



## Addendum One / RFP 14-2485

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### **RFP 14-2485 PEOPLESOFT 9.2 FINANCIALS FIT GAP**

The following questions were submitted on this solicitation. In the interest of fairness, this information is being provided to all interested proposers.

Q: How many financial and supply chain customizations exist and has an inventory been compiled by module? Can you provide number of customizations? Any integration external and internal points including Treasury or any regulatory agencies. Including Work Order, Costing, Data Points multi-application including 3rd party systems. Is the existing PeopleSoft Financials 9.0 environment heavily customized? Can you provide a list of any customizations by module and include complexity if available? Are Metro's customizations documented? Please describe the documentation.

A: Metro does have documentation on customizations added to PeopleSoft. However, there are a limited number. Metro has taken the strategy to be vanilla, unless there is specific functionality that cannot be accomplished with the delivered software. During the upgrade process, new functionality from PeopleSoft is reviewed and, where possible, customizations are removed in deference to the delivered product. Refer to Exhibit 1 Customizations for the current list.

Q: Does Metro use Crystal for reports and if yes does Metro plan to continue to use the Crystal tool or will the reports be converted to BI Publisher?

A: Currently Metro uses nVision reporting and the use of Crystal is limited. One of the recommendations we would expect from a Fit Gap would be potential new reporting tools that are available currently or with the new version.

Q: What is the appetite of the organization for leveraging delivered 9.2 functionality?

A: Metro is open too leveraging the delivered functionality of 9.2, but would need to look at the cost benefit of implementing any additional functionality.

Q: How many functional and technical resources is Metro planning to place on the project and what is their allocation?

A: Our finance and accounting staff are available for this project. The level and timing is dependent upon the spelled out requirements of the responses and the vendor suggested timelines for the project.

Q: How does Metro manage customizations internally? Do you utilize any tools?

A: No. We have a limited number of customizations.

Q: Does current state documentation exist surrounding the current PS functionality and business processes that can leveraged for this project?

A: Yes.

Q: Is Metro currently using any automated workflow processes?

A: Minimal automation is used in work flow currently.

Q: Does Metro have a document repository? If so, what is the document repository?

A: We do use HP TRIM Webdrawer as a repository for all of Metro's documents.

Q: Is it expected that all Metro and consultant resources to be working from the same location?

A: It is expected that a lot of the work done at the same location, face to face interviews, presentations, etc. However, we also know that all of the work will not be done at the Metro Headquarters.



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Q: Has the organization received a demo or training on version 9.2?

A: The organization as a whole has not received a demo or training in 9.2. Some staff in accounting and IS have received demos, but no training currently.

Q: Metro could benefit from an implementation roadmap (high level Build, Test, Deploy work plan). Should we assume this would be a deliverable?

A: Yes

Q: Does Metro expect there to be technical analysis done of their PeopleSoft Financials environment in addition to the business process reviews and fit-gap analysis?

A: Yes

Q: When does Metro expect to upgrade to the Financials 9.2 environment?

A: Metro plans on beginning in earnest in March of 2014.

Q: When does Metro expect the selected vendor to begin work?

A: October

Q: Will the vendor selected for the Fit/Gap engagement be precluded from providing services for future work related to the 9.2 Financials upgrade?

A: No the vendor will be allowed to propose on any resulting RFP for upgrades.

Q: To provide a comprehensive proposal to Metro, more details are necessary. Areas include:

- a. Detailed listing of all modifications/customizations to the current PeopleSoft Financial system
- b. Provide a listing and purpose of all interfaces for Financials
- c. List current business processes

A: a. Refer to Exhibit 1 Customizations

b. Refer to Exhibit 2 PeopleSoft Interfaces - 2013

c. Accounts Payable, Accounts Receivable, General Ledger, Billing

Q: What are Metro's current "pain points" with the current production PeopleSoft Financials system?

A: Current pain points are needs for additional process automations, improved reporting and ease of information access.

Q: Will the COA be changed?

A: No, COA modifications have already happened.

Q: Will any new PeopleSoft Financials applications be within the scope of the upgrade? Will any new functionality be included in the scope of the Fit/Gap. If so, please identify.

A: Metro will look to the vendor to assist in that. If there is a module that would better allow us to leverage 9.2 functionality we would expect that recommendation to come from the vendor.

Q: Why 7 months for the Fit/Gap?

A: Seven months is the length of the contract, not necessarily the length of time of the Fit/Gap. We would look for the Fit/Gap to happen in a shorter time.

Q: What vendor performed the 9.1 HCM Fit/Gap for Metro?

A: Empower Solutions.



**METRO**

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Q: Has a steering committee been established to review recommendations and approve?

A: Yes

Q: Will full access to Metro's Subject Matter Experts (SME's) be provided to the vendor staff?

A: Yes, however depending on schedules the timing may be off on when access can happen.

Q: What staffing (Functional and Technical) will Metro provided to the Fit/Gap process? Please provide area of responsibility and FTE.

A: See above, plus the successful vendor will have access to IS and accounting staff as necessary for completion of the project.

Q: Attachment A mentioned in Scope of Work – Page No 7 – Where is the attachment provided in the RFP? Is it the same in Pg 11?

A: The reference Attachment A is the Scope of Work that will be an attachment to the resulting contract; this is the same as page 11.

Q: Does Metro want Fit/Gap for their current HCM 9.1 version as well or is it just for Financials 9.0?

A: Just Financials. However, there may be some integration between HCM and Financials that may come into play.

Q: High level list of reports and purpose

A: We have many reports with varying purposes. Mostly these are revenue and expense reports in comparison to budget. We would expect the vendor to look at our current reporting system and show where there could be possible improvements.

Q: As for payment terms, is Metro looking for Fixed Priced bid or Time and Material?

A: Fixed Priced bid with a Time and Material pricing if we need additional work related to the project.

Q: Do you have completion date of your Windows 2012 and SQL Server 2010 enterprise?

A: We are currently targeting a March to May 2014, time frame.

Q: Does your agency requiring Federal and State regulatory compliance for Financial, governance and mandates?

A: This question is a little unclear, but for our Federal and State grants we must comply with Federal and state regulations.

Q: What was the outcome to RFP 12-2136 - Enterprise Resource Planning Systems Review Services?

A: Refer to the attached Enterprise Resource Planning Systems Review Service – Final Report.

Issued August 30, 2013

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Angela Houck, Procurement Coordinator

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## Exhibit 1: CUSTOMIZATIONS

Report ID: M\_CSTMZN METRO PEOPLESFT FSCM CUSTOMIZATIONS

Run Date 08/28/2013

Run Time 11:39:18

RECORDS List of RECORDS with field(s)  
that start with M\_

1 M\_AR32001\_TMP  
 2 M\_ARC\_LABOR\_HIS  
 3 M\_BI\_ACCT\_ENT\_H  
 4 M\_BI\_ACT\_DRL\_VW  
 5 M\_BI\_HDR\_AR\_HST  
 6 M\_BI\_HDR\_CRCD\_H  
 7 M\_BI\_HDR\_HST  
 8 M\_BI\_HDR\_NOTE\_H  
 9 M\_BI\_LINE\_DST\_H  
 10 M\_BI\_LINE\_HST  
 11 M\_BI\_LINE\_TAX\_H  
 12 M\_BI\_LNDST\_AR\_H  
 13 M\_BI\_LN\_DSTAR\_H  
 14 M\_BI\_LN\_NOTE\_H  
 15 M\_CNTRCT\_AMEND  
 16 M\_CNTRCT\_AMND\_H  
 17 M\_CNTRCT\_AMND\_L  
 18 M\_CNTRCT\_FACTS  
 19 M\_CNTRCT\_RTE\_H  
 20 M\_CNTRCT\_RTE\_L  
 21 M\_CNTRCT\_RTN\_VW  
 22 M\_CNT\_WRKORD\_H  
 23 M\_CNT\_WRKORD\_L  
 24 M\_GBE\_WRK  
 25 M\_INTF\_BI\_CMP\_H  
 26 M\_IN\_BI\_ADCMP\_H  
 27 M\_LABOR\_HISTORY  
 28 M\_LEDGER\_TEMP  
 29 M\_LIABILITY  
 30 M\_LIAB\_COUNTER  
 31 M\_LIAB\_DIVISION  
 32 M\_LIAB\_DIV\_VW  
 33 M\_LIAB\_PYMNT  
 34 M\_LTX\_NONCHG  
 35 M\_MATL\_CODE

36 M\_MATL\_DISTRIB  
 37 M\_MATL\_DST\_CD  
 38 M\_MC\_01  
 39 M\_MC\_02  
 40 M\_MC\_05  
 41 M\_MC\_09  
 42 M\_MC\_98  
 43 M\_MC\_TAO  
 44 M\_PCARDHOLDER  
 45 M\_PCARD\_TMP  
 46 M\_PERS\_OPR\_AET  
 47 M\_PERS\_OPR\_AUD  
 48 M\_PO\_VW  
 49 M\_PO\_WL\_VIEW  
 50 M\_PRJ\_BUD\_TMP  
 51 M\_PRJ\_JNL\_TMP  
 52 M\_PRJ\_VHR\_TMP  
 53 M\_RETENTION  
 54 M\_RETEN\_PROMPT  
 55 M\_REV\_CNTRCT\_VW  
 56 M\_RMV\_SPCHR\_AET  
 57 M\_RUN\_ARC\_BOX  
 58 M\_RUN\_BI\_INTFC  
 59 M\_RUN\_CNTL\_ACCT  
 60 M\_RUN\_CNTL\_GBE  
 61 M\_RUN\_CNTL\_JLD  
 62 M\_RUN\_CNTL\_LIA  
 63 M\_RUN\_CNTL\_PRJ  
 64 M\_RUN\_CNTL\_PRJE  
 65 M\_RUN\_EDICON  
 66 M\_SOLICITATION  
 67 M\_SOLICITATN\_VW  
 68 M\_SOL\_COUNTER  
 69 M\_SOL\_DATES  
 70 M\_TICKET\_TMP  
 71 M\_VNDR\_ADDR\_SCH  
 72 M\_WM\_NONCHG



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- PANELS List of PANELS that start with M\_
- |    |                    |    |                   |
|----|--------------------|----|-------------------|
| 1  | M_AMEND_SBP        | 19 | M_PCARD_INTFC     |
| 2  | M_ARCHIVE_BOX_LIST | 20 | M_PLNBUDPNL       |
| 3  | M_CNTRCT_FACTS     | 21 | M_PO_APPROVAL_AMT |
| 4  | M_CNTRCT_ROUTING   | 22 | M_PR_JELOAD       |
| 5  | M_CNTRCT_WORKORDER | 23 | M_RETENTION       |
| 6  | M_EDICON           | 24 | M_RETENTION_INQY  |
| 7  | M_GBREPORTS        | 25 | M_RUNCNTL_JGEN    |
| 8  | M_HR_ACCT_UPDATE   | 26 | M_RUNCTL_GBEXT2   |
| 9  | M_JOURN_LOAD       | 27 | M_RUNCTL_GBE_NTLY |
| 10 | M_LABR_HIST_UPD    | 28 | M_RUNCTL_GMS      |
| 11 | M_LIABILITY        | 29 | M_RUNCTL_METRO    |
| 12 | M_LIAB_DIVISION    | 30 | M_RUNCTL_WM       |
| 13 | M_LIAB_DPT_RPT     | 31 | M_RUN_AR32000     |
| 14 | M_LIAB_PYMNT       | 32 | M_RUN_AR32001     |
| 15 | M_LIAB_RPT         | 33 | M_RUN_CNTRCT      |
| 16 | M_MATL_CODE        | 34 | M_RUN_PROJECT     |
| 17 | M_MATL_DST_CD      | 35 | M_RUN_USBANKFILE  |
| 18 | M_METRO_CNTR_AMND  | 36 | M_SOLICITATION    |
|    |                    | 37 | M_SOL_COPY        |

MENUS List of MENUS with item name that start with M\_

ADMINISTER\_CONTRACTS      A&dminister Procurement      &Administer Contracts

- 1 Bar Name:            USE  
 Bar Label            &Use  
 Item Name            METRO\_RETENTION  
 Item Label            Metro Records Retention

Group Name            M\_RETENTION

Std Search Record:

Panel in Group:      M\_RETENTION  
 Cascade Menu Item  
 Name:                M\_RETENTION  
 Label:                Metro Retention  
 Folder Tab Label:  
 Hidden:              0

- 2 Bar Name:            USE  
 Bar Label            &Use  
 Item Name            METRO\_CNTRCT\_ROUTING  
 Item Label            Metro Contract Routing

Group Name            M\_CNTRCT\_ROUTE

Std Search Record:

Panel in Group:      M\_CNTRCT\_ROUTING  
 Cascade Menu Item



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Name: M\_CNTRCT\_ROUTING  
Label: Contract Routing  
Folder Tab Label:  
Hidden: 0

- 3 Bar Name: INQUIRE  
Bar Label &Inquire  
Item Name METRO\_RETENTION  
Item Label Metro Retention Inquiry

Group Name M\_RETEN\_INQUIRY

Std Search Record:

Panel in Group: M\_RETENTION\_INQY PeopleSoft

Cascade Menu Item  
Name: METRO\_RETENTION  
Label: Metro Retention Inquiry  
Folder Tab Label:  
Hidden: 0

- 4 Bar Name: REPORT  
Bar Label &Report  
Item Name METRO\_CNTRCT\_RPT  
Item Label Metro Contract Reports

Group Name M\_RUN\_CNTRCT

Std Search Record:

Panel in Group: M\_RUN\_CNTRCT  
Cascade Menu Item  
Name: METRO\_CNTRCT\_RPTS  
Label: Metro Contract Rpts  
Folder Tab Label:  
Hidden: 0

- 5 Bar Name: REPORT  
Bar Label &Report  
Item Name M\_ARCHIVE\_BOX\_LST  
Item Label Metro Archive Box List

Group Name M\_ARCHIVE\_BOX\_LIST

Std Search Record:

Panel in Group: M\_ARCHIVE\_BOX\_LIST  
Cascade Menu Item  
Name: M\_ARCHIVE\_BOX\_LIST  
Label: Metro Archive Box Listing



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Folder Tab Label:  
Hidden: 0

DEFINE\_GENERAL\_OPTIONS    Define &Business Rules    Define &General Options

6    Bar Name:            USE\_E-P  
    Bar Label            Use &E-P  
    Item Name            M\_LIAB\_DIVISION  
    Item Label            Metro Liability Divisions

Group Name            M\_LIAB\_DIVISION

Std Search Record:

Panel in Group:        M\_LIAB\_DIVISION  
Cascade Menu Item  
  Name:                M\_LIAB\_DIVISION  
  Label:                Liability Division  
  Folder Tab Label:  
  Hidden:              0

ENTER\_BILLING\_INFORMATION    Manage &Sales Activities    Enter &Billing Information

7    Bar Name:            USE  
    Bar Label            &Use  
    Item Name            M\_MATL\_CODE  
    Item Label            Enter Metro Material Code

Group Name            M\_MATL\_CODE

Std Search Record:

Panel in Group:        M\_MATL\_CODE  
Cascade Menu Item  
  Name:                M\_MATL\_CODE  
  Label:                M Matl Code  
  Folder Tab Label:  
  Hidden:              0

8    Bar Name:            PROCESS  
    Bar Label            &Process  
    Item Name            METRO\_BILL\_INTFC  
    Item Label            Metro Billing Interface

Group Name            M\_METRO\_INTFC

Std Search Record:

