone description Area of responsibility Expected due date Actual due date	Project Deliverables / Milestones Tracking Sheet
10. Complete the Stakeholder Impact Matrix that includes: Stakeholder group Expectations on the outcome of the project Impact to them as a result of performing the project	Stakeholder Impact Matrix
11. Establish expectations on City team member commitment.	
12. Identify methods to handle additional staff workload including: Staff backfill Comp time Others	
13. Procure facility locations for the following purposes: City project management team Vendor project management team Vendor consultant resources Consulting rooms Training rooms Testing area General meeting rooms	
14. Procure necessary physical and other resources for the project to include: Personal computers (for training) White boards Printers Office furniture (desks) Network connections Network ID and password	

Activities	Deliverables / Tools
SharePoint access VPN access Physical security access including badge Materials and other supplies Phones Etc.	
15. Evaluate data center impact in terms of the following: Air conditioning Power requirements Space requirements for new servers Other environmental requirements	Data Center Impact Analysis
16. When multiple project management and quality assurance entities are involved, clearly define roles and responsibilities between each of the entities.	Implementation Management Responsibilities Matrix
17. Determine the location of the Project Calendar including: Where the calendar will be located Who will be able to update the calendar and how	Project Calendar Project Calendar Coordinator
18. Identify the individual(s) who will be responsible for scheduling of all meetings and facilities on the project.	Meeting and Room Scheduling Coordinator
19. Review “lessons learned” from previous projects and those gathered by the client from their previous experiences.	Lessons Learned
20. Describe the anticipated project life cycle to the various project participants and the stages that the project will go through.	
21. Define and discuss client expectations of what is to be expected during the project and once the project is completed for each of the functional areas and executive sponsors.	Client Expectations
22. Develop a list of how the client will define project success (be as specific and tangible as possible with quantifiable measures).	Client Success Characteristics
23. Identify all costs required to implement the system including: Hardware (desktop, server, printers, storage, peripherals, etc.) Software (application, database, reporting, utilities, etc.) Communications Services / staff (training, consulting, process redesign, project mgmt., travel and lodging, etc.)	Estimated Budget

Activities	Deliverables / Tools
Other cost areas (facilities, travel for internal staff, technical training for IT staff, admin support, staff overtime, internal staff time, etc.)	
24. Determine what costs are going to be tracked and charged to the project and how they will be charged including staff time.	
25. Procure budget sources for project.	
26. Develop a projected cash flow for the project.	Cash Flow Matrix
27. Define the templates, tools and a process for budget monitoring including: What is tracked Who is responsible for tracking Where is it tracked How often is it reported	Budget Monitoring Tool Cost Management Plan
28. Conduct a project risk assessment session to define: Risk scenario Risk trigger Controllability of risk Probability of risk occurring Risk impact (quantitative and qualitative) Mitigation factors Contingencies if the risk occurs Risk owner	Project Risk Assessment Matrix
29. Define procedure for on-going project risk management including: How often it is reviewed and updated Who is responsible for monitoring and updating risks	Risk Management Plan Risk Tracking Database
30. Define a process for acceptance of project deliverables.	Deliverable Acceptance Form
31. Define the templates, tools and a process for tracking issues and action items including: How are action items identified How and where action items are logged Who is responsible for tracking and resolving action items Frequency of reviewing the open action items list and who is involved in the review	Issues and Action Items Database
32. Define the templates, tools and a process for meeting management including:	Meeting Minutes Summary Form

Activities	Deliverables / Tools
Meeting protocol Template for documenting meeting minutes Definition as to how meeting minutes are archived Definition of how often teams should meet	Meeting Protocol Meeting Frequency
33. Define the templates, tools and a process for status reporting including: Who needs to develop status reports How often are status reports developed Where and who reviews status reports	Status Report Template Status Report Frequency
34. Define the templates, tools and a process for initiating, reviewing, approving and tracking of change orders that may include impacts to cost, time and scope.	Change Order Form Change Order Summary Form Change Management Plan
35. Determine who is responsible for the scheduling of rooms and staff for technical and consulting resources and coordinating these activities with the vendor.	Room Scheduling Coordinator
36. Document the following with respect to decision-making on the project: How are decisions to be made Who needs to review decisions How are decisions documented	Decision-Making Log Decision-Making Process
37. Define project procurement procedures including: How project purchases are processed Who handles project purchases What purchases are tracked and by whom	Procurement Management Plan
38. Develop a Communications Management Plan that documents the methods for gathering, storing and distributing various types of project information.	Communications Management Plan
39. Define the communications needs of the various project stakeholders to include: Stakeholder group Information needs Methods / tools to satisfy those needs	Stakeholder Communication Needs
40. Develop and implement a Project Collaboration Center: Define information to be tracked Define structure of collaboration environment	Project Collaboration Center

