CONSENT CALENDAR

Agenda Item # 5

AGENDA REPORT SUMMARY

Meeting Date: June 11, 2019

Subject: Upgrade of the Finance System-One Solution Agreement

Prepared by: Sarina Revillar, Financial Services Manager
Reviewed by: Sharif Etman, Administrative Services Director
Approved by: Chris Jordan, City Manager

Attachment(s):
1. Statement of Work (SOW)

Initiated by:
City Council: CIP Project CD-01008

Previous Council Consideration:
May 12, 2015 – Adoption of the City's Information Technology Roadmap

Fiscal Impact:
$146,343 – Funded by the IT Initiatives Project (CD-01008) in the Capital Improvement Program.

Environmental Review:
Not applicable

Policy Question(s) for Council Consideration:
None

Summary:
- The current finance system is outdated and does not provide adequate reports and has a limited interface with other software systems
- The upgraded finance system will allow the Finance Division to manage the internal controls more efficiently and eliminate the internal control audit finding
- The system will provide a workflow process to eliminate paper and reduce delay in processing purchase orders and invoices
- The upgraded system will allow for better reports and a user-friendly interface

Staff Recommendation:
Move to authorize the City Manager to execute an agreement on behalf of the City with Superion, a CENTRALSQUARE company, in the amount of $146,343 for the upgraded software application One Solution per IT Initiatives Project CD-01008 due to the Purchasing Policy signing authority for the City Manager

Reviewed By:

City Manager	City Attorney	Finance Director
CJ	CD	SE

Subject: Upgraded of the Finance System-One Solution Agreement

---

Purpose

Improve the technology used by Finance and other City departments by providing additional tools to increase efficiency, improve the processing of purchase orders, enhancing customer service and manage the internal controls. Provide user-friendly reports that can be posted online and for public use and review.

Background

In 2015, the City engaged the professional services of NexLevel Information Technology to perform an evaluation of the Information Technology (IT) Division and the technology utilized by the City. One of the findings was that many of the business application systems supporting the City are dated and need to be upgraded or replaced. Based on the findings of the evaluation, an IT strategic roadmap was developed to prioritize the technology needs of the City. This included a focus on enabling improvements in the City's information technology infrastructure and initiating activities for the acquisition of new, core business technology software. The IT Roadmap was reviewed and accepted by the City Council on May 12, 2015.

As part of the Roadmap, a list of departmental projects and needs was provided for future City planning efforts. This future projects list included replacement of the permit/planning software and establishment of a code enforcement application for Community Development; a new cashiering system was recommended for Finance; and establishment of a permit management and tracking application was recommended for Public Works.

To support the implementation of the IT Roadmap, an IT Initiatives Capital Improvement Project (CIP) was established and an amount of $1.5 million was allocated from the Technology Fund in the FY 2015-17 Budget. At the mid-year budget review in 2016, an additional $1 million was added to the IT Initiatives CIP, bringing the total budget to implement the IT Roadmap to $2.5 million.

The current Finance software version does not provide any workflow activities to help streamline the processes effectively and efficiently. Upgrading the Finance system will allow all departments to utilize the workflow process when processing purchase orders and invoices. The upgraded software will manage the internal controls more efficiently. It will also eliminate an audit finding based on greater, better security controls.

Discussion/Analysis

Beginning 2017, the Finance team along with IT began researching and evaluating options for upgrading or acquiring and implementing a new finance software. This included communication with other jurisdictions around the Bay Area and demonstrations from software vendors. The Finance staff solicited quotes from 2 additional vendors with only 1 response from Superion and decided the best option would be to upgrade the current Finance system, with Superion (IFAS).

Subject: Upgraded of the Finance System-One Solution Agreement

On January 29, 2019, Superion provided a demo to the Financial Commission. The Financial Commission was pleased to see the workflow activities and the reporting capabilities. One Solution (OFAS) will be the upgraded version of IFAS and will significantly enhance and improve our ability to report on our financials. Go live is anticipated in the upcoming FY 2019/20.