Panel in Group:        M\_RUNCTL\_METRO  
Cascade Menu Item



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Name: M\_RUNCTL\_METRO  
 Label: M Runctl Metro  
 Folder Tab Label:  
 Hidden: 0

MANAGE\_REQUESTS\_FOR\_QUOTES A&dminister Procurement Manage &Requests For  
 Quotes

9 Bar Name: USE  
 Bar Label &Use  
 Item Name M\_SOLICITATION  
 Item Label Metro Solicitations

Group Name M\_SOLICITATION

Std Search Record:

Panel in Group: M\_SOLICITATION  
 Cascade Menu Item  
 Name: M\_SOLICITATION  
 Label: Metro Solicitations  
 Folder Tab Label:  
 Hidden: 0

METRO\_LIABILITY Metro Liability Metro Liability

10 Bar Name: USE  
 Bar Label USE  
 Item Name M\_LIABILITY  
 Item Label Metro Liability

Group Name M\_LIABILITY

Std Search Record:

Panel in Group: M\_LIABILITY  
 Cascade Menu Item  
 Name: M\_LIABILITY  
 Label: Metro Liability Claims  
 Folder Tab Label:  
 Hidden: 0

Panel in Group: M\_LIAB\_PYMNT  
 Cascade Menu Item  
 Name: M\_LIAB\_PYMNT  
 Label: Metro Liability Payments  
 Folder Tab Label:  
 Hidden: 0

11 Bar Name: REPORTS  
 Bar Label Reports  
 Item Name M\_RUN\_CNTL\_LIAB  
 Item Label Metro Liability Rpt



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Group Name M\_RUN\_CNTL\_LIAB

Std Search Record:

Panel in Group: M\_LIAB\_RPT

Cascade Menu Item

Name: M\_LIAB\_RPT

Label: Metro Liability Rpt

Folder Tab Label:

Hidden: 0

- 12 Bar Name: REPORTS
- Bar Label Reports
- Item Name M\_RUN\_CNTL\_LIB\_DPT
- Item Label Metro Liability by Dept Rpt

Group Name M\_RUN\_CNTL\_LIB\_DPT

Std Search Record:

Panel in Group: M\_LIAB\_DPT\_RPT

Cascade Menu Item

Name: M\_LIAB\_DPT\_RPT

Label: Metro Liability by Dept Rpt

Folder Tab Label:

Hidden: 0

PROCESS\_BANK\_STATEMENT Process &Financial Information Process &Bank Statement

- 13 Bar Name: PROCESS
- Bar Label &Process
- Item Name M\_USBANK\_LOAD
- Item Label Run US Bank File

Group Name M\_USBANK\_LOAD

Std Search Record:

Panel in Group: M\_RUN\_USBANKFILE

Cascade Menu Item

Name: M\_RUN\_USBANKFILE

Label: Run US Bank File

Folder Tab Label:

Hidden: 0

PROCESS\_JOURNALS Process &Financial Information Process &Journals

- 14 Bar Name: USE
- Bar Label &Use
- Item Name M\_LAB\_HIST
- Item Label Labor History Update

Group Name M\_LAB\_HIST



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Std Search Record:

Panel in Group: M\_LABR\_HIST\_UPD  
Cascade Menu Item  
Name: M\_LABR\_HIST\_UPD  
Label: M Labr Hist Upd  
Folder Tab Label:  
Hidden: 0

15 Bar Name: USE  
Bar Label &Use  
Item Name M\_PCARD\_INTFC  
Item Label Purchasing &Card Interface

Group Name M\_PCARD\_INTFC

Std Search Record:

Panel in Group: M\_PCARD\_INTFC  
Cascade Menu Item  
Name: M\_PCARD\_INTFC  
Label: Purchasing Card Interface  
Folder Tab Label:  
Hidden: 0

16 Bar Name: USE  
Bar Label &Use  
Item Name M\_POST\_PR  
Item Label Payroll Journal Load

Group Name M\_POST\_PR

Std Search Record:

Panel in Group: M\_HR\_ACCT\_UPDATE  
Cascade Menu Item  
Name: M\_HR\_ACCT\_UPDATE  
Label: Hr\_Acctg\_Line Update  
Folder Tab Label:  
Hidden: 0

Panel in Group: M\_PR\_JELOAD  
Cascade Menu Item  
Name: M\_PR\_JELOAD  
Label: Paycheck Journals  
Folder Tab Label:  
Hidden: 0

17 Bar Name: USE  
Bar Label &Use  
Item Name M\_JGEN\_LOAD  
Item Label Load EBMS JE to Psoft

Group Name M\_RUNCNTL\_JGEN



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Std Search Record:

Panel in Group: M\_RUNCNTL\_JGEN  
Cascade Menu Item  
Name: M\_RUNCNTL\_JGEN  
Label: M Runcntl Jgen  
Folder Tab Label:  
Hidden: 0

18 Bar Name: REPORT  
Bar Label &Report  
Item Name M\_GNSEXTRACT  
Item Label GMS Projects/Tasks Extract

Group Name M\_GMSEXTRACT

Std Search Record:

Panel in Group: M\_RUNCTL\_GMS  
Cascade Menu Item  
Name: M\_RUNCTL\_GMS  
Label: M Runctl Gms  
Folder Tab Label:  
Hidden: 0

19 Bar Name: REPORT  
Bar Label &Report  
Item Name M\_GBE\_RUN\_CMPNT  
Item Label Grant Billing Extract

Group Name M\_GBE\_RUN\_CMPNT

Std Search Record:

Panel in Group: M\_GBREPORTS  
Cascade Menu Item  
Name: M\_GBREPORTS  
Label: M Gbreports  
Folder Tab Label:  
Hidden: 0

20 Bar Name: REPORT  
Bar Label &Report  
Item Name METRO\_PROJ\_BUD\_RPT  
Item Label Metro Project Budget Report

Group Name M\_RUN\_PROJECT

Std Search Record:

Panel in Group: M\_RUN\_PROJECT  
Cascade Menu Item  
Name: PROJECT\_BUDGET



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Label: Project Budget Report  
 Folder Tab Label:  
 Hidden: 0

**PROCESS SCHEDULER** Process Definitions list of processes that start with M\_

1 Process Type: Application Engine  
 Process Name: M\_JGEN\_IMPORT  
 Description: EBMS to PSoft JE Import  
 Server Name:  
 Priority: Medium  
 Run Location: Server  
 Recurrence Name:  
 Log Client Request: Yes  
 SQR Runtime: No  
 API Aware: Yes

Panel Groups M\_RUNCNTL\_JGEN

Security Groups GLALL

2 Process Type: Application Engine  
 Process Name: M\_PERS\_OPR  
 Description: Insert Row in OPRDEFN  
 Server Name:  
 Priority: Medium  
 Run Location: Server  
 Recurrence Name:  
 Log Client Request: Yes  
 SQR Runtime: No  
 API Aware: Yes

Panel Groups AE\_REQUEST

Security Groups TLSALL

3 Process Type: Application Engine  
 Process Name: M\_RMV\_SP\_CHR  
 Description: Remove Spec Characters  
 Server Name:  
 Priority: Medium  
 Run Location: Server  
 Recurrence Name:  
 Log Client Request: Yes  
 SQR Runtime: No  
 API Aware: Yes

Panel Groups PRCSMULTI

Security Groups GLALL

4 Process Type: Application Engine  
 Process Name: M\_WRK\_EMAIL  
 Description: Metro Worklist Email Notice



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Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups PRCSMULTI

Security Groups TLSALL

- 5 Process Type: Crystal
- Process Name: M\_ARCHBX
- Description: Metro Archive Box Listing
- Server Name:
- Priority: Medium
- Run Location: Server
- Recurrence Name:
- Log Client Request: Yes
- SQR Runtime: No
- API Aware: Yes

Panel Groups M\_ARCHIVE\_BOX\_LIST

Security Groups POALL

- 6 Process Type: Crystal
- Process Name: M\_CNTAMD
- Description: Metro Amended Contracts
- Server Name:
- Priority: Medium
- Run Location: Server
- Recurrence Name:
- Log Client Request: Yes
- SQR Runtime: No
- API Aware: Yes

Panel Groups M\_RUN\_CNTRCT

Security Groups POALL

- 7 Process Type: Crystal
- Process Name: M\_CNTAWD
- Description: Metro Awarded Contracts
- Server Name:
- Priority: Medium
- Run Location: Server
- Recurrence Name:
- Log Client Request: Yes
- SQR Runtime: No
- API Aware: Yes

Panel Groups M\_RUN\_CNTRCT

Security Groups POALL



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- 8 Process Type: Crystal  
Process Name: M\_CNTCLS  
Description: Metro Closed Contracts  
Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_RUN\_CNTRCT
- Security Groups POALL
- 9 Process Type: Crystal  
Process Name: M\_PO5001  
Description: Receiver Summary Report - AP  
Server Name:  
Priority: Low  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_RUN\_POY5000
- Security Groups APALL
- 10 Process Type: SQR Process  
Process Name: M\_DLACCT  
Description: Update HR\_ACCTG\_LINE chartflds  
Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_POST\_PR
- Security Groups GLALL  
Security Groups TLSALL
- 11 Process Type: SQR Process  
Process Name: M\_EDICON  
Description: Load Data From BAMTRAC1 File  
Server Name: PSUNX  
Priority: Medium  
Run Location: Both  
Recurrence Name:



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Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups PRCSRUNCNTL

Security Groups ALLPANLS  
Security Groups APALL  
Security Groups GLALL

12 Process Type: SQR Process  
Process Name: M\_GMEXT2  
Description: M\_GMEXT2  
Server Name: PSNT  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups M\_GBEXT2  
Security Groups ALLPAGES

13 Process Type: SQR Process  
Process Name: M\_GMSEXT  
Description: M\_GMSEXT  
Server Name: PSNT  
Priority: Medium  
Run Location: Server  
Recurrence Name: M-F10:30p.m.  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups M\_GMSEXTRACT

Security Groups ALLPAGES  
Security Groups ALLPNLS

14 Process Type: SQR Process  
Process Name: M\_MSEXPT  
Description: Metro MS/Rev Extract  
Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups PRCSMULTI  
Security Groups GLALL



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15 Process Type: SQR Process  
Process Name: M\_UPDPG  
Description: Update Process GrpPswd Chg  
Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups PRCSMULTI  
Security Groups TLSALL

16 Process Type: SQR Report  
Process Name: M\_BDGPST  
Description: Post Budget Ledger Journals  
Server Name: PSWIN  
Priority: Medium  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups POST\_LEDGERS  
Security Groups ALLPNLS

17 Process Type: SQR Report  
Process Name: M\_EDICON  
Description: Load BAMTRAC1 Data File  
Server Name: PSNT  
Priority: Medium  
Run Location: Both  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes

Panel Groups M\_EDICON

Security Groups ALLPANLS  
Security Groups APALL  
Security Groups GLALL

18 Process Type: SQR Report  
Process Name: M\_GBE001  
Description: Grant Billing Expenses  
Server Name: PSNT  
Priority: Medium  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes



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SQR Runtime: No  
API Aware: Yes

Panel Groups M\_GBE\_RUN\_CMPNT  
Security Groups GLALL  
Security Groups TLSALL

- 19 Process Type: SQR Report
- Process Name: M\_GBE\_N2
- Description: M\_GBE\_N2
- Server Name: PSNT
- Priority: Medium
- Run Location: Server
- Recurrence Name:
- Log Client Request: Yes
- SQR Runtime: No
- API Aware: Yes

Panel Groups M\_GBENTLY2  
Security Groups TRALL

- 20 Process Type: SQR Report
- Process Name: M\_GBE\_NT
- Description: M\_GBE\_NT
- Server Name:
- Priority: Medium
- Run Location: Server
- Recurrence Name:
- Log Client Request: Yes
- SQR Runtime: No
- API Aware: Yes

Panel Groups M\_GBENTLY  
Security Groups TRALL

- 21 Process Type: SQR Report
- Process Name: M\_GBRNDT
- Description: M\_GBRNDT
- Server Name: PSNT
- Priority: Medium
- Run Location: Server
- Recurrence Name:
- Log Client Request: Yes
- SQR Runtime: No
- API Aware: Yes

Panel Groups M\_GBRNDT  
Security Groups TRALL

- 22 Process Type: SQR Report
- Process Name: M\_INTFC
- Description: METRO Interface
- Server Name: PSNT



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- Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_METRO\_INTFC
- Security Groups ALLPANLS  
Security Groups BIALL
- 23 Process Type: SQR Report  
Process Name: M\_INTF\_R  
Description: Recreating PS\_INTFC\_BI Table  
Server Name: PSUNX  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_INTF\_R
- Security Groups AR ALL
- 24 Process Type: SQR Report  
Process Name: M\_JELOAD  
Description: Load Payroll JE Interface  
Server Name: PSNT  
Priority: High  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_POST\_PR  
Security Groups TLSALL
- 25 Process Type: SQR Report  
Process Name: M\_JLDSTD  
Description: Load Standard Journals  
Server Name: PSWIN  
Priority: Medium  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_STD\_LOAD\_REQ  
Security Groups ALLPNLS



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- 26 Process Type: SQR Report  
Process Name: M\_JLPNBD  
Description: Edit/Load PLANBUD journals  
Server Name: PSWIN  
Priority: Medium  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_PLANBDJRNL
- Security Groups ALLPNLS
- 
- 27 Process Type: SQR Report  
Process Name: M\_JRNLOD  
Description: Edit/Load Budget Journal  
Server Name: PSNT  
Priority: Medium  
Run Location: Client  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_PREP\_BUD\_JRNL  
Security Groups ALLPNLS
- 
- 28 Process Type: SQR Report  
Process Name: M\_LIAB  
Description: Metro Liability Report  
Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No  
API Aware: Yes
- Panel Groups M\_RUN\_CNTL\_LIAB
- Security Groups FINALL
- 
- 29 Process Type: SQR Report  
Process Name: M\_LIB\_D  
Description: Metro Liability by Dept Report  
Server Name:  
Priority: Medium  
Run Location: Server  
Recurrence Name:  
Log Client Request: Yes  
SQR Runtime: No



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API Aware: Yes

Panel Groups M\_RUN\_CNTL\_LIB\_DPT  
 Security Groups FINALL

30 Process Type: SQR Report  
 Process Name: M\_PCARD  
 Description: Generate Purchase Card J/Es  
 Server Name: PSNT  
 Priority: Medium  
 Run Location: Both  
 Recurrence Name:  
 Log Client Request: Yes  
 SQR Runtime: No  
 API Aware: Yes

Panel Groups M\_PCARD\_INTFC  
 Security Groups ALLPNLS  
 Security Groups APALL  
 Security Groups POALL

31 Process Type: SQR Report  
 Process Name: M\_PRHIST  
 Description: Payroll History Update  
 Server Name: PSNT  
 Priority: Medium  
 Run Location: Client  
 Recurrence Name:  
 Log Client Request: Yes  
 SQR Runtime: No  
 API Aware: Yes

Panel Groups M\_LAB\_HIST  
 Security Groups TLSALL

32 Process Type: SQR Report  
 Process Name: M\_PRJS  
 Description: Metro Project Budget Report  
 Server Name:  
 Priority: Medium  
 Run Location: Server  
 Recurrence Name:  
 Log Client Request: Yes  
 SQR Runtime: No  
 API Aware: Yes