Activities		Deliverables / Tools
	Define collaboration administrator Implement structure	
41.	Determine and define a Quality Management Plan and Quality Review process for the project.	Quality Management Plan Quality Review Process
42.	Determine whether any team development activities will be conducted during the project.	Team Development Activities
43.	Conduct a project kick-off meeting to include the following: Provide an overview of the project including reasons for the project Describe how the project is organized including roles and responsibilities Define how success will be achieved Describe how the project will operate Define the project timeline	Project Kick-Off Meeting, agenda and presentation

We would envision working with the City and the finalist vendor throughout these project initiation activities to conclude on the roles and responsibilities of all parties based on the scope of our consulting hours allocation.

2. Project Execution and Controlling

Upon completion of the initiation and planning phases of the ERP implementation project, the project will migrate to an execution and controlling phase in which the project tasks defined during the planning phases will be performed. In essence, this phase of the project is where the large majority of activities and time will be spent managing and controlling the project. We would anticipate the following activities being performed in this phase of the project:

Activities		Deliverables / Tools
1.	Prepare site for system installation.	
2.	Define database and code environments to install and configure (e.g., test, training, production).	Defined Environments
3.	Define hardware specifications for both desktop and server environment that includes the maximum requirements for all software being used including 3rd party software.	Hardware Specifications
4.	Procure hardware.	Procured Hardware
5.	Install and conduct hardware configuration.	Installed Hardware

Activities	Deliverables / Tools
6. Install and conduct software configuration.	Installed Software
7. Acquire, install and configure any other physical items (printers, desktop hardware and software, etc.).	
8. Define and document process for deployment of client installs.	Client Deployment Process
9. Define and document configuration management processes and coordinator.	Configuration Management Process
10. Document installed technical environment.	Documented Technical Environment
11. Document technical installation process that is unique to the client environment.	Documented Installation Process
12. Define FTP site for transferring of large files between the client and vendor.	FTP site
13. Define and develop Disaster Recovery Plan.	Disaster Recovery Plan
14. Conduct team leads meeting.	
15. Conduct project management status meetings.	
16. Conduct Project Steering Committee meetings.	
17. Conduct ad-hoc meetings, as needed.	
18. Document and archive meeting minutes.	Meeting Minutes
19. Prepare and present project status reports.	Status Reports
20. Track project costs.	
21. Prepare and present budget status reports on the project.	Budget Status Reports
22. Identify processes to be mapped and redesigned.	Processes and sub-processes
23. Identify process for reviewing and approving recommendations for redesigned processes.	
24. Schedule process mapping and redesign sessions.	
25. Conduct process mapping and redesign activities.	Current process maps Redesigned Processes
26. Implement redesigned processes.	Redesigned Processes
27. Execute changes to policies and procedures resulting from process redesign sessions.	Policy and Procedural Modifications
28. Develop and implement a Communications and Change Management Plan.	Communications & Change Mgmt. Plan
29. Identify major project milestones and how these can be celebrated by the project.	