Options

1) Authorize the City Manager to execute an agreement with Superion to implement the upgraded finance software

Advantages: The City will be able to implement a modern system that will provide the staff with additional tools to manage workflow and improve processes

Disadvantages: None identified

2) Do not authorize the City Manager to execute an agreement with Superion to upgrade the finance system and implement workflow activities and manage internal controls

Advantages: None identified

Disadvantages: The City will continue to use outdated finance software, will not be able to improve interdepartmental efficiency and manage the internal controls more effectively. The audit finding will not be eliminated

Recommendation

The staff recommends Option 1.

Introduction

This document is the Statement of Work (SOW) for the implementation of Services with respect to the migration from IFAS to the Solution software expressly identified in the Order (the "Agreement"). This SOW is incorporated into the Agreement.

The SOW is intended to be a planning and control document, not the detailed requirements or design of the solution.

The Deliverables listed herein are considered requirements of the project and have an assigned lead which has been noted in the columns below. Upon project initiation your organization will be provided a Welcome Packet that encompasses all of the tools available to manage the project with your organization.

Definitions of Terms and Services

Scope Definition	Scope Description	Customer Deliverables/Actions	Superion Deliverables/Actions
Installation Services Scope			
Installation and Initial Data Migration	Initial Installation and Data Migration is the installation of the ONESolution file system and the migration of data from the existing production environment to a pre-production environment.	• **Hardware Set Up** • **Completed Pre-Install Checklist** • **Attend Discovery Call** • **Review and Signoff on Completed SOW**	• **Pre-Install Checklist** • **Discovery Call** • **Statement of Work** • **Post Action Report**
Post Installation Verification	Post Install Verification is an in depth validation of the system post install. Customer specific set up, configuration and data validation is the customer responsibility for testing and validation. The intent of the verification is to ensure system readiness for customer and consulting activities.	• **Upon System Turnover and Completed Test Plans, Customer to Test and Validate System**	• **Completed Test Plans**

SA/DBA Training	SA/DBA Training is ONESolution system administration training. These sessions will be handled via remote distance learning.	• **Attend Training**	• **Agendas** – One week prior to session. • **Distance Learning Log** – Within one week of session.
Mock Data Roll	Mock Data Roll is a 'dress rehearsal' of the Go-Live Cutover process. Fully scripted with all tasks, resources and people identified and participating.	• **Attend Discovery Call** • **Review and Signoff on Completed SOW** • **Provide Installer with Items, Setup, or Configuration to be Preserved for Mock Migration** • **Test and Validate System**	• **Discovery Call** • **Statement of Work**
Final Data Roll	Final Data Roll is the Go-Live Cutover where pre-production becomes the live production environment. The Final Data Roll typically starts on a Thursday afternoon/evening and runs through the weekend with the live ONESolution production the following Monday.	• **Attend Discovery Call** • **Review and Signoff on Completed SOW** • **Provide Installer with Items, Setup, or Configuration to be Preserved for Final Migration**	• **Discovery Call** • **Statement of Work**
Test Account Creation	Test Account Creation is the creation of the test account which is cloned from the new production environment.	• **Validate Account**	• **Discovery Call** • **Statement of Work**
Weekend Uplift	Weekend Uplift covers the weekend go-live activities.		

Installation Scope Requirements and Notes:

- Customer is responsible for the procurement and installation of hardware based upon Superion's Recommended Hardware Specifications.
- Superion will perform one initial migration, one mock migration and one final migration as part of the Agreement. Superion will create one Production Account and one Test Account as part of the Agreement. Additional accounts will require additional hours added to the Agreement by mutual written agreement at Superion's prevailing rates.

Development Services Scope

Custom Development Discovery	Custom Development Discovery is the review and specification writing for any possible changes that may be required to any custom development a customer may have had done in the past. If the specification work is more extensive than what has been quoted in good faith under the Agreement then additional hours for Custom Development may be required. Additional hours will be added to the Agreement by mutual written agreement at Superion's prevailing rates. Unless otherwise specifically stated within the Agreement, Superion has not included services for Custom Development in the Agreement. Any custom development identified may change the scope or timeline of the project. Note: Existing custom development items may need to be amended to work in ONESolution. If so, the hours herein will be used for discovery and specification development. Software development hours will be outside of the scope of this agreement.	If applicable, the following is the process for Custom Development Services: • **Identify Custom Software** • **Complete Work Request Form –** Details customization or change requested • **Discovery Call(s)** • **Review and Signoff on Completed Task Specifications** • **Test and Validate Customizations**	If applicable, the following is the process for Custom Development Services: • **Discovery Call(s)** • **Task Specification(s)** Refer to Appendix A: Custom Development Items