Panel Groups M\_RUN\_PROJECT  
 Security Groups GLALL

End of Report



# Addendum One / RFP 14-2485

## EXHIBIT 2 - PEOPLESOFT INTERFACES - 2013

Database	Application		Interface Type	Description	Schedule
PeopleSoft Financials	PeopleSoft HRMS	In-Bound	Application Messaging	Employee Personal Information	AdHoc
	PeopleSoft HRMS	In-Bound	SQR	Payroll Data (Journal Information)	Twice monthly
	Excel	In-Bound	Data File	Journal Load	AdHoc
	Weighmaster	In-Bound	SQR	Transfer Station Data	??
	Metro Interface (Generic) includes DRC/LATEX/SWIS/GMS	In-Bound	SQR	Receivable Data	??
	SWIS	Outbound	Data file	Outstanding customer Balance	Nightly
	Grant Billing	Out-Bound	SQR/Data File	Grant Billing Financial Information	Weekdays
	US Bank	In-Bound	SQR/EDI	Check Reconciliation	Weekdays
	US Bank	Out-Bound	SQR/Data File	Positive Pay File	Weekdays EOD
	EBMS	In-Bound	File layout/AppEngine	GL Data	Monthly (to be discontinued)
	EBMS	In-Bound	File layout/AppEngine	GL Data	Daily for new chartfield configuration
	Team Budget	Out-Bound	SQR	Export Exp/GL Data	Daily
PeopleSoft HRMS	Kronos	In-Bound	SQR	TimeCard Information	Twice monthly
	Kronos	Out-Bound	SQR	Employee, Leave Information	Multiple times daily
	EBMS	Out-Bound	Query	Payroll Data (Journal Information)	Twice monthly
	PeopleSoft Financials	Out-Bound	SQR	Payroll Data (Journal Information)	Twice monthly
	PeopleSoft Financials	Out-Bound	Application Messaging	Employee Personal Information	Continuous
	PeopleSoft HCM	Out-Bound	Application Messaging	Password Data	Continuous
	PERS	Out-Bound	SQR	PERS Employee Information	AdHoc
	US Bank	Out-Bound	SQR/Data File	Direct Deposit Information	Twice monthly
	US Bank	Out-Bound	SQR	Positive Pay	Weekdays EOD
	LMS	Out-Bound	SQR	Employee, Dept, Jobcode Data	Nightly
	Grant Billing	Out-Bound	SQR/Data File	Employee, Payroll Data	Weekdays
	EDI 834	Out-Bound	File layout/AppEngine	Benefit participation data	Weekly
	SFF	Out-Bound	SQR	Savings plan data	Twice monthly (discontinued)
	Asset Works	Out Bound	Query/Web Service	Employee Data	Ad Hoc
	ICMA-RC	Out-Bound	SQR	Savings plan contirubtion	Twice monthly
	ICMA-RC	Out-Bound	SQR	Employee Data	Twice monthly
	Team Budget	Out-Bound	SQR	Employee/Position Data	Daily(in process)



**Metro**

**Finance and Regulatory Services Department**



**Enterprise  
Resource Planning  
Systems Review Services**

**Final Report**



*Submitted by:*

**Lopez Consulting Group, LLC**  
Sacramento, CA

**November 29, 2012**



## Exhibit 2

This report has been printed on recycled copy paper.  
All parts are recyclable material.  
The report has been printed double-sided, and  
fancy bindery was avoided to conserve environmental resources.

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# Part I – ERP Review

## INTRODUCTION

### Project Background

Metro operates a very diverse business with over 1,600 employees who provide services to Clackamas, Multnomah and Washington Counties in Oregon. These services cover multiple areas including land use planning, sustainability, parks and natural resources and visitor venues.

Metro utilizes two different financial management systems, PeopleSoft and Event Business Management Software (EBMS), to monitor and control financial operations. These two systems were implemented at different times to respond to different business drivers.

In 1996, Metro began the process of implementing PeopleSoft to replace a legacy financial system. The needs of the Metro visitor venues events based businesses (Oregon Convention Center, Expo Center, and Portland Center for the Performing Arts [PCPA]), resulted in the selection and implementation of the EBMS from Ungerboeck Software International in 2006. The EBMS system operates as a second financial system within Metro currently serving only the three visitor venues.

A study in 2011 recommended numerous enhancements to the PeopleSoft system and data integration between PeopleSoft and EBMS. Metro believed the level of effort to accomplish these enhancements and integration appeared to be very high and would likely result in the continuation of two distinct accounting systems. The costs of maintaining these two systems would also be high, especially in terms of technical support, both in-house and contracted support.

As a result of the 2011 study, Metro identified several objectives for business systems used throughout the agency. These included:

- Streamlining and automating business processes and move to electronic workflows
- Standardizing and centralizing business systems to reduce duplication and overhead
- Reducing the growth in the total cost of ownership
- Improving access to information to increase transparency, accountability and quality of management decisions
- Automating data flows between business systems
- Moving towards one-time entry of data
- Developing data warehouse and business intelligence capabilities

## Project Scope

Metro recognized that the existing PeopleSoft and EBMS systems were not likely to accomplish these objectives and requested assistance from an outside consultant to undertake the following analysis services:

- Develop High Level Functional Requirements
- Evaluate PeopleSoft and EBMS against these requirements
- Develop a Five Year Estimate of Ownership Costs for the current Enterprise Resource Planning (ERP) Configuration
- Develop a Five Year Estimate of Ownership Costs for a different ERP system
- Assess the integration of business systems

Lopez Consulting Group, LLC (LCG) was selected to conduct the ERP systems review to assist Metro in their analysis.

## Project Approach

LCG approached this project scope with a desire to fully understand both systems, their uses, challenges and strengths. LCG began by reviewing relevant documents related to the two systems in use at Metro. In addition, LCG conducted initial interviews to understand the various perspectives from users of each system.

LCG worked with the Metro Deputy Finance Director to determine specific focus groups and participants. The initial functional 10 focus groups included:

- Accounting
- Accounts Payable
- Accounts Receivables
- Procurement/Contracts
- Payroll
- Grants Management
- Technology
- Event Scheduling and Booking
- Timekeeping and Scheduling
- Ticketing and Sales

Most of the focus groups included staff from across the entire Metro organization. Two focus groups were designed to specifically understand the functional operations at the visitor venues and the Zoo. These included Event Scheduling and Booking and Ticketing and Sales.

LCG began the focus group discussion requesting a definition of the functional area to identify staff perceptions and understanding. This was followed by a discussion of the processes used by

the various users, system(s) used, issues being faced by the users and areas for improvement. The participants came to the focus group meetings prepared with their issues and recommendations for improvements.

Following the original group of focus groups meetings, it became clear that additional focus groups and additional discussions were required. The following groups were added:

- Management Reporting
- Zoo
- Events Profit and Loss reports
- Timekeeping and Scheduling
- Procurement and Contracts

More than 75 Metro staff participated in the focus groups and some staff participated in more than one focus group meeting.

In addition to the functional focus groups, LCG conducted 25 individual/small group interviews.

Finally, LCG had a meeting with Oracle (PeopleSoft) to clarify technical and functional capabilities.

Based on the results of the interviews and focus groups, LCG proposed to modify the project scope to address specific efficiencies that could be realized through a better integration of the two existing systems.

## Project Timing

LCG began this project with discussions with Metro management in late July 2012. Focus groups and individual/small group interviews were conducted during August and early September. Initial findings and conclusions were presented in mid-September with a recommendation to shift the focus of this project. Based on agreement with Metro, LCG conducted additional fact gathering during October and presented a draft and final report in November 2012.

## OBSERVATIONS AND CONCLUSIONS

Based on the interviews and focus group results, LCG identified a number of observations and conclusions.

### Observations

The general ledger, accounts receivable, purchasing, accounts payable, and asset management modules provided by PeopleSoft have served Metro with basic accounting capabilities for 15 years. The payroll and basic benefits modules were implemented and have also been in use for

## Exhibit 2

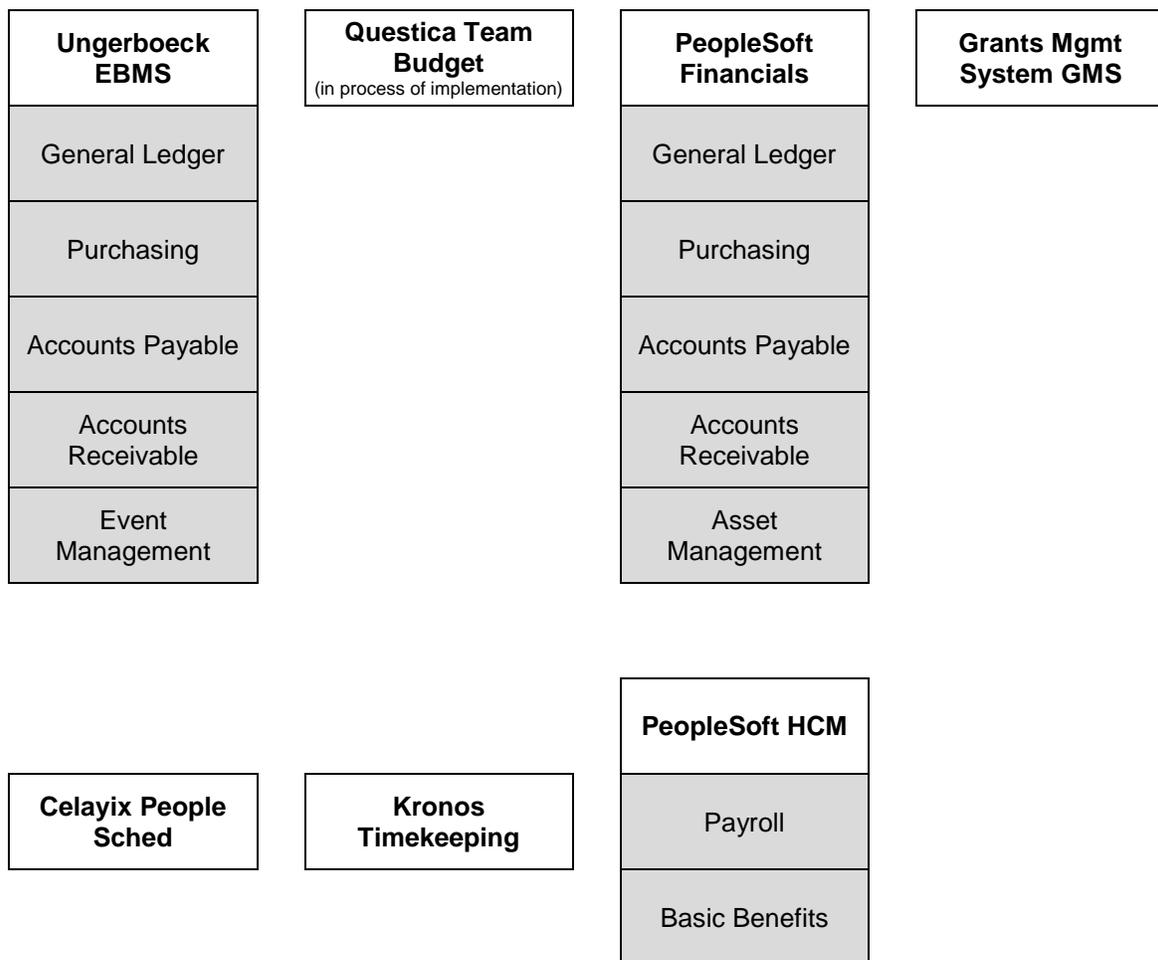
15 years. Metro is on version 9.0 of the PeopleSoft software for the financial modules noted above. This software version is scheduled to be supported by Oracle through June, 2015.

The EBMS provided by Ungerboeck was implemented in 2006 to support Metro’s venue operations. The version of this software (v19.4) used by Metro is also current and supported by Ungerboeck. Metro staff is currently working on developing a migration plan for future EBMS upgrades. It appears, based on LCG’s review and analysis, that EBMS meets most of the business needs of the venues.

Additional software Celavix is used for people scheduling by Events Services at the PCPA. Those individuals using Celavix indicate it meets the unique needs of event personnel scheduling. Celavix is also being considered for implementation at other venue operations. This software interfaces with the existing timekeeping system Kronos that also interfaces with the PeopleSoft system for payroll data.

The current financial systems overview at Metro is depicted in the following chart:

### Metro Current Financial Systems Overview



## Exhibit 2

At the time of LCG's review, Metro had begun selected integration efforts between the PeopleSoft and EBMS systems to enhance the information exchange from one system to the other to address business management and financial information needs.

The discussions with the focus groups led to the following observations:

- The PeopleSoft system would not be able to replace the EBMS for the management of the visitor venues because it does not provide the events management functionality currently provided by the EBMS.
- The EBMS would not meet the needs of Metro for governmental accounting and reporting in accordance to GAAP. EBMS also does not currently support encumbrance accounting and fund accounting.
- PeopleSoft and EBMS utilized different Charts of Accounts, thus making it difficult to interface between the two systems. Metro was creating a combined Chart of Accounts to serve both the visitor venues and the General Fund operations at the time of this review.
- The Zoo operations would benefit from implementing EBMS to support their events operations. However multiple components of EBMS would need to be implemented to receive the full benefit of the system.
- The Grants Management System (GMS) used in the Planning Department, was developed to meet the requirements for tracking grants revenues and associated expenses and to provide information for management decision making. This system is outside of the PeopleSoft system although there is limited information sharing between the systems. Spreadsheets are used for managing the detailed grants information.
- Celayix was implemented for personnel scheduling at the Events Services group at the Portland Center for Performing Arts. Other venues are interested in implementing this or some other type of personnel scheduling software.
- Attempts to standardize processes and workflows for accounts payable were recently completed prior to the conduct of this review. The results were not consistent throughout the organization. It appeared some organizational resistance exists that may be due to a lack of understanding or training of the changes and the difficulty in establishing electronic workflows on top of the requirements for "wet" signatures on authorizing documents.
- The introduction of Questica's Team Budget caused concern to some staff, as they felt there had not been sufficient communications regarding the impact this would have on efforts to develop the FY 2013-2014 budget. At the time this concern was raised, it was too early to begin the budget development process.
- Senior management's reporting needs were not being met by any of the existing systems so staff developed numerous spreadsheets to facilitate reporting operating results to management.

The LCG team internally developed a list of functional requirements to address the accounting and reporting needs from the focus group sessions. In reviewing these functional requirements, the LCG team concluded that Metro's functional requirements were being predominantly met by the two existing systems with some significant reporting gaps.

## Exhibit 2

The current financial and human resource systems and processes have significant areas requiring improvement, for example:

- Encumbrance accounting has not been implemented enterprise-wide, resulting in a lack of budget control and accountability. The EBMS does not support encumbrance accounting.
- Neither of the existing systems, EBMS or PeopleSoft, effectively provides user friendly tools to easily retrieve needed information on demand.
- Much of the financial analysis needed by management is compiled by hand via spreadsheets and information must be reconciled between the various systems.
- The processes currently being used throughout Metro for the same functional processes differ, resulting in inefficient operations. Additionally, communications appear to be inconsistent throughout the operating units resulting in conflicting and duplicating practices.
- Lack of integration between the several systems leads to a proliferation of paper flow, manual reconciliations, creation of stand-alone shadow systems, and duplicate filing. As a result, the business operations are often inefficient and time consuming.
- The team also concluded, based upon experience with multiple Commercial Off The Shelf (COTS) systems, that the event management function of EBMS could not be replaced with any of the Tier 1 or Tier 2 systems.<sup>1</sup> Additionally, the issues that were identified from the focus group sessions appeared to be rooted in a need to redesign existing processes and to focus on how to improve integration of the two existing systems to enhance management information reporting.

