AMENDMENT NO. 1 TO THE AGREEMENT
BETWEEN THE CITY OF SAN MATEO AND
PLANTE & MORAN, PLLC FOR
PROFESSIONAL CONSULTANT SERVICES
($201,020 *[Original Amount],* **$740,000** *[added amount]***)**

WHEREAS, the City of San Mateo ("City"), a municipal corporation of the State of California, and Plante & Moran, PLLC ("Plante Moran"), entered into an Agreement for professional consultant services for financial system replacement support ("Agreement") on July 24, 2020; and

WHEREAS, City and Plante Moran wish to amend the Agreement effective February 22, 2022 to extend the term, modify the scope of services, and increase compensation of this Agreement.

NOW, THEREFORE, the parties agree as follows:

1.   Section 1 of the Agreement is amended to read:

   The scope of services to be performed by CONSULTANT under this Agreement is as described in Exhibit A and Exhibit D to this Agreement, attached and incorporated by reference.

2.   Section 4 of the Agreement is amended to read:

   The services to be performed under this Agreement shall commence on July 21, 2020 and be completed on or about September 30, 2023.

3.   Section 5 of the Agreement is amended to read:

   Payment shall be made by CITY only for services rendered and upon submission of a payment request. In consideration for the full performance of the services set forth in Exhibit A and Exhibit D, CITY agrees to pay CONSULTANT fees up to the amount of funds appropriated for this project, pursuant to rates stated in Exhibit B to this Agreement, attached and incorporated by reference.

4.   The remaining terms of the Agreement remain in full force and effect.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, CITY OF SAN MATEO and Plante & Moran, PLLC have executed this Amendment No. 1 on _____.

CITY OF SAN MATEO   CONTRACTOR

Drew Corbett Date	Adam Rujan Date
City Manager	Its Authorized Agent
	Partner

If a Corporation, can be either 1) President or 2) Vice President plus an additional corporate officer (i.e., Secretary, Treasurer) who shall sign below.

APPROVED AS TO FORM   ADDITIONAL CORPORATE
OFFICER
(if necessary per the above)

Linh P. Nguyen Date	Date
Assistant City Attorney	

EXHIBIT D

AMENDMENT DATED:
FEBRUARY 04, 2022

Make the mark.

CITY OF SAN MATEO

Advisory Services for ERP Selection and Implementation

plante moran | Audit. Tax. Consulting.
Wealth Management.

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February 4, 2022

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

RE: Proposed Amendment to the Agreement with Plante & Moran, PLLC for Professional Consultant Services for Financial System Replacement Support dated July 24, 2020

Dear Mr. Lee,

Plante & Moran, PLLC (Plante Moran) is pleased to submit this amendment to provide ERP Implementation Project Management services to the City of San Mateo. We look forward to working with the City to implement the new ERP solution.

Based on our previous conversations, this amendment will serve to define the services listed within phase 5 of our original proposal. Specifically, Plante Moran will serve as the City's Project Manager throughout the implementation of City's ERP implementation with Workday, Collaborative Solutions, and Can/Am's Teller solution. Our scope and specific activities are defined in the following pages.

Thank you for the opportunity to continue to provide professional services to the City. We look forward to continue working with the City on this important project. If you have any questions concerning this proposal please contact me. If you are in agreement with this engagement letter, please sign below and send back to my attention.

Very truly yours,
PLANTE & MORAN, PLLC

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

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1. 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 February 28, 2022. Other staff may be assigned as needed.

Project Staff	Project Role
Adam Rujan, Partner	**Project Engagement Partner**
Alan McCarrick, Manager	**Project Manager**
Jenna Houterloot, Consultant	**Project Consultant**
Brian Pesis, Manager	**Project Advisor**
Mike Blickhahn, Senior Manager	**Human Resources and Payroll Subject Matter Expert**
Diane Langham, Consultant	**Chart of Accounts and Finance Subject Matter Expert**
Additional Consultants	Based on the unique needs the City identifies throughout the life of the project, we will identify and utilize additional consultants on this project. This may include areas such as internal controls and risk management, cybersecurity, infrastructure, or any other areas the City requires.