Activities	Deliverables / Tools
30. Develop and Implement a Workforce Transition Plan.	Workforce Transition Plan
31. Execute Communications and Change Management Plan.	
32. Maintain and manage the Issues and Action Items Log.	Issues and Action Items Log
33. Maintain and manage the Decision Log.	Decision Log
34. Maintain and manage the overall project schedule.	Project Schedule
35. Monitor progress related to completion of interface development, report development, data conversion, training, testing and other major components of the project.	
36. Maintain and manage the individual team schedules.	Project Schedule
37. Monitor completion of team homework assignments.	
38. Identify, initiate, review and track change order activity.	
39. Prepare project communications.	
40. Resolve project issues.	
41. Manage project staffing issues.	
42. Assign and coordinate resources to conduct project activities.	
43. Coordinate logistics around staff, vendor and facilities scheduling.	
44. Schedule technical and application consulting sessions.	
45. Monitor compliance of vendor(s) to their contract(s).	
46. Monitor the overall status of the project and raise issues to the appropriate level within the project.	
47. Review and comment, as needed, on the overall project timeline.	
48. Monitor and report on project risks.	
49. Review and approve/deny all vendor invoices.	Vendor Invoices Memo of Approval/Denial
50. Conduct bi-monthly Quality Review sessions between the Client and Software Vendor.	Quality Review Feedback Form
51. Define rights administrators.	
52. Conduct training for rights administrators.	
53. Define security needs.	
54. Implement security classes.	
55. Assign staff to security classes.	

Activities	Deliverables / Tools
56. Determine application modifications, interfaces and forms required.	
57. Confirm modifications, interfaces and forms requirements.	
58. Develop modifications, interfaces and forms.	
59. Test and deploy modifications, interfaces and forms.	
60. Define required custom reports.	
61. Review and prioritize custom report requests.	
62. Develop custom report specifications.	
63. Develop, test and implement custom reports.	
64. Define testing processes to conduct to include: Static environment testing System testing Stress testing User acceptance testing Integration testing	
65. Define test coordinator and role.	
66. Develop mechanism in which to track test issues.	
67. Develop test packets and scenarios as part of testing.	
68. Conduct various levels of testing.	
69. Resolve issues discovered during testing.	
70. Conduct software consulting sessions.	
71. Develop mechanism for tracking of attendees at the training sessions.	
72. Define training curriculum(s).	Training curriculum
73. Identify trainers.	Trainers
74. Identify training locations.	Training locations
75. Procurement training equipment.	
76. Develop training material.	Training Material
77. Schedule training sessions.	
78. Copy and distribute training material.	
79. Prepare training classrooms and conduct training sessions	
80. Define and develop decentralized end-user documentation.	
81. Define and develop centralized user documentation.	

Activities	Deliverables / Tools
82. Define and develop technical support documentation.	
83. Confirm data conversion requirements.	
84. Develop data conversion maps.	Data Conversion Maps
85. Develop data conversion programs.	Data Conversion Programs
86. Extract data from legacy systems and send to vendor.	
87. City to receive, load and reconcile converted data.	
88. Archive legacy data for historical reporting.	
89. Conduct data conversion clean-up.	Converted Data
90. Develop a transition strategy.	Transition Strategy
91. Develop and execute go-live checklist.	Go-Live Checklist
92. Define vendor support requirements both on-site and off-site for the go-live period and shortly thereafter. This would include support for integrated third-party products.	
93. Go-Live.	

3. Project Closing and Post Implementation Support

Upon completion of the executing and controlling phases of the project, the project will transition to a project closing and transition to support phase in which much of the time will be spent on resolving go-live issues and transitioning from an implementation to an on-going operational state of the system. We would anticipate the following activities being performed in this phase of the project:

Activities	Deliverables / Tools
1. Identify post-implementation team activities that still require resolution.	
2. Develop a post-implementation project plan.	Post-Implementation Plan
3. Define vendor post go-live support requirements both on-site and offsite.	
4. Transition City from implementation to support.	
5. Develop a transition plan from the vendor to the client.	Transition Plan
6. Develop and document on-going system support procedures.	On-Going System Support Procedures
7. Develop and execute a script of activities to prepare for and conduct year-end fiscal cut-over.	Year-end cutover checklist
8. Determine who will maintain issues log for each of the teams and at a PMO level.	

Activities	Deliverables / Tools
9. Determine who will be monitoring error logs for the system on a regular basis.	
10. Finalize the on-going support structure including roles and responsibilities of the different stakeholders.	
11. Become involved in the vendor's user group.	
12. Archive project records.	
13. Close-out all contracts.	
14. Conduct debriefing sessions on the product and services portion of the project.	
15. Conduct a process audit (6 – 9 months after implementation).	Process Audit
16. Conduct a system audit (6 – 9 months after implementation).	System Audit

We look forward to working with you.
Please contact us with any questions.



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