## Conclusions

While the LCG team believes a robust ERP is required to support both Metro's general fund and the enterprise operations, neither PeopleSoft nor EBMS can meet both the financial system requirements and event scheduling/management requirements. It became evident to the LCG team that creating a set of functional requirements would not result in a significantly different solution than currently exists with the two systems. The analysis indicated that some of the identified issue areas do not appear to be the result of an unmet functional business requirement. Rather, there are process improvements and system integration opportunities that should be implemented to provide a more cost effective solution than a complete ERP replacement.

In addition, opportunities were evaluated that could address issues identified during the focus groups where there were clearly inefficient operations ("pain points") for business groups. These included areas requiring significant manual effort to compile information using spreadsheets, stand-alone databases, requirements for multiple data entry of the same information, or where a lack of information access impeded timely decision-making.

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<sup>1</sup> Typically Tier 1 vendors serve large global organizations, and Tier 2 vendors serve mainly mid-market organizations.

## Exhibit 2

In addition to the conclusion that, for the most part, the existing systems meet basic required Metro functionality, the LCG team assessed the costs of an ERP system replacement. For the purposes of this analysis, the assumption was that if an ERP system replacement were to be made, it would be with a Tier 2 system. A Tier 2 ERP system would be a system that is not as complex, costly or robust as the currently implemented PeopleSoft (a “Tier 1”) ERP system.

Based on a high level cost analysis displayed in the chart below, there is no compelling business case to replace either or both of the primary financial systems (PeopleSoft and EBMS) given the range of estimated costs associated with an implementation and the associated risks, such as impact to ongoing operations, staff engagement, service levels and performance and change management impact on the entire organization.

**High Level Cost Analysis Chart (Dollars in Millions)**

Tier 2 Implementation			PeopleSoft Enhancements		
Implementation	5 Year O&M	Total	Implementation	5 Year O&M	Total
\$6,200	\$3,700	\$9,900	\$1,480	\$4,500	\$5,980

Even though the 5 year operations and maintenance costs are lower for a Tier 2 system than the existing PeopleSoft system, the total cost of ownership is higher. These costs do not include the impact a full ERP system implementation has on an organization. This impact includes:

- Risks that ongoing operations will be disrupted affecting the delivery of customer service, required/mandated deadlines will be missed and day-to-day operations negatively impacted.
- Staff ability to provide support to both ongoing operations and an implementation is not sustainable.
- The tangible benefits of improvements anticipated by a new ERP system may be negligible in light of the risks and costs associated with an implementation.

Given the focus group results and the cost analysis, the LCG team concluded that a stronger case exists to enhance the two existing systems. The costs would be less than a full implementation and the benefits would address some of the significant issues to better support the Metro operations such as:

- Provide better reports and tools for management decision-making & accountability.
- Strengthen integration between EBMS and PeopleSoft to reduce duplication of effort and increase efficiencies.
- Leveraging existing systems provides the lowest total cost of ownership.

Based on the conclusions, the LCG team made a recommendation to the Metro Project Team to refocus the project. The refocus would be from finalizing functional requirements that could be part of a Request for Proposal to identifying specific improvement areas that would better support the Metro operations as identified above. The LCG team identified six specific areas and worked with Metro staff on additional fact gathering.

## Key Improvement Areas

In considering potential enhancement areas, six significant or key opportunity areas were identified for improving integration of PeopleSoft with EBMS and some of the other systems in use at Metro, focusing resources on change management, and improving reporting from core systems that would provide better tools for management decision-making. These opportunities were identified based on the results from focus groups, interviews and the LCG team’s observations, analysis and conclusions.

The six key improvement areas identified are:

- Key Area 1 - Improve Zoo business operations and systems.
- Key Area 2 - Improve financial and dashboard reporting for management.
- Key Area 3 - Enable event profit and loss reporting.
- Key Area 4 - Implement personnel scheduling and time tracking.
- Key Area 5 - Improve grant and project tracking and reporting.
- Key Area 6 - Improve procurement/encumbrance process and integration as well as workflow.

Based on these conclusions, the LCG team recommended conducting additional fact gathering on these six specific areas and preparing an implementation roadmap for Metro. The implementation roadmap provides details Metro could use for implementing the identified improvement areas.

For each of the six key areas tangible benefits and next steps for additional data gathering were identified. This additional information is incorporated into the implementation roadmap for the “*Business Operations Improvement*” project. Each of the areas is described in detail below.

### Key Area 1

#### Improve Zoo business operations and systems by considering implementation of EBMS.

Key Area Description	Tangible Benefits	Next Steps
<p><b>Improve business systems and operations at the Zoo</b></p>	<ul style="list-style-type: none"> <li>▪ Provide event accounting tools</li> <li>▪ Provide event setup and requirements for staffing</li> <li>▪ Provide inventory control of raw materials for food service operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct interviews with Zoo and IS to understand current status of EBMS implementation</li> <li>▪ Identify and prioritize steps to complete business system improvement at the Zoo</li> </ul>

Based on the additional review and discussions that LCG conducted, the top three business improvement priorities identified for the Zoo are:

- Implement people scheduling by leveraging the Celayix software currently being used by PCPA or an alternative Metro approved enterprise scheduling system.
- Expand use of EBMS to manage all events (anything that is billed to a client or utilizes a space).

## Exhibit 2

- Determine business process and software solution for improving inventory control of raw materials related to food services.

The Zoo’s visitor schedule drives the times throughout the year when Zoo staff has the availability to fully participate in these business improvement opportunities. The identified optimal timeframes for any of the identified project activities are January through March and September through October. Due to the limited availability of Zoo staff resources, only the top priority of people scheduling is recommended by LCG for inclusion in the BOI Project Roadmap described in Part II of this report.

### Key Area 2 Improve financial and dashboard reporting for management.

Key Area Description	Tangible Benefits	Next Steps
<b>Improve financial and dashboard reporting for management</b>	<ul style="list-style-type: none"> <li>▪ Better management decision making</li> <li>▪ “At a Glance” reporting with drill down to details</li> <li>▪ Improved reporting by location/geography</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarify requirements</li> <li>▪ Identify options and develop recommendations for dashboard reporting</li> <li>▪ Develop approach for other reports and reporting tools</li> </ul>

Thirteen reports were identified during follow-up discussions that could add critical and timely business operations and financial information for management decision-making. These included:

- Top Management “Dash Board”
- Operating Budget vs. Actual with Encumbrances
- Event Profit & Loss (P&L)
- Life to Date Project Costs
- Year to Date Project Budget vs. Actual with Encumbrances
- Labor Distribution Reports (FTE)
- Grant Summary with Project Detail
- Contract Report (payments etc.)
- Project Summary with Funding Source Detail
- Revenues/Expenses by Period
- Project by Geography/Location
- MWESB Reporting & Socioeconomic Sustainability
- Economic Impact Studies

Based on the results of LCG’s analysis, LCG does not believe Metro’s existing report writing tools meet the needs of end users. A potential new reporting tool has been identified by Metro staff that could be considered as a viable tool for use in providing some of the identified reports. Identification, evaluation, and procurement of an additional report writing tool would be included as part of the report development effort.

## Exhibit 2

### Key Area 3 Enable event profit and loss reporting.

Key Area Description	Tangible Benefits	Next Steps
<b>Enable event profit and loss reporting</b>	<ul style="list-style-type: none"> <li>▪ Provide tools needed by managers for pricing decisions and accountability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyze options and develop recommendations for capturing and reporting actual vs. scheduled event labor costs</li> </ul>

Based on the analysis, LCG believes that the development of custom software to gather the actual labor cost information by event and by person from Kronos and PeopleSoft Payroll in custom PeopleSoft tables will meet this need. Interfacing this information into EBMS in a format that will facilitate development of event profit and loss reports using EBMS reporting tools will provide information for more timely business management.

### Key Area 4 Implement personnel scheduling and time tracking.

Key Area Description	Tangible Benefits	Next Steps
<b>Implement personnel scheduling and time tracking</b>	<ul style="list-style-type: none"> <li>▪ Reduce cumbersome manual processes to schedule specific people for events</li> <li>▪ Integrate with timekeeping</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify options and develop recommendations for improving personnel scheduling processes and systems across the enterprise</li> </ul>

Personnel scheduling is currently being performed using a variety of manual processes. Some units create spreadsheets from individual input related to availability to work events. Some units use white boards for personnel scheduling. The various processes used lack the ability for effective communication and coordination among affected units. Additionally, these processes are labor intensive to manage and coordinate. This results in challenges to readily manage and shift resources to meet changing needs.

The use of Celayix by Event Services at the PCPA has proved successful given the complexities of events personnel scheduling. Implementing or expanding the use of an enterprise approved software tool in the following venues - Zoo, PCPA, Expo Center and OCC could provide a tool to replace manual processes, improving staff scheduling and communications.

### Key Area 5 Improve grant and project tracking and reporting.

Key Area Description	Tangible Benefits	Next Steps
<b>Improve grants and project tracking and reporting</b>	<ul style="list-style-type: none"> <li>▪ Reduce reliance on spreadsheets and duplication of effort</li> <li>▪ Provide timely information for decision making</li> <li>▪ Ensure compliance with grantor requirements and audits</li> </ul>	<ul style="list-style-type: none"> <li>▪ More fact gathering and analysis internally of GMS and spreadsheets</li> <li>▪ Conduct meetings with PeopleSoft on potential solutions</li> <li>▪ Interview grants accounting staff and grant managers/ stakeholders</li> </ul>

## Exhibit 2

The Grants Management System (GMS) has been the key database used by the Metro Planning Department for tracking and reporting of grants information. GMS is used to allocate revenues and expenses to grants. Labor cost information is downloaded nightly from PeopleSoft to GMS. After further manipulation of labor costs in GMS, invoice data is uploaded to the PeopleSoft system to generate cost reimbursement invoices to grantors and post Accounts Receivable data. While there is a limited interface into PeopleSoft, labor-intensive spreadsheet calculations are still required to address the many to many relationships that exist between funding sources and grants.

LCG reviewed the potential of replacing the functionality currently provided by the Grants Management System (GMS) and related spreadsheets with functionality provided by the PeopleSoft system. This should provide more timely information with less staff time and effort than is currently required. It will necessitate minor changes to the PeopleSoft chart fields along with other configuration changes and substantial changes to current business processes.

### Key Area 6

#### Improve procurement/encumbrance process and integration as well as workflow.

Key Area Description	Tangible Benefits	Next Steps
<b>Improve procurement/encumbrance process and integration - workflow</b>	<ul style="list-style-type: none"> <li>▪ Better visibility and control of financial commitments and expenditures</li> <li>▪ Improved timeliness and efficiency of process</li> </ul>	<ul style="list-style-type: none"> <li>▪ More fact gathering and analysis internally and with vendors and stakeholders</li> </ul>

Of the identified key areas, this key area will affect the largest number of users throughout Metro. The focus group discussion and the follow-up discussions identified inconsistent processes and practices in this area throughout Metro. This is an area where some work has begun to create more consistency in business processes.

Additionally, the visitor venues use EBMS for procurement information and processing while the remainder of Metro uses the PeopleSoft system.

Two system options were identified during the follow-up discussions. One was to utilize SharePoint to provide some of the functionality currently available from the EBMS system for visitor venues to the rest of Metro. This would include the ability to view attachments. The second option would be to utilize the native functionality of workflow and attachments in the PeopleSoft system. This would require an upgrade from PeopleSoft Financials from v9.0 to v9.2 as well as implementing new workflow and attachment functionality provided in v9.2.

Either option would also include substantial changes in business processes and policies. Decisions are required to determine how best to initiate and process event and non-event related procurement and accounts payable activities.

# RECOMMENDATIONS

Based on the identified conclusions, LCG recommends the following:

## ***Recommendation 1 - Implement the Business Operations Improvement (BOI) Project Roadmap***

*Part II of this report includes the detailed BOI Roadmap.*

The Roadmap approaches all of the identified key areas as one project. It includes an overall project approach, project organization, project management, project oversight, schedule and resource and time commitment requirements.

For each of the key areas in the Roadmap the following details are included:

- Description of Scope
- Description of what is not included in scope
- Timing
- Dependencies
- Major Tasks
- Resources Assigned

## ***Recommendation 2 - Adopt Operating Principles to Support the Business Operations Improvement Project***

Operating Principles provide a framework within which the Business Operations Improvement (BOI) Project should be managed. Operating Principles serve to support consistency of effort and provide executive guidance to discussions and decisions necessary to implement improvements in the Key Areas. These principles will be especially important in the redesign of business processes related to each of the identified Key Areas.

LCG recommends Metro confirm and adopt the following Operating Principles for the BOI Project:

- Where practical and financially prudent, Metro will use:
  - EBMS for event management
  - PeopleSoft for enterprise financial management
- Metro will utilize consistent business practices throughout the organization to support operational efficiencies.
- Metro operates unique “lines of business” that may have fundamental differences in business requirements and will provide maximum possible support for business units consistent with the first two operating principles.

***Recommendation 3 – Complete Business Process Redesign Activities for each of the Identified Key Improvement Areas***

Prior to implementing enhancements to the PeopleSoft system to address specific Key Areas of Improvement, the completion of business process redesign activities is recommended. The benefit of completing the process redesign sessions early in the Roadmap process is to ensure:

- Consistency with the Operating Principles.
- Provide the opportunity for staff to begin understanding upcoming change.
- Time for adequate discussion, review and validation of redesigned processes by the staff affected.
- Time to develop and adopt required Metro policies and procedures.

***Recommendation 4 - Implement a Change and Transition Management Approach for the Business Operations Improvement Project***

Resistance to change has consistently ranked high in why projects fail generally and specifically at Metro. Developing a Change and Transition Management approach and process to effectively and efficiently evaluate, plan and implement change can mitigate resistance to change. Change management efforts are most effective when designed to support the culture of a specific organization.

The adopted Operating Principles will serve as an important element of a Change Management approach. Other elements include:

- Inclusive approaches for business process redesign work. This will provide support for a “no surprises” approach for those affected by changing processes.
- Developing a communications plan to keep the organization informed of progress and impact on staff’s work processes. Providing timely and ongoing messaging about the BOI Project will support change management efforts by keeping the organization apprised of progress and decisions.
- Developing a transition plan that addresses what will change, when the change will happen, and how the change will be implemented. This should include information addressing changes in processes, policies and procedures, and training and implementation dates. Providing this information will support staff in being prepared to more effectively utilize system and process enhancements.

***Recommendation 5 - Implement an On-Going Support Approach***

Implementing the BOI Project will require a significant investment of resources. To maximize the benefits, Metro should commit to the following:

## Exhibit 2

- Invest in staff time to actively participate in the EBMS and PeopleSoft user groups. This includes attending user conferences for staff to understand how to best use the software and to plan for future releases.
- Review business processes regularly to keep them current with software capabilities. This will provide support for a continuous enhancement to process as new features become available in the software systems.
- Review IT staffing to ensure adequate and appropriate resources are available to meet the on-going needs of the organization.
- Update business process training materials as processes change. Provide training materials in a variety of delivery modes to meet the needs of new and existing staff.

# Part II – Implementation Roadmap

## INTRODUCTION

While the Roadmap is part of this complete report, it is intended to be able to serve as a stand-alone plan for implementing the improvements identified in each of the key areas discussed in Section II above.

The background leading up to why Metro is undertaking this Business Operations Improvement (BOI) project is explained in *Part 1- ERP Review*. The purpose of *Part 2 - Implementation Roadmap* is to provide the reader with an overall understanding of what is included in the BOI project and how Metro intends to structure and accomplish this effort. Most importantly, the Roadmap clearly defines the project to include not only improvements to key components of the Metro enterprise business systems but also a significant focus on improving key business processes.