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.

Selected Key Clients

- City of Palo Alto, CA
- Town of Hempstead, NY
- City of Asheville, NC
- Broward County, FL
- City of Augusta, GA
- Cook County, IL
- City of Detroit, MI
- City of Long Beach, CA

- Johnson County, KS
- City of Corpus Christi, TX
- St. Louis County, MO
- City of Colorado Springs, CO
- City of Flagstaff, AZ
- City of Santa Barbara, CA
- City of Seattle, WA
- Marin County, CA

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

Alan R. McCarrick

Manager
Management Consulting

Summary of experience

Proven background of increasing responsibility including direction and management of enterprise IT environment. Accomplished professional with over 20 years of experience in data and telecommunications management, implementation, and administration. Outstanding leadership abilities; able to coordinate and direct all phases of project-based efforts while managing, motivating, and leading project teams. Well-earned reputation as an organized, confident, and respected leader and manager. Noted for excellent communication and interpersonal skills. Proven capacity to implement solutions through full life cycle project management.

IT Service Management: Working in local government organizations throughout his career, Alan provides firsthand experience enabling business units to increase the business value derived from enterprise IT systems and applications. As client services manager for a mid-sized, full-service municipality, he was responsible for the delivery of IT services from concept through implementation as well as day-to-day IT operations and customer satisfaction.

Public Sector IT Leadership: As a former department head and administrative leader in municipal government, Alan led multiple enterprise technology initiatives leveraging cost/benefit and ROI analysis and justification. His clients recognize his ability to shepherd teams and build relationships through organizational development and positive change.

Technology Planning: Alan has experience in developing strategic technology transition and consolidation plans whether moving from on-premise to cloud, datacenter refresh, security operations planning, or enterprise application acquisitions and migrations.

Selected key clients

- City of Lansing, MI
- City of East Lansing, MI
- Applied Innovation Inc., Dublin, Ohio
- United States Air Force, McClellan AFB, Sacramento, CA

Education

Bachelor of Business Administration in Computer Information Management, Northwood University

Certifications

ITMLE (IT Management and Leadership Executive) Certified

ITIL Foundations Certified

Certified Ethical Hacker (CEH)

FEMA

- o Incident Command Structure – ICS
- o National Incident Management System (NIMS)

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

Mike Blickhahn

Manager
Management Consulting

Summary of experience

Mike has over 25 years of experience leading various human resource operational functions in healthcare, government, and retail pharmacy. Mike has human resources leadership and operational experience at employers ranging from 500 to 200,000 employees. He has significant experience in employee compensation, benefits, and the administration of human resource systems, including several years at a *Fortune* 50 company overseeing all aspects of human resources for all mergers, acquisitions, and divestitures.

Mike has led human resource teams through systems assessments at all levels, including overseeing the selection, data conversion, and management training programs needed for new HRIS systems. Mike is well versed in the design of post-implementation human resource processes and team structures, including the necessary change management techniques to ensure user acceptance.

Mike has extensive management experience and operational knowledge of all areas of human resources, including:

- o HRIS and payroll administration
- o Compensation and benefits plan design and administration
- o Talent acquisition and employee onboarding
- o Human resources policies and procedures

Selected key clients

- Milwaukee County, WI
- Jefferson County, CO
- Kent County, MI
- City of Baton Rouge, LA
- Baton Rouge Recreational Authority, LA
- Miami Dade County, FL
- Great Lakes Water Authority, MI
- Gwinnett County, GA
- Prince William County, VA
- King County Library System, WA
- City of St. Louis, MO
- Broward County, FL
- West Palm Beach, FL
- Elk Grove Village, IL
- Southwest Ohio Waste Management Authority, OH
- Shelby County, TN

Education

Bachelor of Science, University of Illinois

Professional training & affiliations

Society for Human Resource Management (SHRM)

International Public Management Association (IPMA)

International Association for Human Resources Information Management (IHRIM)

Jenna Houterloot

Consultant
Management Consulting

Summary of experience

Jenna is a recent graduate of Indiana University, where she earned her Master of Science in Information Systems from the Kelley School of Business as well as her Bachelor of Science in Informatics. She has taken various classes in IT strategy, data analytics, database management, project management, and operations management. During her master's program, she also worked on a capstone project where she had the opportunity to work with a client who provides a modern-day data analytics software tool. Her work consisted of aggregating a large dataset for a new industry vertical to create real time business insights for the client to use in future demonstrations. This enabled the client to better advertise their software and business capabilities.