Workflow and CDD Report Development Assistance	Workflow and CDD Report Development Assistance is to aid with any workflow or report development that may be required by the upgrade to ONESolution. Superion will migrate all existing workflow models and reports to ONESolution from the organization's production environment as part of our migration process. We expect the workflow models and reports to achieve the same business functions in ONESolution. The organization's workflow models and reports must be tested and may require updating due to software, schematic or table changes in the updated version of ONESolution. Customer will test all required reports and workflow models and Superion will update the workflow models and reports as necessary up to the hours included in this SOW. Note: UNIX to SQL Migrations clients will be required to have modifications done to custom reports.	If applicable, the following is the process for Custom Development Services: • **Identify Workflow or CDD Report Changes** • **Complete Work Request Form –** Details change requested • **Discovery Call(s)** • **Task Specification(s)**	If applicable, the following is the process for Custom Development Services: • **Discovery Call(s)** • **Task Specification(s)**
Cognos Analytics Development	Superion has included services to move a selection of current IFAS reports into Cognos reports. Superion will develop existing IFAS reports in Cognos as part of our migration process. We expect the Cognos reports to perform the same business functions in ONESolution. Customer will test all Cognos reports developed for the organization. Superion will create Cognos reports up to the hours included in this SOW. Each report will be reviewed in the Discovery Call and will be placed in one of the follow three categories:	If applicable, the following is the process for Custom Development Services: • **Identify IFAS reports that need to be created in Cognos Analytics** • **Complete Work Request Form –**	If applicable, the following is the process for Custom Development Services: • **Discovery Call(s)** • **Task Specification(s)**

	○ **Simple** – list report with basic calculations and formatting. Report templates can be utilized for the majority of development. Typically one query handles the report information. Can be prompted and filtered. *Est 8 hours* ○ **Medium –** report containing more advanced calculations and formatting. May need more than one report query to retrieve the data, master-detail relationships may be needed. Typically includes several prompts. *Est 16 hours* ○ **Complex** – highly formatted report which may contain more than one list or report object and multiple developed pages, contains complex calculations such as running balance, may have conditional formatting and multiple levels of summarization. Financial Statements typically fall under this category. *Est 32 hours*	Details change requested • **Discovery Call(s)** • **Task Specification(s)**	

Development Scope Requirements and Notes:

- Customer will have 30 days upon delivery to test and validate functionality unless otherwise stated. Upon the 30 day delivery date the task will be considered complete and any additional requests for engagement will be handled under a new task and will be scheduled based on next availability of the Superion resource.

Consultant Services Scope

Consulting/Training	Consulting/Training is a combination of consultative efforts guiding and advising of best practice set up and configuration based on how the system is used, while enhancing the core teams' knowledge on current	• **Attend Training** • **Complete Homework** (if applicable)	• **Agendas** – One week prior to scheduled session.

	functions and features as well as the differences between the current live version and the ONESolution version. Consulting/Training consists of: ◦ Navigation/Desktop Overviews ◦ Module and Functional Overviews ◦ Training on the New Security Model ◦ Training on new Features/Changes ◦ Tools Analysis ◦ Go Live Preparation and Testing Support ◦ Go Live and Post Go Live Support	• **Review and Sign Trip/Distance Learning Log** • **Review Milestone Tracking** • **Training and End User Guides**	• **Trip/Distance Learning Log** – Within one week of session. • **Milestone Tracking**
Business Process Review (if applicable)	Business Process Review is an in-depth review of current organization business practices and processes. Superion will make best practice recommendations for process change and design to the organization based on use of Superion software. Note: It is our recommendation that a BPR be conducted prior to this engagement for a full scope and analysis for a successful migration to ONESolution.	• **Provide Current "As Is" Processes** • **Attend Interview Sessions per Schedule** • **Review BPR Recommendations** • **Signoff on Completed BPR** • **Determine Which Recommendations to be Implemented During Project**	• **Onsite BPR Interview Sessions** • **BPR Findings Document with Recommendations**
Business Process Review Consulting (if applicable)	If a BPR was conducted the Customer will want to implement some of the recommendations from the BPR report. The hours in this area will be used to assist the Customer in implementing the recommendations. These may be used for consulting, configuration, training, or	• **Identify the recommendations to be implemented.**	• **Incorporate the recommendations to be implemented within the project plan.**

	development. This effort will be integrated into the project plan.		