*Appendix A: BOI Project Staffing and Costs* gives a comprehensive breakdown by project components for recommended staffing and costs to complete this project.

## Project Charter

The goals of the Metro BOI project are to:

- Implement enhancements to the financial and business operations systems that will better satisfy critical financial and reporting requirements. This will provide better tools and reports for management decision-making and accountability.
- Implement more efficient business process, procedures, and policies to reduce duplication of effort.

### ***Project Authorization***

Metro's Senior Leadership Team (SLT) has authorized the BOI project. The Project Sponsor is Scott Robinson, the Metro Deputy Chief Operating Officer. He will also be the chair of the BOI Steering Committee. Authority has also been given to the BOI Steering Committee to oversee the entire project. This committee will have the authority and responsibility to direct project activities and its organizational components to the project's completion. Tim Collier, the Acting Chief Financial Officer, will serve as the Project Director.

**Organization of the BOI project**

The BOI Steering Committee will name a Project Manager for all phases of the project. He/she will report to the Project Director and the Steering Committee and will be responsible for project planning and execution, with the help of a project team as determined in the project management plan. The BOI Steering Committee will approve the project management plan, and will provide direction and monitor the progress of the Project Manager and the project team. The BOI Steering Committee will also have the authority to create other sub-committees or work groups, and to give work instructions to all work groups as it deems necessary to achieve the project goals.

Metro will use a combined team of employees and consultants to implement the BOI project. The Metro employees and consultants will report to the BOI Project Manager. More detailed information about project organization is provided in the Project Organization and Staffing section below.

**Project Objectives**

The overall objective of the project is to implement improvements to the existing business systems, policies, processes and procedures to substantially improve the financial management, control, and reporting tools of the organization. This includes the following sub-objectives:

- Improve the ability to make informed management decisions.
- Improve operational efficiency and functional effectiveness by implementing practical business process improvements that are both system dependent and system independent to reduce time and/or cost of financial and accounting work processes.
- Use best practices for project management in order to complete the scope of the BOI project on time and within budget as defined in the final approved project management plan.
- Promote collaboration and effective participation of all stakeholders in the implementation process to achieve ownership of the changes and ensure that the improvements are sustainable.

A preliminary list of the primary stakeholders for this project is shown below:

**List of Stakeholders and High Level Stakeholder Requirements**

Stakeholder Group	Tangible Benefits
Metro Council	Efficient, effective business operations and systems
Executive leadership	Improved decision making tools
Financial managers and analysts	Better ad-hoc financial analysis and reporting capability
Department managers	Easy to use inquiry and reporting capabilities, easy access to information
Financial system users and data entry staff	Provides necessary, timely financial information to manage operations
Venue managers	Encumbrance accounting; improved integration/interfaces with the PeopleSoft and EBMS systems

### ***Constraints and Assumptions***

The following constraints and assumptions apply to this project:

- Budget will be limited to the amount authorized by the Metro Council and approved by the BOI Steering Committee.
- Scope will be developed and managed with the objective of completing the project within approximately fifteen months of the start date.
- Prior to the start of the project, the Project Sponsor and Project Director will select and sign contracts with required external resources (e.g., a Project Manager, Change Manager, and Quality Assurance consultant).
- The start date of the project will be determined by the Project Sponsor.

In addition to these high level constraints and assumptions, detailed project assumptions and constraints will be developed concurrently with the detailed project component work plans.

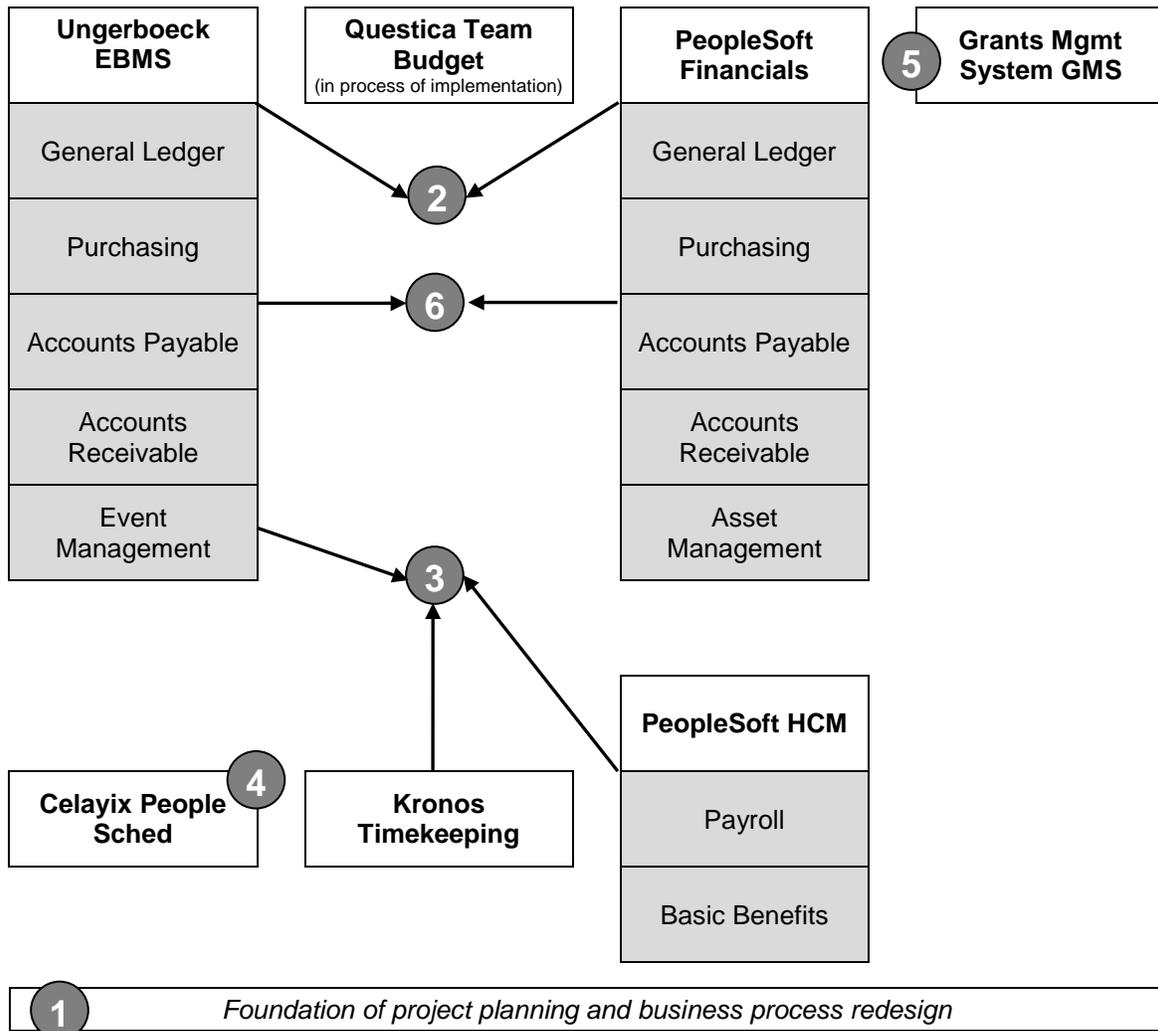
## **Project Scope Summary**

This section describes the various components of the project scope. The project will include project planning and business process redesign, and significant improvements to business systems in five key business operation areas. It should be noted that the originally identified six areas included a separate operation area for the Zoo. Based on the Zoo's identified priorities and available resources, the top priority of personnel scheduling has been folded into the existing area #4 – *Implement personnel and time tracking*. Therefore, the project components include:

1. Project planning and business process redesign
2. Improve financial and dashboard reporting for management
3. Enable event profit and loss reporting
4. Implement personnel scheduling and time tracking
5. Improve grant and project tracking and reporting
6. Upgrade PeopleSoft financials and improve procure to pay functionality

The system overview chart on the next page shows the project components overlaid on the current systems in use at Metro. Each of the project components is represented on the chart with a number corresponding to the above list.

**Metro Current System Overview with Overlaid Project Components**



## Project Schedule

The entire BOI project should be completed over a period of about fifteen months.

- Planning and business process re-engineering activities will take approximately six months.
- Project management will begin with project planning and will continue for the duration of the project.
- A few management reports can be developed during the first six months, with most report development scheduled between month nine and month fifteen.
- Preparation of the Event Profit and Loss tables and interfaces can be accomplished with internal resources concurrent with the project planning activities in the first six months. The remaining project components are dependent on external resources and related budget allocations that will begin in month seven.

## Exhibit 2

- Completion of Personnel Scheduling and Projects and Grants begin in month ten and are scheduled for completion in month fifteen.
- The PeopleSoft Upgrade and Procure to Pay Procedures begin in month seven and are scheduled for completion in month fifteen.

The schedule for the major project components is shown in the Gantt chart below:

BOI Project Gantt Chart	Months														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Project Planning and Business Process Redesign	█	█	█	█	█	█									
Project Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Management and Reporting	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Event P&L	█	█	█	█	█	█									
Personnel Scheduling							█	█	█	█	█	█			
Project and Grants										█	█	█	█	█	█
Procure to Pay and Workflow							█	█	█	█	█	█	█	█	█

## Project Scope Detail

Using the same numbers shown on the Metro Current Systems Overview chart above, the scope of each project component is described in detail below.

### 1. *Project Planning and Business Process Redesign*

- **Description of Scope**

A number of project planning and business process redesign activities and tasks need to be completed before business system upgrades and improvements can be implemented. The Project Manager, Change Manager, and Quality Assurance resources will work with Metro staff to complete these activities and tasks. The project planning activities include:

- Develop consensus and support around this Roadmap
- Establish and conduct Steering Committee meetings
- Develop work plans and Work Breakdown Structure (WBS)
- Assign and prepare internal project staff
- Confirm Celayix as the enterprise people scheduling solution
- Develop RFP and select integrator for the PeopleSoft upgrade
- Select and acquire the enterprise report writer software package

## Exhibit 2

Each of the improvement areas included in the scope of this project has significant business process improvement opportunities that must be addressed as part of the project. Some of these business process opportunities are system independent, meaning that they can be implemented regardless of the financial system that is in use and regardless of the proposed PeopleSoft upgrade. Others are system dependent, meaning that they cannot be implemented unless certain system features or functions are implemented at the same time or have previously been implemented. Both types of business process improvement opportunities will be included in the scope of the BOI project.

The recommended planning and business process redesign activities include:

- Facilitate process re-design work sessions related to the business operations improvement areas
- Develop/revise business policies and practices as appropriate
- Develop “to-be” business process flows
- Finalize PeopleSoft/EBMS integration design decisions

Once these project planning and business process tasks and activities are complete, Metro will have contracted with the external staffing resources and acquired the business systems needed to start implementing improvement in the identified business operations areas.

- **Not Included in Scope**

Business process redesign activities will be limited to those directly related to the improvement areas described above.

- **Timing**

The completion of these tasks will take approximately four to six months, because of the requirements of the public sector procurement cycles, as well as the time it takes to complete initial business process re-design with various stakeholder groups.

- **Dependencies**

Business process changes that are dependent on changes to business systems will be implemented concurrently with project components 3-5 below.

- **Major Tasks**

The major tasks for completing the planning and business process redesign are the same as the list of activities described in the Description of Scope above.

- **Resources Required**

The project resources for *Project Planning and Business Process Redesign* will include:

Resource	Role	FTE Commitment
Consultant - TBD	Project Manager	Full-time for 6 months
Consultant - TBD	Change Manager	Full-time for 6 months
Metro - TBD	Business Process Analyst	Full-time for 6 months

## 2. Improve Management Reporting

### • Description of Scope

The current Metro reporting writing tools are not adequate to meet the needs of the organization. The scope of management reporting improvements will include the selection and acquisition of a robust and user friendly report writing tool. Approximately 12 - 15 high priority reports have been identified by Metro staff as being vital to improving the organization's management reporting capabilities. The following chart describes these reports in priority order:

Top Priority Report	Likely Source	Description/Content	Timing
Top Mgmt "Dash Board"	PeopleSoft (PS), EBMS, External sources	<ul style="list-style-type: none"> <li>▪ Focus on senior executives</li> <li>▪ Identify key business drivers/metrics</li> <li>▪ Based on quarterly report for council and previous work done in parks and recreation</li> <li>▪ One screen each – create prototype</li> <li>▪ Expand to other management levels in additional phases</li> </ul>	<ul style="list-style-type: none"> <li>▪ Daily or weekly updates</li> </ul>
Operating Budget vs. Actual with Encumbrances	Team Budget	<ul style="list-style-type: none"> <li>▪ Standard format of budget, encumbrance, actual expenditure, remaining amount</li> <li>▪ Zoo – must include CZAR requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Daily/ On demand</li> </ul>
Event P&L	Custom PS Table and EBMS Zoo – must include CZAR requirements	<ul style="list-style-type: none"> <li>▪ Includes labor and other direct costs only – compare client charges (bill) vs. actual costs not including indirect costs allocation</li> </ul>	<ul style="list-style-type: none"> <li>▪ On demand for a selected subset of events</li> </ul>
Life to Date Project Costs	PS	<ul style="list-style-type: none"> <li>▪ Multi-year</li> <li>▪ No budget information, no encumbrances</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly and on demand</li> </ul>
Year to Date Project Budget vs. Actual with encumbrances	PS	<ul style="list-style-type: none"> <li>▪ Current year</li> <li>▪ Standard format</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly and on demand</li> </ul>
Labor distribution Reports (FTE)	PS Kronos	<ul style="list-style-type: none"> <li>▪ Labor costs by person and event</li> </ul>	<ul style="list-style-type: none"> <li>▪ After every payroll</li> </ul>
Grant Summary with Project Detail	PS	<ul style="list-style-type: none"> <li>▪ Shows summary of grant funding with expenditures by project and remaining grant availability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly and on demand</li> </ul>
Project Summary with Funding source detail	PS	<ul style="list-style-type: none"> <li>▪ Shows summary project expenditures</li> <li>▪ Shows detailed project expenditures by funding source</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly and on demand</li> </ul>

## Exhibit 2

Top Priority Report	Likely Source	Description/Content	Timing
Project by geography/location	PS	<ul style="list-style-type: none"> <li>▪ Project expenditures broken down by geography/location</li> <li>▪ Possibly use department and project chart fields as proxies for location</li> </ul>	<ul style="list-style-type: none"> <li>▪ On demand</li> </ul>
Revenues/Expenses by Period	PS		<ul style="list-style-type: none"> <li>▪ Monthly and on demand</li> </ul>
Contract Report (payments etc.)	PS	<ul style="list-style-type: none"> <li>▪ Shows expenditures and encumbrances by contract</li> </ul>	<ul style="list-style-type: none"> <li>▪ On demand</li> </ul>
MWESB Reporting & Socioeconomic Sustainability	PS	<ul style="list-style-type: none"> <li>▪ Information necessary to report compliance and support of sustainability goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly</li> </ul>
Economic Impact Studies	PS	<ul style="list-style-type: none"> <li>▪ TBD</li> </ul>	<ul style="list-style-type: none"> <li>▪ TBD</li> </ul>

- **Not Included in Scope**

Although many other management reports may be needed for various purposes, only the reports listed above will be included in the scope of this project unless changed by the Steering Committee.

- **Timing**

The development of these reports will be spread across the entire time frame of the project based on the dependencies listed below.