Jenna's ability to quickly adapt to change and easily work with others enhances her performance as a consultant and makes her a valuable asset to the team. Throughout her time working in technology consulting at Plante Moran, she has experience assisting various government and public sector clients. Her experience includes work such as assistance with proposal development, RFP response analysis, technology system requirements gathering, and system analysis/cleanup.

Selected key clients

- City of Denton, TX
- City of Pflugerville, TX
- State of Washington

Education

Master of Science in Information Systems and Bachelor of Science in Informatics
Indiana University - Bloomington

Diane Langham, MPA, CPA

Consultant
Management Consulting

Summary of Experience

Diane is an expert in government finance with thirty-one years' experience in statewide government and state agency level financial management. During her state career, she was responsible for the state's Comprehensive Annual Financial Report, served as state comptroller, managed statewide agency internal controls, and was a state agency accounting director. She was the finance lead on her statewide ERP implementation, transforming the business processes for over 100 agencies and ended her state career as the ERP Operations Director.

Since joining Plante Moran, Diane advises her former peers on ERP projects on system procurement and implementation strategies. Diane is a recognized expert on redesign of charts-of-accounts required for ERP projects.

Needs Assessment: Diane assists in the assessment of current capabilities and definition of future requirements for clients considering major transformation of systems. She creates fit-gap analyses and develops recommendations for implementations.

Systems Selection: With exposure to all the major SaaS products she has led groups through the definition of requirements and developed the evaluation materials to educate participants on the selection process. She has led vendor demonstrations and performed analysis on scoring for software and system implementation selection.

System Design and Implementation: Diane has assisted multiple ERP project teams from developing workplans to managing deployment timelines through stabilization, starting with her role on the State of Mississippi's SAP ERP implementation. She provides expert advice to peers who seek to understand the impacts of system transformation and advises on best-practices for financial system design and deployment.

Business Process Design: Diane is skilled in the development of process maps to analyze and identify areas of improvement, as well as impacts on staff. She has trained staff and clients in various roles during ERP implementations.

Selected Key Clients

- State of Washington
- Valley Metro Transit, AZ
- Anoka County, MN
- Gwinnett County, GA
- Miami-Dade County, FL

Education

Master of Professional Accountancy
Mississippi State University
Bachelor of Professional Accountancy
Mississippi State University

Professional Certifications & Affiliations

Certified Public Accountant
Previous member of and continued involvement with the National Association of State Auditors, Comptrollers, Treasurers
Previous Executive Committee Member for the National Association of State Comptrollers

Employment History:

Plante Moran (2019-Present)
MS Department of Finance & Administration (1987-2001, 2008-2018)
MS Department of Education (2001-2008)
Ross, Eubank, Betts & Co., CPA's (1985-1987)

2. Project Approach

Proposed Implementation Services

Project Management Services

The City seeks a Project Manager to lead and coordinate the implementation of the selected ERP solution. Plante Moran proposes the creation of a project management office (PMO), led by Plante Moran's Project Manager with support from City staff and other consultants as needed, to direct all Project Management activities and oversee the completion of implementation objectives in each of the project phases above.

- Implementation planning
- Management and oversight of scope, schedule and budget
- Assistance with transition to production
- Project close activities

A summary of the specific activities for each of these services is further described below.