Consulting/Training Scope Requirements and Notes:

- This project takes a train the trainer approach. Superion will train the Customer core users and the core users will train end users (if applicable) prior to cutting over and going live. This includes creating Customer specific manuals if necessary. If Customer requests End User Training Services, additional hours will be required and will be added to the Agreement by mutual written agreement at Superion's prevailing rates.
- Customer is responsible for Testing all aspects of ONESolution. This includes but is not limited to the following:
    - All business processes including payroll
    - Reports and Workflow
    - Security
    - Interfaces

Project Management Services Scope

Project Management	Superion will provide a Remote Project Manager (RPM) who will dedicate an estimated average of 10 hours/month with approximately 24 hours spent during the Initiation Phase of the project, unless the Agreement hours states otherwise. Throughout the project, the RPM will keep the project organized from the Superion perspective, on schedule and on budget. A series of project tools are provided to assist your organization's Project Manager in leading the project effort as well.	• **Review and Sign Charter** • **Attend Project Kickoff** • **Provide Organization Schedule Timely for SG PM to complete Project Plan** • **Participate in Weekly Call with SG PM** • **Test and Validate the System Timely to Provide Feedback in Weekly Calls** • **Complete Go Live Checklist**	• **Project Charter** • **Project Kickoff** • **Project Plan** • **Open Items Log** • **Weekly Status Call with Agenda** • **Monthly Stakeholder Report** • **Go Live Checklist**

Project Management Scope Requirements and Notes:

- Both Superion and Customer will assign Project Manager's with the requisite skills and leadership authority within the organization to effectively accomplish the goals and complete the scope of the services in this SOW. Superion has allocated hours to cover a 9-12 month project. If the project runs over the allotted RPM hours the Customer may contract for additional hours.
- Customer will participate in weekly project team calls with Superion's Project Manager.
- Customer is responsible for completing the Go-Live Checklist no less than 30 days before go live to ensure full testing has occurred and the customer organization is ready for go live.

Project Governance and Requirements

Customer

Project Sponsor

The project sponsor provides support to the project by allocating resources, providing strategic direction, communicating key issues about the project and the project's overall importance to the organization. The project sponsor will be involved in the project as needed to provide necessary support, oversight, and guidance, but will not participate in day-to-day activities. The project sponsor will empower the steering committee to make critical business decisions for the organization.

Steering Committee

The Steering Committee will understand and support the cultural change necessary for the project and foster throughout the organization an appreciation of the value of an integrated ERP system. The Steering Committee oversees the project team and the project as a whole. Through participation in regular meetings the Steering Committee will remain updated on all project progress, project decisions, and achievement of project milestones. The Steering Committee will also provide support to the project team by communicating the importance of the project to each member's department along with other department directors in the organization. The Steering Committee is responsible for ensuring that the project has appropriate resources, providing strategic direction to the project team, and is responsible for making timely decisions on critical project or policy issues.

- Provide staff and facilities to the implementation effort as described herein.
- Make final decisions on policy changes as necessary.
- Communicate to governing body as necessary.
- Final escalation point for project issues.
- Meet bi-weekly or more frequently as needed to review progress.

- Approve material changes in the project plan.
- Advise Project Managers on resolution of project issues.
- Immediately resolve any delay in decision-making that could affect the project timeline.

Project Manager

The customer project manager will coordinate project team members, subject matter experts, and the overall implementation schedule. The Project Manager will be responsible for reporting to the Steering Committee and providing the majority of the organizations change management communications and coaching. The project manager will also be the primary point of contact for the project and will coordinate all activities with the Superion Project Manager.