- **Dependencies**

Development of almost all of these reports is dependent on the availability of the report writing tool that will be selected as part of the project planning activities completed prior to the project start date.

The project and grant related reports are dependent on replacing the Grant Management System with PeopleSoft functionality as described in Scope item number 5 below.

- **Major Tasks**

The major tasks for implementing management reporting improvements include:

- Develop detailed work plan
- Install report writing tool
- Contract with external report writer resource
- Develop detailed report requirements
- Establish test database
- Develop reports
- Test and revise reports
- Deploy reports via various delivery mechanisms
- Train users

- **Resources Required**

The project resources to *Improve Management Reporting* will include:

Resource	Role	FTE Commitment
Metro - TBD	Team Lead	Twenty percent time for first 6 months, then half-time for 9 months
Metro - TBD	Analyst	Twenty percent time for first 6 months, then full time for 9 months
Report writer contractor	Configuration and Testing	Full-time for 9 months

### 3. *Enable Event Profit and Loss Reporting*

- **Description of Scope**

The scope of this improvement area includes development of custom computer programs to gather the actual labor cost information by event and by person from Kronos and PeopleSoft payroll module in custom PeopleSoft tables. The scope also includes interfacing this information into EBMS in a format that will facilitate development of event profit and loss reports using current EBMS reporting tools.

- **Not Included in Scope**

The development of the actual event profit and loss report is part of Scope Item 2 above.

- **Timing**

Given appropriate internal resources and approval from Project Sponsor, this effort can be completed immediately, independent of other components.

- **Dependencies**

The data requirements and layout for the event profit and loss report are a pre-requisite for beginning this improvement.

- **Major Tasks**

The major tasks for enabling event profit and loss reporting include:

- Develop detailed work plan
- Design tables, interfaces, and reporting infrastructure
- Create tables and establish test database
- Develop custom code using middleware or PeopleTools
- Develop interface to EBMS
- Test tables and EBMS interface
- Move to live production
- Train users

- **Resources Required**

The project resources to *Enable Event Profit and Loss Reporting* will include:

## Exhibit 2

Resource	Role	FTE Commitment
Metro – TBD, IT Resource	Team Lead	Half-time for 6 months

### ***4. Implement Personnel Scheduling and Time Tracking***

- **Description of Scope**

The scope of personnel scheduling and time tracking includes implementing or expanding the use of an enterprise approved software tool for the Zoo, PCPA, and OCC visitor venues/departments. Celayix Software is currently being used at one of the visitor venues. Confirmation of Celayix as the enterprise scheduling tool is a required step in proceeding with this effort.

- **Not Included in Scope**

Further analysis will be held with the Zoo, PCPA, Expo Center and OCC to determine which staffing categories will be included in the implementation effort. Other visitor venues/departments of Metro will not be included in the scope of this effort.

- **Timing**

It is understood from Zoo management that January through March is the optimal timeframe during which Zoo management and staff resources are available to focus on improving Zoo business operations and systems. Another brief window of resource availability may be possible during September through October. Based on the project implementation start date determined by the Project Sponsor, the Zoo improvement tasks should be scheduled to take advantage of these windows of time availability.

- **Dependencies**

A personnel scheduling software package has been approved for general use by Metro.

Implementation of People Scheduling can begin once the Project Planning and Business Process Redesign activities have been completed.

- **Major Tasks**

The major tasks for implementing people scheduling include:

- Develop detailed work plan
- Contract with external Celayix resource (or other selected enterprise scheduling software)
- Procure necessary software licenses
- Establish test database
- Gather scheduling information
- Configure software
- Load tables
- Test configuration
- Train users

## Exhibit 2

- Cutover for live use

- **Resources Required**

The project resources to *Implement Personnel Scheduling and Time Tracking* will include:

Resource	Role	FTE Commitment
Metro - TBD	Team Lead	Full-time for 6 months
Metro - TBD	PCPA Analyst	Half-time for 6 months
Metro - TBD	OCC Analyst	Half-time for 6 months
Metro - TBD	Zoo Analyst	Half-time for 6 months (with gaps)
Celayix (or other enterprise personnel scheduling software) external contractor	Configuration and Testing	Full-time for 6 months
TBD	Backfill for Team Lead	Full-time for 6 months

### 5. *Improve Project and Grant Tracking and Reporting*

- **Description of Scope**

The scope of this improvement area includes replacing the functionality currently provided by the Grants Management System (GMS) and related spreadsheets with functionality provided by the PeopleSoft system. This will necessitate some changes to the PeopleSoft chart fields along with other configuration changes, new reports (see item 2 above), and substantial changes to current business processes.

- **Not Included in Scope**

The management reports related to grants and projects will be provided as part of Scope Item 2 above.

It is not anticipated that the PeopleSoft Projects module will be needed as part of the solution. Therefore, implementation of this module is not part of the scope.

- **Timing**

This part of the project should be done concurrently with the PeopleSoft Upgrade that is part of Scope Item 6 below.

- **Dependencies**

To avoid duplication of effort, the changes to projects and grants should be made concurrent with the PeopleSoft Upgrade.

- **Major Tasks**

The major tasks for expanding projects and grants functionality in PeopleSoft include:

- Develop detailed work plan
- Contract with external PeopleSoft resource

## Exhibit 2

- Develop requirements
  - Revise PeopleSoft configuration
  - Establish test database
  - Load PeopleSoft tables / convert information from GMS
  - Design and revise business processes
  - Test configuration using scenarios
  - Train users
  - Cutover for live use
- **Resources Required**

The project resources to *Improve Project and Grant Tracking and Reporting* will include:

Resource	Role	FTE Commitment
Metro - TBD	Team Lead	Half-time for 6 months
Metro - TBD	Analyst	Full-time for 6 months
PeopleSoft external contractor	Configuration and Testing	Full-time for 6 months

### **6. Upgrade PeopleSoft Financials and Improve Procure to Pay Procedures**

- **Description of Scope**

The scope of this improvement area will include an upgrade of PeopleSoft Financials from v9.0 to v9.2 as well as implementing new workflow and attachment functionality provided in v9.2. It also includes implementing changes in business processes and integration points between EBMS and PeopleSoft as determined during the project planning activities completed prior to the project start date.

- **Not Included in Scope**

Event related contracts and event related procurements such as subcontractors and food service providers would continue to be initiated in EBMS, and are not included in the scope of this project.

- **Timing**

This effort must be coordinated with other competing demands for staff availability such as fiscal year end and budget preparation cycles.

- **Dependencies**

The changes in business processes and integration points between EMBS and PeopleSoft must be completed prior to beginning this part of the project.

The project planning activities listed in Scope Item 1 must be complete before beginning this effort.

A stable release of PeopleSoft v9.2 is available for implementation.

## Exhibit 2

Workflow and attachment implementation can be implemented concurrently with an upgrade to PeopleSoft v9.2 or after an upgrade is complete, but cannot be implemented prior to an upgrade.

### • Major Tasks

The major tasks for upgrading PeopleSoft to v9.2 and incorporating workflow and attachments include:

- Develop detailed work plan
- Contract with external PeopleSoft resources
- Upgrade PeopleTools to v8.53
- Develop requirements
- Design and revise to-be business processes
- Run compare reports
- Retrofit customizations
- Retrofit interfaces
- Retrofit reports
- Configure workflow/attachments functionality
- Conduct test moves/acceptance testing
- Design and revise business processes
- Prepare cutover plan
- Train users
- Cutover for live use

### • Resources Required

The project resources to *Upgrade PeopleSoft Financials and Improve Procure to Pay Procedures* will include:

Resource	Role	FTE Commitment
Metro - TBD	Team Lead	Full-time for 9 months
Metro - TBD	Analyst from MERC	Full-time for 9 months
Metro - TBD	Analyst from procurement	Full-time for 9 months
PeopleSoft external contractor	Functional, Configuration and Testing	Full-time for 9 months
PeopleSoft external contractor	Technical, PeopleTools, etc.	Full-time for 9 months
PeopleSoft external contractor	Developer	Full-time for 9 months
PeopleSoft external contractor	Backfill for Team Lead	Full-time for 9 months
External contractor	Backfill for procurement analyst	Full-time for 9 months
Metro - TBD	Technical Analyst	Full-time for 9 months
External contractor	Backfill for Technical Analyst	Full-time for 9 months
Metro - TBD	Functional analyst for other PeopleSoft modules	Full-time for 9 months

## Project Cost Assumptions

A detailed project cost analysis spreadsheet has been prepared with out-of-pocket cost assumptions for each of the major project components (See Appendix A). These cost assumptions represent high-level cost estimates based on our previous consulting experience. In summary, the project component costs and cost assumptions are as follows:

Project Component	Estimated Cost	Cost Dependencies and Comments
Project Planning and Business Process Redesign	\$187,000	If one or more improvement areas are taken from scope, then costs for Project Manager, Change Manager, and Quality Advisor would be reduced by as much as 25-50%.
Project Management	\$560,000	If one or more improvement areas are taken from scope, then costs for Project Manager, Change Manager, and Quality Advisor would be reduced by as much as 25-50%.
Management and Reporting	\$215,000	If Projects and Grants area is taken from scope, the majority of specified reports cannot be written. Cost for this area would be reduced by as much as 50%.
Event Profit and Loss	\$0	No cost dependencies. This is a standalone component that can be completed with no out-of-pocket costs.
Personnel Scheduling	\$240,000	No cost dependencies. This is a standalone component.
Project and Grants	\$140,000	No cost dependencies. This is a standalone component.
Procurement Improvements and PeopleSoft upgrade	\$1,044,000	No cost dependencies. This is a standalone component.
Project Contingency	\$718,000	Because these are high level estimates and because this type of project typically carries a high level of risk, a 30% Project Contingency cost has been included.
Total Project Staffing Cost Estimate	\$3,110,000	To the extent that project components are removed from the scope of the project, the cost estimates should be reanalyzed and redone based on the revised scope.

The summary above, as well as the detailed analysis in Appendix A, represents out-of-pocket staffing costs only. They do not include the following kinds of project costs:

Project Cost Type	Comments
Ungerboeck Upgrade	An Ungerboeck upgrade is not part of the scope of this project. It is tentatively scheduled for late 2014 or sometime during 2015.
PeopleSoft HCM Upgrade	A PS HCM upgrade to Version 9.1 was completed two years ago. Another upgrade will probably not be needed until 2016-2017.
Hardware/Infrastructure Upgrade	These costs are assumed to be part of Metro's customary operating budget.
Database/Middleware Upgrade (SQL Server)	This effort is scheduled for early 2013 and the costs are assumed to be part of Metro's current operating budget.
Project Facilities, Materials, Supplies	These costs are not material compared to the staffing costs and are assumed to be part of Metro's customary operating budget.

## Exhibit 2

Project Cost Type	Comments
Internal Staff Costs (hours only, not \$)	The detailed cost analysis (Attachment A) includes internal staff hours only. Staffing costs are assumed to be part of Metro's customary operating budget. However, Metro staff backfill costs for some critical positions, which are assumed to be out-of-pocket contractor costs, have been included.
Additional Licensing/ Software Costs	Some additional software licensing costs will be necessary for PeopleSoft, for a report writing package, and for a people scheduling package. These costs can either be added to the estimated project costs or assumed to be included as part of Metro's customary operating budget.

## PROJECT APPROACH

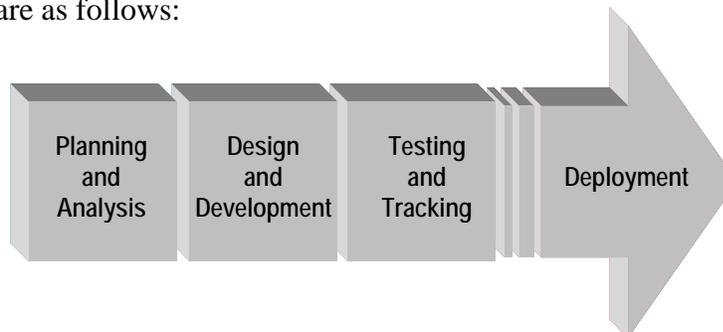
The BOI project is complex because it addresses multiple functional and technical areas. Each of the scope areas are interrelated to some degree, especially with respect to project scheduling dependencies. To explain the approach as clearly as possible in this section it is broken down into six areas:

- Project Management Methodology
- Project Schedule
- Work Breakdown Structure (WBS)
- Work Plans
- Calendar
- Project Management Meetings

Each area plays an integral and essential part in the project and will be discussed in further detail in this section.

## Project Management Methodology

A basic standard system implementation methodology will be used to implement the BOI project. A System Integrator (to be utilized for the PeopleSoft upgrade component) will most likely bring their specific methodology for project management. However, most methodologies cover four basic stages. For purposes of this planning document, a four-stage methodology will be used as a basic structure for organizing the work in each improvement area. Work plans will be customized to accomplish the specific goals for each improvement area of the project. The four key stages are as follows:



## Work Breakdown Structure (WBS)

“The WBS is a deliverable-oriented hierarchal decomposition of the work to be executed by the project team, to accomplish the project objectives and create the required deliverables.<sup>2</sup>” The following WBS documents will be created for each project phase:

- **Deliverable Chart** – A graphical representation of the deliverables overlaid on the project stages for each improvement area. The implementation threads such as project management, business process improvements, system administration, development, infrastructure, and functional are also represented on the chart.
- **Deliverable and Sign-off Matrix** – A matrix that identifies and describes each deliverable shown on the deliverables chart. The sign-off criteria for each deliverable, as well as columns to record sign-off issues and progress are also shown on this matrix.
- **Roles and Responsibilities Matrix** – A matrix that describes the roles and responsibilities of Metro staff, external staff, and other project participants in completing each deliverable listed on the deliverables chart.

The WBS documents for the BOI project will be developed concurrently with the detailed work plans for each improvement area. These documents will also be included as part of a System Integrator’s contract.

## Work Plans

Detailed work plans will be created for all BOI project activities for each improvement area. These activities will be loaded into Microsoft Project. These work plans list all tasks, assigned responsibilities related to the project, and they document the planned start and end date for each task.

The updating of these work plans is included as an ongoing deliverable on the Deliverable Chart for each improvement area.

## Calendar

A shared project calendar will be created to show various aspects of the project: meetings, milestones, etc. It will be used as a reference document by all team members. A high level shared project calendar will be maintained on Outlook for access by all shareholders and other interested parties. These project calendars will be made available in Metro’s SharePoint project collaboration environment.

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<sup>2</sup> Project Management Book of Knowledge (PMBOK) Guide, p. 112.

## Project Management Meetings

The recommended schedule for the BOI Steering Committee and other regularly scheduled meetings are as follows:

**BOI Project Meeting Schedule**

Committee/Team	Meeting Day/Frequency	Meeting Time
BOI Steering Committee	Every other week	TBD
Project Team Leads Committee	Twice weekly	TBD
Project Team	Weekly	TBD
Advisory Committee	Monthly or as needed	TBD

**Steering Committee Meetings.** The Project Manager shall attend periodic steering committee meetings for the Project. The Project Manager will prepare the agenda and discussion materials for the Steering Committee, and will prepare written minutes of the meetings.

**Project Team Leads Committee Meeting.** The Project Manager will meet twice-weekly with the team leads for each improvement area. These meetings shall follow a preset agenda jointly prepared by the Project Manager and the team leads.

Brief written reports shall be provided by team leads to the Project Manager at least 24 hours prior to these meetings. These reports shall describe the previous week's activities, including problems encountered and their disposition, results of tests, whether or not deadlines were met, any problems that may have arisen that need to be addressed before proceeding to the next activities, and a description of the next week's planned activities.