Implementation Subject Matter Expertise

Throughout the course of the ERP implementation, Plante Moran anticipates providing a variety of subject matter expertise to the City on an as-needed basis. This will include, but is not limited to, assistance in the following areas:

- Chart of accounts design and guidance
- Human resources and payroll best practices
- Internal controls and risk management
- Cybersecurity
- Infrastructure and technical guidance

Overview of Project Approach

Phase 5: Implementation Management Assistance
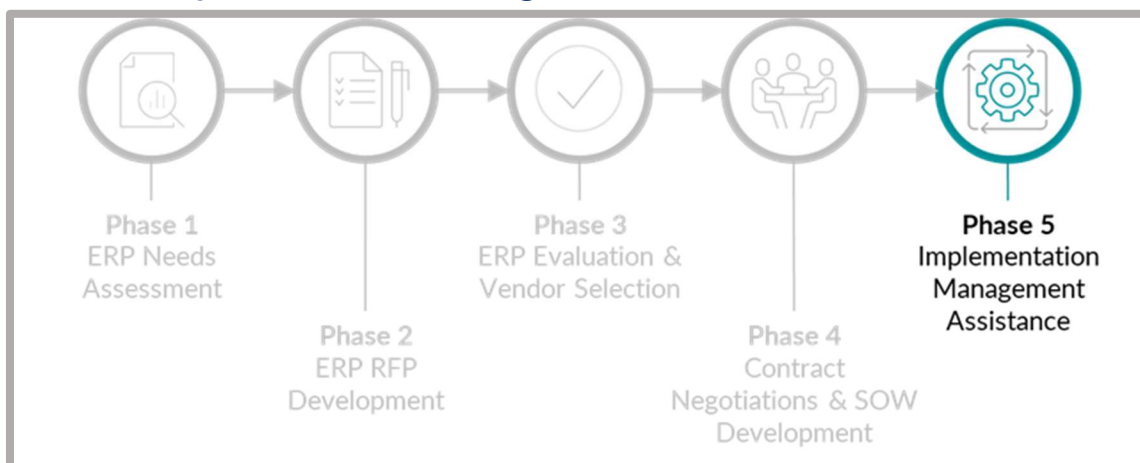
Phase Objective and Summary of Activities: The purpose of this phase is to assist the City in the implementation and acceptance of the selected Workday and Can/Am solution. Based on the preliminary schedule as defined in the SOW, we anticipate the implementation timeline will be 18 months. However, this

timeline may change based on a variety of factors (staff availability, functionality ultimately implemented, etc.).

We would expect to develop a detailed implementation schedule in conjunction with the City's team as well as the ERP vendors during the plan phase of the project. 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 section 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 to ensure that a solid foundation for moving forward has been established.

We would envision working with the City, Collaborative Solutions, Workday, and Can/Am throughout these planning activities to conclude on the roles and responsibilities of all parties.

Specific deliverables include:

- Project charter, including project governance structure and roles and responsibilities
- Project management plan, including risk and issue management
- Project implementation plan and schedule
- Project RACI matrix
- Staffing plan
- Budget plan
- Scope change management plan
- Organizational change and communication management plan, with associated stakeholder analysis

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. Specifically, we will:

- Serve as the Project Manager for the City
- Work with Collaborative Solutions, Workday, and Can/Am to manage the project scope and schedule
- Work with the City and vendors to manage the project budget
- Attend project meetings
- Coordinate project resources
- Maintain and report on project risks, issues, action items, and decisions
- Track and report project status
- Provide written project status summaries as needed to the project team, ERP Steering Committee, and executive sponsor
- Oversee the execution of the project communications plan

- Manage and coordinate organizational change activities
- Work with the vendors to manage and coordinate implementation activities, including design, configuration, data conversion, testing, and training
- Review deliverables and provide recommendations for acceptance/conditional acceptance/non-acceptance to the City
- Maintain the project collaboration site and manage project artifacts

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. Specifically, we will:

- Coordinate training activities
- Ensure proper documentation is provide to administrators, power users, and end users
- Develop a transition plan
- Manage the transition to production support
- Conduct a post-implementation debrief and document lessons learned

3. Project Budget

Project Budget

Phase 5

Plante Moran proposes a not-to-exceed fee schedule for the scope of services provided not to exceed $740,000*, exclusive of travel and incidental expenses. Invoices will be generated monthly based on staff hours incurred in the previous month at the agreed upon all-inclusive rate.