- Fulfill Go Live dates established in the project plan.
- Monitor and report overall implementation progress (duties of both the Customer and Superion).
- Monitor and report progress on the Customer's responsibilities.
- Immediately notify Superion Project Manager and Executive Steering Committee of any issue that could delay the project
- Supervise the Customer Project Team.
- Fulfill all the Customer project deliverables.
- Provide availability to the infrastructure and facilities as per the project schedule.
- Provide Staff according to the project plan.
- Ensure change management, training and communication are effective (and adjusted accordingly if goals are not met).
- Coordinate, direct, and define pre-Go Live testing by the staff.
- Review and approve staffing changes.
- Foster a learning environment.

Project Functional Team Leads

Project team members will be the core functional leads for each area in the system. The project team members have detailed subject matter expertise and are empowered to make appropriate business process and configuration decisions in their respective areas.

- Team Leads should include individuals from all major functional areas.
- Coordinate with the project manager in communications and issue resolution.
- Make recommendations to the Project Manager concerning any policy or implementation issues.
- Participate in pre-Go Live testing.
- Assist Superion with configuration of ONESolution.
- Assist with the resolution of issues.

- Identify end users to attend training. Create end-user training documentation. Deliver End-User Training Classes.
- Provide support to the user community in the post production timeframe.
- Define specifications for Development of Interfaces, Workflow, Reports, Forms, and Conversions as necessary.
- Test Interfaces, Workflow, Reports, Forms, Conversions and software functionality as necessary.
- Validate Data.
- Set up security profiles.

Superion

Project Manager

- The Superion Project Manager will:
- Manage and monitor go live dates.
- Support Customer Project Manager in monitoring and reporting overall implementation progress.
- Immediately notify Customer Project Manager and Project Sponsor of any issue that could delay the project.
- Fulfill all Superion project deliverables outlined in the SOW.
- Ensure a completed software installation as per the project schedule.
- Provide Superion Staff according to the project plan.
- Facilitate coordination between all Superion departments.
- Monitor the work plan and schedule and make course corrections as necessary.
- Serve as the point person for all project issues (First escalation point).
- Prepare weekly status along with weekly project call.
- Provide issue resolution status, tracking, and procedures.

Functional Leads (Consultants, Developers, and Technical resources)

- Work with Customer SMEs to design and configure the functional components of the ONESolution system for optimal long-term use.
- Participate in ONESolution software configuration with assistance from the Customer’s Functional Leads.
- Check that Software operates after configuration as per its documentation.
- Assist with the resolution of issues.
- Trains the Customer core group during the configuration of software.
- Provide agenda and trip/distance learning reports for each session.

Escalation Procedures

The Customer and Superion should anticipate challenging issues to arise throughout the implementation process due to the complexity of this project. In order for challenging issues to be remedied in a timely fashion, the Customer and Superion will utilize the following Escalation Procedure:

All communication regarding the project should be directed to Superion and the Customer's Project Managers in order to maintain consistent communication between the parties. Scheduled weekly meetings will be maintained between the Superion Project Manager and the County's Project Team (including the County's Project Manager).
All issues or concerns will be discussed actively and openly between Superion's Project Manager and the County's Project Manager. If issues begin to interfere with the progression of the implementation project, the Customer and/or Superion Project Managers should escalate challenges to Superion and the Customer management in the sequence below, as needed:

Michele Leaf – Manager, Professional Services	530.879.5126	michele.leaf@superion.com
Paul Tovey – Director, Professional Services for Public Administration	530.879.5139	paul.tovey@superion.com
Todd Schulte – CCO		Todd.schulte@superion.com
Tom Amburgey – Vice President and General Manager	407.304.3022	tom.amburgey@superion.com
Kevin Lafeber – President and CCO	407.304.3102	kevin.lafeber@superion.com

SUPERION

Appendix A: Custom Development Items

Funded Development Developer will utilize the Custom Development hours within the contract to review the following specified areas noted by the customer.

Custom Development Discovery	
Check Writer	☐
ELF Forms	☐
Web Forms	☐
Custom Modifications	☐
Integrations with 3rd Parties	☐

Please List Specifics

- Check Writer(s):
  - NA
- ELF Form(s):
  - NA
- Web Form(s):
  - NA
- Custom Modification(s):
  - NA
- Integrations with 3rd Parties:
  - NA