**Project Team Meetings.** The Project Manager will conduct monthly all-hands project team meetings to communicate project status and discuss project issues and concerns.

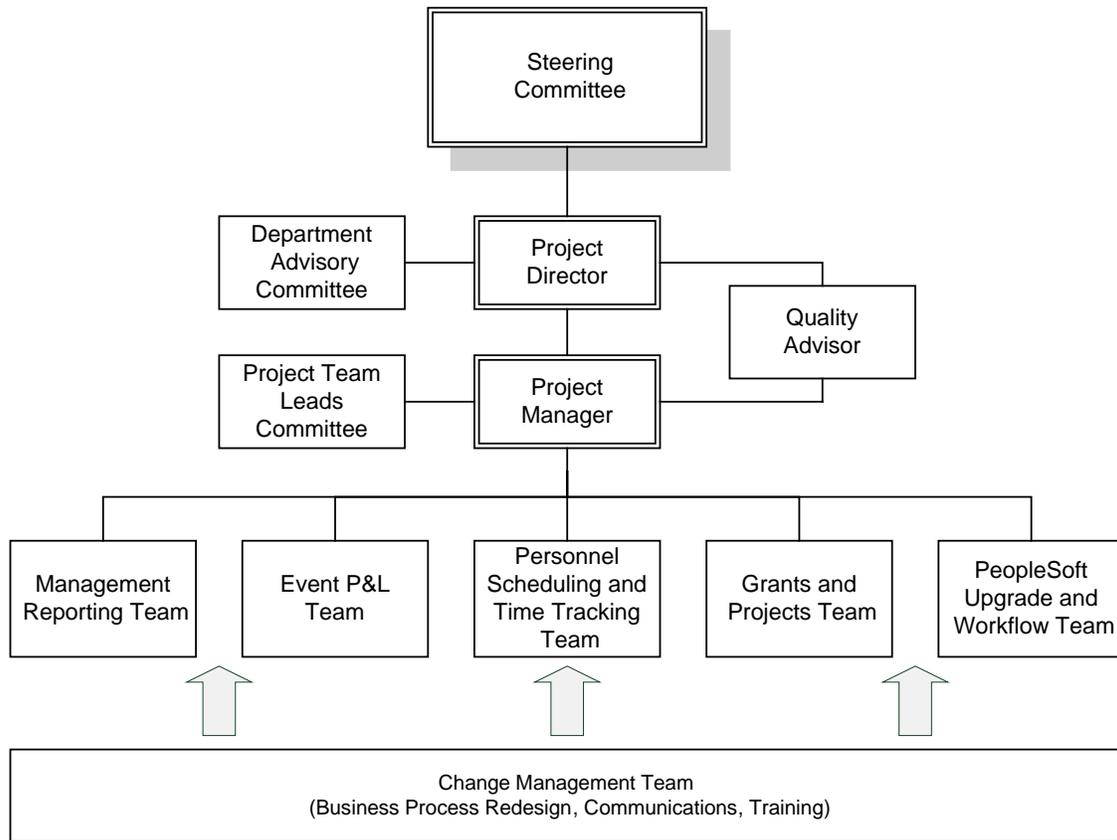
**Advisory Committee.** The Advisory Committee will consist of key staff from the visitor venues, and other departments as appropriate. This committee will be convened on a monthly or as-needed basis to advise the Project Manager on items related to their expertise, and will be involved in the development of interfaces, reports, and other functionality that is related to their functional areas.

## PROJECT ORGANIZATION AND STAFFING PLAN

The recommended BOI project organization and staffing plan defines the structure of the project as well as the roles and responsibility for each project member. It also documents the estimated commitment level expected from each individual involved.

## Roles and Responsibilities

The overall project organizational structure is shown in the BOI Project Organization Chart below



There are two management committees that will oversee all project matters, the BOI Steering committee and the Project Team Leads Committee. The Steering Committee provides high-level direction and resolves policy issues, while the Project Team Leads Committee meets periodically with the BOI Project Manager to receive direction, coordinate project tasks, provide functional and technical recommendations, and resolve issues that are within their scope of authority.

The recommended **BOI Steering Committee** includes the following members:

Name	Title	Role
Scott Robinson	Deputy COO	Project Sponsor, Chairperson, and Voting member
Tim Collier	Acting Chief Financial Officer	Project Director and Voting member
Rachel Coe	Chief Technology Officer	Voting member
TBD	Visitor Venue Leader	Voting member
TBD	Project Manager	Committee staff and facilitator
TBD	Business Process Improvement Team Leader	Committee staff
TBD	Quality Advisor	Advisor

## Exhibit 2

The **Project Team Leads Committee** includes the following members:

Name	Title	Role
TBD	Project Manager	Committee Chairperson
TBD	Change Management Team Lead	Member
TBD	Management Reporting Team Lead	Member
TBD	Event P&L Team Lead	Member
TBD	Projects and Grants Team Lead	Member
TBD	PeopleSoft Upgrade and Workflow Team Lead	Member

The **Department Advisory Committee** consists of representative Metro department managers that can provide informed advice and guidance on business processes and systems that are the focus of the BOI project. They will be asked to meet periodically during the project to discuss business issues that surface. They will also be asked to review key draft deliverables and provide recommendations and feedback to the Project Director. The Department Advisory Committee will include the following members:

Name	Title	Role
TBD	Project Director	Committee Chairperson
TBD	Project Manager	Committee staff
TBD	Change Management Team Lead	Committee staff
TBD	Department Management Representative	Member
TBD	Department Management Representative	Member
TBD	Department Management Representative	Member
TBD	Department Management Representative	Member
TBD	Department Management Representative	Member

The **project management team** will consist of individuals in the following roles:

- Project Manager
- Change Manager
- Quality Advisor

The **Project Manager** will be providing overall project management. His/her responsibilities include:

- Developing the project management plan
- Managing the external and internal resources assigned to the BOI scope of work
- Establishing and monitoring priorities for team members
- Resolving project issues
- Communication with stakeholders and coordination of the project
- Directing execution of project tasks

## Exhibit 2

- Facilitating Steering Committee and Project Team Lead meetings
- Developing and monitoring the project budget
- Acting as a liaison between the project team and the BOI steering committee

The **Change Manager** will lead the Change Management Team which includes business process redesign, communications, and training. His/her responsibilities include:

- Developing and executing the change management plan
- Working with the Project Sponsor, Project Director, and Project Manager to define business operating principles, policies and processes in the agreed upon improvement areas.
- Facilitating business process redesign work sessions
- Guiding the business process analyst in revising business process workflows
- Develop communications materials and coordinate project communication efforts
- Coordinate and supervise training for the business process redesign and system improvements

The **Quality Advisor** will be responsible for developing and managing the project Risk Plan and the Quality Plan. His/her responsibilities include:

- Identify high priority project risks
- Prepare risk prevention/mitigation/contingency plan
- Monitor risk status, and reporting of risk status until resolution
- Reviewing major project deliverables and provide independent assessment of the project to the Steering Committee, the Project Director, and the Project Manager

As per the project organization chart, each improvement area has a team assigned to complete the assigned tasks and a team leader who reports to the Project Manager. These teams are responsible for completing all project tasks and deliverables. Each team will typically include both functional and technical staff, and will include Metro staff and contractors.

All **team leaders** will be Metro employees, unless an outside contractor is selected to lead a specific area. Usually the team lead will be a manager in the business area targeted for improvement. Each team leader's responsibilities include:

- Leading team members in completing assigned tasks
- Managing the work plan for the improvement area
- Participating as a member of the Team Leader Committee
- Completing project deliverables

**Team members** are usually hands-on experts within their respective functional or technical areas. They are responsible for completing functional and technical tasks under the direction of the team leader, as well as other project task assignments as assigned by the Project Manager.

## Metro Personnel Assigned to the BOI project

The general composition of the project teams (internal and external staffing requirements, roles and FTE commitments) are documented for each team in Section II of the Roadmap above. The selection of Metro staff and contractors to fill these roles will be conducted at the beginning of the project as part of the Project Planning task. The names of team members will be added to the organization chart at that time.

## RISK PLAN

### Purpose

The purpose of this Risk Management Plan is to reduce some of the project risks by developing a proactive and structured approach to identify project risks, and to resolve them should these risks materialize. The main objective is to exercise some orderly control over project risks, and help expedite the successful completion of the project.

This objective is accomplished by identification of certain types of risks, execution of a risk prevention/mitigation/contingency plan, monitoring of risk status, and reporting of risk status until resolution.

### Scope

The scope of this Risk Management Plan is limited to addressing certain significant and material risks to the successful, efficient and effective implementation of Metro's BOI project. This Plan does not intend to exhaustively identify every single risk that can negatively affect the project, but rather to proactively identify in a database a baseline of known risks from Metro experience, and LCG's experience with ERP upgrades and improvements. Risks that arise during the course of the project will be entered in a risk database as appropriate.

### Risk Management Approach

The following steps will be used in Metro's approach to risk prevention and mitigation:

- Identification of project risks from Steering Committee members' personal knowledge, personal experience of the Project Manager and Quality Advisor, and certain case studies of "lessons learned" the hard way by major companies and governments.
- Project risks identified in step 1 are evaluated in terms of significance and potential impact to Metro if they do materialize.
- A general statement of planned action or approach to mitigate the occurrence and impact of such risks is developed.

## Exhibit 2

- Summary of implementation steps:
  - Identify and document trigger events in a risk database
  - Execute action plan
  - Monitor and update risk trigger event status until resolution
  - Periodically report status of identified risks and issues

Mitigation activities for those risks deemed material and appropriate for tracking are planned and documented to an appropriate extent as follows:

- Risk to be mitigated (identify who the risk owner is).
- Selected mitigation strategies and/or contingency plan to be implemented.
- The desired outcome of the mitigation activities.
- When each mitigation activity will commence based on a triggering event.
- How and when the mitigation activities will be tracked (entered in risk database if appropriate or just record in a Risk Events Log).
- Identify who is responsible for the mitigation activities (usually the risk owner).
- Who is responsible for tracking mitigation effectiveness and how is effectiveness measured (usually the risk owner has the primary responsibility to monitor).
- The risk or triggering event will be tracked until stakeholders and management team decide the risk is retired.
- When will mitigation activities cease (e.g. by a certain date or when a specific desired effect has occurred).

Execute mitigation or contingency plan:

- When a risk trigger occurs or is imminent, the Quality Advisor initiates the mitigation/contingency plan, and notifies the Steering Committee and Project Manager of plan execution.
- The Quality Advisor is responsible for preparing independent project assessment reports to the Steering Committee and Project Manager.
- The Quality Advisor should notify the Project Manager and Steering Committee of any changes to the risk profile, mitigation/contingency plan. These proposed changes are discussed with the Steering Committee and Project Manager.
- Utilize a Risk Management Template and database as necessary to track identified risks and plan of action.

## Risk Assessment Template

A sample list of known ERP implementation risks has been compiled and prioritized, along with a mitigation plan for the highest priority risks. This list has been documented in a Risk Assessment Template. This template will be updated regularly by the Quality Advisor. The Risk Assessment template will be posted in the SharePoint environment.

## Exhibit 2

The Risk Assessment Template identifies and assesses risks in the following project risk categories:

- Business Imperative/Motivation to Change
- Project Structure and Approach
- Technology
- People
- Project Management and Control
- Vendor/Contractor Management

For each category, asking the following questions identifies potential risks:

- “What can possibly go wrong?”
- “Why will it go wrong?”

### ***Project Risk Estimation***

At the beginning of the BOI project, the sample risk template will be reviewed by the Steering Committee, and the template will be revised to include the risks specific to this project. Once the risks are identified, each risk will be assessed with respect to its impact and probability of occurrence then given a weight of high medium or low. Impact is an estimate of the overall consequences on the project assuming no risk management steps are taken. Probability is an estimate of the likelihood of the risk creating an impact if no risk management steps are taken.

### ***Project Risk Mitigation***

Once risks have been identified and assessed with respect to impact and probability, each risk needs to be assigned an “owner”. For the highest priority risks, the owner will develop a plan to mitigate the risk and take ownership for ensuring the risk mitigation plans are implemented. The risk mitigation plans will also be incorporated into the project plan (where appropriate).

## **QUALITY PLAN**

### **Introduction**

The BOI quality assurance process requires the performance of a series of review and assessment activities throughout the project lifecycle in order to minimize the occurrence of issues and risk. These independent review and assessment activities occur at key milestones, as well as at random “spot” checks. The reviews solicit specific information about how the project adheres to the quality standards established for this project.

## Roles and Responsibilities

- **Project Team Members** – All team members have the responsibility of understanding and complying with the quality assurance process throughout the project lifecycle. Attention will be focused on ensuring quality and thoroughness in completing the project.
- **Quality Advisor** – The Quality Advisor is responsible for independently assessing the project status and work plan. Appropriate quality tasks will be included in the project work plans.

## Develop Action Plan for Quality Improvement

Following the quality review of each major deliverable, the Project Manager will ensure that an action plan for quality improvement is completed. This action plan is based on the findings and recommendations resulting from the quality review. Due dates are assigned to each action and there is an expectation that the Project Manager will ensure that these dates are adhered to.

# CHANGE MANAGEMENT PLAN

## Introduction

An effective change management plan is critical for any successful implementation such as the BOI project. Change management is a tool that includes business process re-design work, the associated training activities to support the implementation of those changes, and communications activities to inform the organization of the BOI project activities.

If outside consultant services are utilized to provide change management support, it is best to design a collaborative approach with Metro staff resources. Combining the industry best practices with the organizational and cultural knowledge understood by staff can provide a successful blend to benefit Metro. This also includes working collaboratively with a System Integrator who may bring some change management tools to the project.

An overall Change Management Plan includes activities such as:

- Adopting Operating Principles as identified in the Recommendations Section in Part I of this report.
- Facilitating business process re-design work sessions for the identified component areas.
- Developing and implementing a communications plan and approach.
- Developing a training plan.

## Operating Principles

The role of Operating Principles is to provide a framework within which the Business Operations Improvement (BOI) Project will operate. Operating Principles serve to support consistency of effort and provide executive guidance to discussions and decisions necessary to implement improvements in the Key Areas. These principles will be especially important in the redesign of business processes related to each of the identified Key Areas.

The following are recommended Operating Principles for the BOI Project:

- Where practical and financially prudent, Metro will use:
  - EBMS for event management
  - PeopleSoft for enterprise financial management
- Metro will utilize consistent business practices throughout the organization to support operational efficiencies
- Metro recognizes unique lines of business may have fundamental differences in business requirements and Metro will provide maximum possible support consistent with the first two operating principles.

## Communications

### ***Introduction and Scope***

This section is the communications plan for the BOI project. It is meant to be a living document, subject to change as appropriate according to developments within the project and the external environment.

### ***The Role of Communications and the Communications Plan***

Effective communication is critical to the success of the BOI project. It is vital to build awareness, understanding, buy-in and commitment to the changes that will occur within Metro's financial policies, processes and systems. Well-planned, open, honest and timely communication creates a vision for the future, builds confidence among those who will be impacted, and increases the prospects for, and acceptance of, the necessary changes.

Change is a complex and challenging undertaking in most organizations. Different cultures can exist within a work group as well as within the entire enterprise. A flexible, proactive and coordinated communications strategy is key to a successful change initiative.