We would like to emphasize that our cost and work plan are flexible and the City is only billed as services are incurred. As part of the implementation planning task, we will work with the City to finalize a more detailed, preliminary work plan. Subject matter experts will be brought into the project on an as needed basis with approval of the Project Sponsor.

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

Tasks	Hours	Fees
Project Management Services – Approx. 120 hours/month, plus 200 hours for implementation planning and project closure.	2,360	$590,000
Implementation Subject Matter Expertise • Chart of accounts design and guidance - 200 hours • Human resources and payroll best practices - 200 hours • Other areas (Controls, cybersecurity, infrastructure) – 200 hours	600	$150,000
Total	**2,960**	**$740,000**

Blended Hourly Rate: $250/hour for all staff. Project estimates provided above are intended as "Not to Exceed" budget amounts, actual final costs may be lower.

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.

- Based on the current COVID-19 conditions, Plante Moran envisions it will complete most project tasks 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.
- 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.
- City subject matter experts are available for scheduled implementation activities and complete their assigned activities on a timely basis.
- A project management or governance structure is developed with the City's 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.
- Stakeholders scheduled to attend meetings are present and ready to fully participate.
- Decisions are made among the appropriate City staff in a timely manner.
- City staff 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.

4. Workplan Detail

Detailed Sample Project Activities

Below are typical activities we would include during the implementation phase. We can adjust what activities are performed based on the City's needs. We will work to identify the correct activities

1. Project Initiation and Implementation Planning

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

1.	Define project organizational structure including roles and responsibilities for the following major project functions as needed:
	
	• Executive sponsor(s)
	
	• Project managers (Collaborative, Workday, Can/Am, Plante Moran)
	
	• Project steering committee
	• Process teams
	• Process team leaders and backups
	• Communications and change management team
	• Technical team to include following functions as needed:
	    o System administrator
	    o Configuration management coordinator
	    o Interfaces and modifications coordinator
	    o Help desk
	    o Report development
	    o Interfaces development
	• Training team
	• Collaboration environment administrator
	• Rights administrator(s)
	• Testing coordinator
	• Room and meeting scheduling coordinator
	• Project plan management
	• Documentation development coordinator
	• Report development coordinator
	• Meeting minutes coordinator
	• Data conversion
	• Roll-out coordinator
	• Post implementation coordinator
		Project Organizational Chart
		Roles and Responsibilities Matrix

	Activities	Deliverables / Tools
2.	Develop an implementation phase project charter that is signed by the business champion that will define the following: • Project title and description • 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	Project Charter
3.	Define the on-going system support structure to include: • 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
4.	Develop the project scope statement that includes the following: • In-scope areas, functions and activities • Out-of-scope areas, functions and activities • List of deliverables and timing • Milestones and timing	Scope Statement
5.	Develop the Work Breakdown Structure (WBS).	WBS
6.	Develop an overall project timeline that incorporates vendor and City tasks and responsibilities.	Project Timeline
7.	Develop procedure for updating and reviewing project timeline including: • 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	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 (if on-site activities occur): • 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 (if on-site activities occur), including: • Personal computers (for training) • White boards • Printers • Office furniture (desks) • Network connections • Network ID and password • SharePoint access • VPN access • Physical security access including badge	

	Activities	Deliverables / Tools
	• Materials and other supplies	
	• Phones	
	• Etc.	
15.	When multiple project management and quality assurance entities are involved, clearly define roles and responsibilities between each of the entities.	Implementation Management Responsibilities Matrix
16.	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
17.	Identify the individual(s) who will be responsible for scheduling of all meetings and facilities on the project.	Meeting and Room Scheduling Coordinator
18.	Review "lessons learned" from previous projects and those gathered by the client from their previous experiences.	Lessons Learned
19.	Describe the anticipated project life cycle to the various project participants and the stages that the project will go through.	
20.	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
21.	Determine how the client will define project success (be as specific and tangible as possible with quantifiable measures).	Client Success Characteristics
22.	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.) • Other cost areas (facilities, travel for internal staff, technical training for IT staff, admin support, staff overtime, internal staff time, etc.)	Estimated Budget
23.	Determine what costs are going to be tracked and charged to the project and how they will be charged including staff time.	
24.	Define budget sources for project.	
25.	Develop a projected cash flow for the project.	Cash Flow Matrix
26.	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
27.	Conduct a project risk assessment session to define: Risk scenario	Project Risk Assessment Matrix