Successful change hinges on timely and accurate exchanges of information and close monitoring of stakeholder concerns. Involving staff early in the business process re-design process, prior to system decisions being made is important from both a communications perspective and a change management perspective.

### ***Scope of this plan***

This is a high-level communications plan for the Implementation phases of the BOI project. It is assumed that prior to the beginning of each component an update and expansion of the communications plan, will be completed.

### ***Communications Plan Objectives***

The BOI Communications Plan should promote:

- Stakeholders' understanding of the project's goals and processes
- Sponsors' support of the project
- Participants' engagement in the project
- Open, honest communication to maintain credibility and good working relations with stakeholders
- Positive image of the project
- Proactive communications to reduce potential negative effects of the "grapevine" and other such channels

### ***Stakeholders***

The stakeholders for BOI project communications have been defined as any individual who will be affected by the change, have something invested in the success of the change, as well as any individual who needs to and/or would like to be kept informed of the changes. Identifying the stakeholders and the frequency at which communications efforts may be focused on each group will be completed at the outset of the BOI Project. Additionally, it will be determined when feedback will be required from each group. Stakeholders will include at a minimum:

- Metro Council
- Executive Staff
- Department Directors
- Financial Managers and Analysts
- Legal and Procurement Staff
- Financial System Users
- Part-time and Full- time Staff Using the Scheduling System
- Metro Vendors

### ***Communications Channels***

The following communications channels will be considered for the BOI Project:

- Project website(s) on the Metro Intranet, focused on internal stakeholders

## Exhibit 2

- Email distribution lists
- Standing meetings, e.g. Executive Staff, Steering Committee, Project Team
- Newsletter or periodic e-mails published as needed to communicate developments
- Project folders on SharePoint
- Monthly project status report

### ***Communications Approach***

The following considerations will be incorporated into the overall communications approach:

- Avoid information “overload”
- Provide clear and consistent messages
- Repeat messages through various channels
- Tailor communications to audiences
  - Give information that the audience wants and needs, not just what is required
  - Use communications style and vocabulary appropriate to a particular audience or stakeholder group
- Coordinate communication centrally (at the Project level), but work with existing department staff to provide and receive information
- Emphasize that the BOI project has Metro-wide impact and implications
- Manage expectations
- Solicit, listen to, and respond to feedback from stakeholders
- Follow the “Least to the Most” concept by beginning simply and expanding in complexity as necessary

### ***Key Messages***

Creating key messages will be important to keep the organization informed as to the BOI project status. Key messages will be developed to support the overall BOI project objectives and to support each of the key components. These messages will include specific business drivers and expected outcomes of the key components.

### ***Responsibilities***

Primary responsibility for development of communications products and efforts rests with the Metro Project Manager. The resources of the Project team will be drawn upon to develop the content of the various communications. The team will solicit and leverage assistance from the Metro Communications department.

## Business Process Re-Design Activities

This is one of the most important activities of the BOI project. Redesigning the affected business processes related to each of the six components of the BOI project will support increased efficiencies and effectiveness. The approach for these activities should include:

- Kick-off meeting - an initial meeting at the beginning of the BOI project with a purpose of clear communications regarding the goals of the BOI project. Additionally, it is an opportunity to lay out the roles and responsibilities, project plan and timelines. It can also serve to provide an agreed upon set of “ground-rules” for how the project will be conducted and the expectations for those who participate in the project.
- An inclusive approach – a broad based approach to include staff that will be affected by changes to processes and procedures can have a positive ripple effect. It will provide access to information and participation will support staff feeling their concerns are heard.
- Planning for adequate time – incorporating into the business process re-design plan, time for discussing potential changes, presenting options, allowing staff to review and comment on the proposed changes to processes. This will support the adoption of identified changes.
- Provide clear and ongoing communications to support transparency to the process.
- Identify policy and procedure changes – support of changing business process may require new or modified policies and procedures. Identifying these early and gaining appropriate approvals will provide support to finalizing the “to-be” processes and provide support to development of training materials.

## Training Approach

Training is a key activity that is required to occur on an ongoing basis. It is essential for effective change management for it to address:

- What in a process remains the same?
- What in a process goes away?
- What in a process is new?
- How is the system used in the re-designed process?
- If the system is “new”, how do I use the system?

Specific training materials will be required for each of the components of the BOI project. Developing the training materials will be primarily the responsibility of the project team with support from the Change Management Team. Training materials will be reviewed with a “test run” to enable them to be as clear and understandable as possible.

Providing access to training materials on-line will support on-going training needs for both new staff and as a refresher for all staff.

### ***Training Sessions***

The goal is to provide training sessions to support the needs of those staff that are affected by changing business processes and systems. The intent is to have options for staff to choose from that will best meet the needs of the organization. Oftentimes there is a requirement to have some staff covering the business operations to respond to their customer needs. Therefore, scheduling multiple times and days will be the approach for delivering training.

Attending training once may not be enough to fully understand how to use the system or the re-designed processes. Therefore, it is recommended to supplement the scheduled training with additional options. For example, create drop-in times for questions and answer sessions. They should be held in a training room where access is available to the system.

### ***On Going Training***

Continuing the investment of time and resources to support the ongoing training needs of staff can further metro's investment in the BOI project. This ongoing training may include:

- Keeping on-line policies and procedures up to date.
- Hold business process review sessions to confirm they still meet the needs of the organization.
- Participate in vendor user group meetings. The information provided at these meetings can help to stimulate thinking about how to get the most from the systems and processes in which Metro has invested.

## **PROJECT MANAGEMENT TOOLS**

A variety of project management tools will be used to ensure the success of the project. These tools will monitor all work plan tasks, outstanding issues, and expected software modifications/changes.

### **Project Collaboration**

Metro uses Microsoft SharePoint as its electronic project collaboration tool. A SharePoint database/environment will be established for the BOI project, and will be accessible via the Metro Intranet website. Project management documentation, deliverables, and other project materials will be updated and shared between project team members using SharePoint capabilities.

## Microsoft Project

Work plan tasks, start and end dates, deliverables, and assigned responsibilities will be loaded into Microsoft Project or a similar software tool. A baseline work plan will be established, so comparisons with updated work plans can be made. This tool will be utilized to monitor all project tasks and determine when there may be slippage in the project. The lowest level of tasks identified in the work plan will average about 40 hours of effort. This will allow the Project Manager to closely monitor project progress based on completion of tasks.

## Issue Paper Management

All implementation issues will be documented and recorded by the project team. In order to ensure that the issues are properly identified and resolved, a set of procedures have been established for this process. The procedures are as follows:

- The issue is identified by a project team member or any project stakeholder. The team member will document the issue's supporting analysis and other relevant detail on an issue form. Electronic issue forms will be available on the network in the following SharePoint project environment.
- The issue form is reviewed by the appropriate Team Leader. If the issue does not relate to a specific application, it will be reviewed by the Project Manager.
- After the review, the issue is assigned a number and is recorded in the project's issue log. The Project Manager will also assign an issue owner. The issue log and detailed text of each issue is available for review electronically in the following SharePoint project environment.
- The issue owner will be responsible for resolving and monitoring the progress of the issue. This person will update the issue and the issue log in a timely manner until the issue is resolved.
- When an issue has been resolved, the resolution is documented on the issue form. The Team Leader/Project Manager will review and approve the resolution. Once approved, the resolution is recorded in the issue log and the issue log is marked as resolved.
- The Project Manager will report to the Steering Committee on the resolution of issues that are within the authority of the project team on an "as needed" basis. He will also be responsible for prioritizing and presenting policy related issues to the Steering Committee for resolution as required in a timely manner.

## Work Papers, Deliverables, and Meeting Minutes

The project team will also maintain a comprehensive set of work papers to support all analyses and conclusions reached on the project. They will also be used to keep a permanent record of all project related meetings and deliverables. All team members will routinely file work papers to ensure completeness. These work papers will all be stored electronically in the SharePoint BOI project directory.

# Appendix A: BOI Project Staffing and Costs

The Excel chart delineates the recommended BOI Project staffing and related costs.

Exhibit 2

BOI PROJECT STAFFING HOURS & COST

BOI PROJECT GANTT CHART	Month															Hours	Rate	Dollars	6 Mth Hrs	6 Mth \$	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15						
Project Planning and Business Process Redesign	[Green]																				
Project Management							[Red]														
Management Reporting																					
Event P&L	[Blue]																				
Personnel Scheduling							[Red]														
Project and Grants							[Purple]														
Procure to Pay and Workflow							[Orange]														
<b>AREA/POSITION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>						
<b>PROJECT PLANNING AND BUSINESS PROCESS REDESIGN</b>																					
Project Manager	80	80	80	80	80	80											480	\$ 175	\$ 84,000	480	\$ 84,000
Change Manager	80	80	80	80	80	80											480	\$ 175	\$ 84,000	480	\$ 84,000
Business Process Analyst	160	160	160	160	160	160											960	\$ -	\$ -	960	\$ -
Quality Advisor	16	16	16	16	16	16											96	\$ 200	\$ 19,200	96	\$ 19,200
<b>Total Project Planning and Business Process Redesign</b>	<b>336</b>	<b>336</b>	<b>336</b>	<b>336</b>	<b>336</b>	<b>336</b>	<b>0</b>	<b>2,016</b>		<b>\$ 187,200</b>	<b>2,016</b>	<b>\$ 187,200</b>									
<b>PROJECT MANAGEMENT</b>																					
Project Manager							160	160	160	160	160	160	160	160	160	160	1,440	\$ 175	\$ 252,000	0	\$ -
Change Management and Business Process Lead							160	160	160	160	160	160	160	160	160	160	1,440	\$ 175	\$ 252,000	0	\$ -
Business Process Analyst							160	160	160	160	160	160	160	160	160	160	1,440	\$ -	\$ -	0	\$ -
Quality Advisor							32	32	32	32	32	32	32	32	32	32	288	\$ 200	\$ 57,600	0	\$ -
<b>Total for Project Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>512</b>	<b>4,608</b>		<b>\$ 561,600</b>	<b>0</b>	<b>\$ -</b>									
<b>MANAGEMENT REPORTING</b>																					
Team Lead	32	32	32	32	32	32	80	80	80	80	80	80	80	80	80	912	\$ -	\$ -	192	\$ -	
Analyst	32	32	32	32	32	32	160	160	160	160	160	160	160	160	160	1,632	\$ -	\$ -	192	\$ -	
Report Writer (Contractor)							160	160	160	160	160	160	160	160	160	1,440	\$ 150	\$ 216,000	0	\$ -	
<b>Total for Management Reporting Hours</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>400</b>	<b>3,984</b>		<b>\$ 216,000</b>	<b>384</b>	<b>\$ -</b>									
<b>EVENT PROFIT AND LOSS</b>																					
Team Lead	80	80	80	80	80	80											480	\$ -	\$ -	480	\$ -
<b>Total for Event Profit and Loss Hours</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>0</b>	<b>480</b>		<b>\$ -</b>	<b>480</b>	<b>\$ -</b>									
<b>PERSONNEL SCHEDULING</b>																					
Team Lead							80	80	80	80	80	80					480	\$ -	\$ -	0	\$ -
PCPA Analyst							80	80	80	80	80	80					480	\$ -	\$ -	0	\$ -
Celayix functional contractor							160	160	160	160	160	160					960	\$ 150	\$ 144,000	0	\$ -
OCC Analyst							80	80	80	80	80	80					480	\$ -	\$ -	0	\$ -
Backfill for Team Lead							160	160	160	160	160	160					960	\$ 100	\$ 96,000	0	\$ -
Zoo Analyst								80	80	80	80	80					400	\$ -	\$ -	0	\$ -
<b>Total for Personnel Scheduling Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>560</b>	<b>640</b>	<b>640</b>	<b>640</b>	<b>640</b>	<b>640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,760</b>		<b>\$ 240,000</b>	<b>0</b>	<b>\$ -</b>	
<b>PROJECTS AND GRANTS</b>																					
Team Lead										80	80	80	80	80	80	480	\$ -	\$ -	0	\$ -	
Analyst										160	160	160	160	160	160	960	\$ -	\$ -	0	\$ -	
PeopleSoft Functional Contractor										160	160	160	160	160	160	960	\$ 150	\$ 144,000	0	\$ -	
<b>Total for Projects and Grants Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>2,400</b>		<b>\$ 144,000</b>	<b>0</b>	<b>\$ -</b>							
<b>PROCUREIMPROVEMENTS &amp; PS UPGRADE</b>																					
Team Lead							160	160	160	160	160	160	160	160	160	1,440	\$ -	\$ -	0	\$ -	
Analyst from MERC							160	160	160	160	160	160	160	160	160	1,440	\$ -	\$ -	0	\$ -	
Analyst from Procurement							160	160	160	160	160	160	160	160	160	1,440	\$ -	\$ -	0	\$ -	
PeopleSoft Functional Contractor							160	160	160	160	160	160	160	160	160	1,440	\$ 150	\$ 216,000	0	\$ -	
PeopleSoft Technical Contractor							160	160	160	160	160	160	160	160	160	1,440	\$ 150	\$ 216,000	0	\$ -	
PeopleSoft Developer Contractor							160	160	160	160	160	160	160	160	160	1,440	\$ 150	\$ 216,000	0	\$ -	
PeopleSoft Functional Contractor (Backfill for TL)							160	160	160	160	160	160	160	160	160	1,440	\$ 120	\$ 172,800	0	\$ -	
Backfill for Procurement Analyst							160	160	160	160	160	160	160	160	160	1,440	\$ 80	\$ 115,200	0	\$ -	
Technical Analyst to Support Upgrade							160	160	160	160	160	160	160	160	160	1,440	\$ -	\$ -	0	\$ -	
Backfill for Technical Analyst							80	80	80	80	80	80	80	80	80	720	\$ 150	\$ 108,000	0	\$ -	
Functional analyst for other PeopleSoft modules							160	160	160	160	160	160	160	160	160	1,440	\$ -	\$ -	0	\$ -	
<b>Total for Procure to Pay and Workflow Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,680</b>	<b>15,120</b>		<b>\$ 1,044,000</b>	<b>0</b>	<b>\$ -</b>									
<b>Total Estimated Hours By Month</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>3,152</b>	<b>3,232</b>	<b>3,232</b>	<b>3,632</b>	<b>3,632</b>	<b>3,632</b>	<b>2,992</b>	<b>2,992</b>	<b>2,992</b>	<b>32,368</b>		<b>\$ 2,392,800</b>	<b>2,880</b>	<b>\$ 187,200</b>	
<b>Risk Contingency Amount (30%)</b>																			<b>\$ 717,840</b>		
<b>Total Project Cost Including Contingency</b>																			<b>\$ 3,110,640</b>		

**Not Included in the Staffing Cost Table:**

- Ungerboeck upgrade (late 2014-2015)
- PeopleSoft HCM upgrade (2016-2017)
- Hardware/Infrastructure upgrade (2013)
- Database/Middleware upgrade (SQL Server)
- Project Facilities, Materials, Supplies
- Internal Staff Costs (Hours only, not \$)
- Add'l Licensing/Software Costs

**Cost Dependencies for this area:**  
 - If one or more improvement areas are taken from scope, then costs for Project Manager, Change Manager, and Quality Advisor could go down by as much as 25-50%

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 - If one or more improvement areas are taken from scope, then costs for Project Manager, Change Manager, and Quality Advisor could go down by as much as 25-50%

**Cost Dependencies for this area:**  
 - If Projects and Grants area is taken from scope, the majority of specified reports cannot be written. Cost for this area could go down by 50%

**Cost Dependencies for this area:**

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 - No cost dependencies. This is stand alone.

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