Activities	Deliverables / Tools
Risk trigger	
Controllability of risk	
Probability of risk occurring	
Risk impact (quantitative and qualitative)	
Mitigation factors	
Contingencies if the risk occurs	
Risk owner	
28. 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
29. Define a process for acceptance of project deliverables.	Deliverable Acceptance Form
30. 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
31. Define the templates, tools and a process for meeting management including: • Meeting protocol • Template for documenting meeting minutes • Definition as to how meeting minutes are archived • Definition of how often teams should meet	Meeting Minutes Summary Form Meeting Protocol Meeting Frequency
32. 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
33. 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
34. Determine who is responsible for the scheduling of rooms and staff for technical and consulting resources and coordinating these activities with the vendor.	
35. 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

	Activities	Deliverables / Tools
36.	Define project procurement procedures including: • How project purchases are processed • Who handles project purchases • What purchases are tracked and by whom	Procurement Management Plan
37.	Develop a Communications Management Plan that documents the methods for gathering, storing and distributing various types of project information.	Communications Management Plan
38.	Define the communications needs of the various project stakeholders to include: • Stakeholder group • Information needs • Methods/tools to satisfy those needs	Stakeholder Communication Needs
39.	Develop and implement a Project Collaboration Center: • Define information to be tracked • Define structure of collaboration environment • Define collaboration administrator • Implement structure	Project Collaboration Center
40.	Determine and define a Quality Management Plan and Quality Review process for the project.	Quality Management Plan Quality Review Process
41.	Determine whether any team development activities will be conducted during the project.	Team Development Activities
42.	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

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

	Activities	Deliverables / Tools
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
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

	Activities	Deliverables / Tools
29.	Identify major project milestones and how these can be celebrated by the project.	
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.	Conduct training for rights administrators.	
52.	Define security needs.	
53.	Implement security classes.	
54.	Assign staff to security classes.	
55.	Determine application modifications, interfaces and forms required.	
56.	Confirm modifications, interfaces and forms requirements.	
57.	Develop modifications, interfaces and forms.	
58.	Test and deploy modifications, interfaces and forms.	

Activities	Deliverables / Tools
59. Define required custom reports.	
60. Review and prioritize custom report requests.	
61. Develop custom report specifications.	
62. Develop, test and implement custom reports.	
63. Define testing processes to conduct to include: • Static environment testing • System testing • Stress testing • User acceptance testing • Integration testing	
64. Define test coordinator and role.	
65. Develop mechanism in which to track test issues.	
66. Develop test packets and scenarios as part of testing.	
67. Conduct various levels of testing.	
68. Resolve issues discovered during testing.	
69. Conduct software consulting sessions.	
70. Develop mechanism for tracking of attendees at the training sessions.	
71. Define training curriculum(s).	Training curriculum
72. Identify trainers.	Trainers
73. Identify training locations.	Training locations
74. Procurement training equipment.	
75. Develop training material.	Training Material
76. Schedule training sessions.	
77. Copy and distribute training material.	
78. Prepare training classrooms and conduct training sessions	
79. Define and develop decentralized end-user documentation.	
80. Define and develop centralized user documentation.	
81. Define and develop technical support documentation.	
82. Confirm data conversion requirements.	
83. Develop data conversion maps.	Data Conversion Maps
84. Develop data conversion programs.	Data Conversion Programs
85. Extract data from legacy systems and send to vendor.	
86. City to receive, load and reconcile converted data.	
87. Archive legacy data for historical reporting.	

	Activities	Deliverables / Tools
88.	Conduct data conversion clean-up.	Converted Data
89.	Develop a transition strategy.	Transition Strategy
90.	Develop and execute go-live checklist.	Go-Live Checklist
91.	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.	
92.	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.	
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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According to our recent client satisfaction survey,

97%

of clients say they
**would recommend
Plante Moran.**