



# ERP Platform Modernization Project Charter – System Selection

Milwaukee County, WI | May 2016

## Project Mission

The project will identify the future business systems environment that will support County staff in the delivery of services and activities, establish best practices, and significantly improve the efficiency and effectiveness of County's service delivery and business processes.

## Project Overview

Milwaukee County intends to select a new integrated financial, human resources and payroll system and begin implementation in Spring 2017. The new system will replace desired functionality that is currently provided by Advantage, Ceridian and additional side systems and will provide new functionality to support best practices and improved processes.

## Key Objectives.

- Identify opportunities for process improvements, with and without new technology
- Validate system and support requirement needs for a new systems environment identified in Phase 1.
- Identify a solution to meet the County's high priority financial, human resources and payroll functional requirements.
- Move financial system off of the mainframe.
- Ensure system security complies with industry standards
- Identify proposed systems that ensure limited/no customization.
- Develop a long-term ERP system support model that is affordable and will contribute to effective HR and financial process.
- Identify methods to maximize knowledge transfer during the implementation process to ensure the County is fully able to maintain, operate and improve the ERP in the post implementation environment.

## Business Drivers.

- One current view of the data. Eliminate conflicting information, redundant systems (spreadsheets, multiple systems with the same basic functionality, etc), and inability to access data.
- Significantly reduce process time through business process reengineering and best practices in the ERP system
- Users & vendors can see where their transaction is in the process. Fewer phone calls/e-mails for status.
- Eliminate paper-based processes & forms
- Quality is moved to the front of the transaction
  - Data is entered into the system only once
  - Data is entered into the system as close to the point of origin as possible
  - The system includes appropriate edits, prompts, menus and controls to ensure that data is entered correctly.
- Challenges and risks with maintaining a legacy hardware environment
- Challenges of maintaining appropriate system security and integrity of data.
- System Availability and Service Level Objectives are defined and met.
- Meet the need for basic metrics and dashboard/custom analytics not currently available.
- Need for increased engagement of employees and leaders in our business processes.

- Need for complete and accessible documentation of business process and a more broad and complete understanding of these processes among County employees

## Project Influences.

- Existing processes have been in use for an extended period of time that are paper-based and are based on existing technology
- Lack of a clear process owner for certain functional areas across the County
- Inertia/resistance to change
- Budgetary challenges
- Legal or Regulatory Constraints
- There is a consensus building culture versus best practice adoption

## Critical Success Factors.

- Continued support from the County Board, County Executive and other county elected officials.
- Ensuring that all of the needs of the County are thoroughly defined, documented and understood by the vendors
- Business process reengineering takes place as appropriate in a timely manner
- Consultant understanding of what the County is trying to accomplish
- Obtaining buy-in from the departments on the process for defining their needs
- Gaining ownership by the departments on the project
- Clarity of project roles where process ownership is a shared responsibility
- Transparent communication on the needs assessment
- Ability to change relevant processes, policies and procedures as needed during the implementation process

## Project Constraints.

- 2019 ‘sunset’ of existing legacy financial system
- Staffing resources
- Budgetary constraints
- Legal restraints that impact County financial and human resources operations

## Functional Areas Included Within Project Scope.

Module	Functional Area Lead	Module Lead(s)	Department Responsibility
Recruiting	<b>Mike Blickhahn</b>	Angie Nixon	HR
HR Core (Including Position Control)		Mike Blickhahn	HR
Talent Management		Mike Blickhahn	HR
Employee Benefits		Matt Hanchek	HR
Pension Administration		Marian Ninneman	HR
Employee and Manager Self Service		Sally Garski	HR
Volunteers, Contractor, Temps, Commissioners and Interns		Rick Ceschin	HR

ERP Platform Modernization - Project Charter  
System Selection Phase

Module	Functional Area Lead	Module Lead(s)	Department Responsibility
Payroll		Sue Drummond	Comptroller
Time and Attendance		Sue Drummond	Comptroller
Accounts Payable	<b>Michelle Nate</b>	Susan Walker	Comptroller
Purchasing		Patrick Lee	DAS
Cash Receipting		Rex Queen	Treasurer
Budgeting & Performance Management		Vince Masterson	DAS
Contract Management		Gina DeSota	DAS
Fixed Assets		Chris Fleissner	Comptroller
General Ledger		Chris Fleissner	Comptroller
Inventory Management		Bill Lochemes	User Departments
Miscellaneous Billing & Accounts Receivable		Gina DeSota	DAS
Project Accounting		Pam Bryant	Comptroller
Grant Accounting		Randy Oleszcek/ Randy Iding/James Martin	User Departments
Bank Reconciliation		Paul Grant	Comptroller
Cash Management		Rex Queen	Treasurer
Debt Service Management		Pam Bryant	Comptroller
Investment Management		Rex Queen	Treasurer
Risk Management	Amy Pechacek	DAS	
General & Technical Requirements	<b>TBD</b>	IMSD Rep	DAS

## Key Deliverables:

- Phase 2 Project Charter
- Phase 2 Project Plan
- Recommended Vendor Evaluation Strategy and Decision Making Process
- ERP System Specifications for Modules Identified in the Table Above
- Request for Proposal (RFP)
- Vendor Proposal Analysis including:
  - Specification Compliance Analysis
  - Vendor Forms Analysis
  - Terms and Conditions Compliance Analysis
  - Cost Analysis
- Vendor Demonstration Scripts
- Vendor Demonstrations
- Site Visit and Reference Questionnaires
- Due Diligence
- Statement of Work
- Negotiated Vendor Contract

## Guiding Principles

- The County shall adhere to the following principles throughout the planning, design and implementation of the project:
  - We will embrace process improvement strategies and implementation of new and best business practices within the constraints of budgetary limitations.
  - We will work with County leadership to seek changes to policies and procedures to improve the efficiency and effectiveness of County government.
  - Information is a County asset and a government record to the extent that it is not confidential or private
  - Establish common processes & practices across the County.
  - Focus on process and transaction quality; build quality at the source.
  - Provide relevant, timely, and consistent management information.
  - Minimize resources allocated to transactional activities; focus more on information to sustain the business.
  - The Project Steering Committee shall be composed of County leadership staff who are committed to dedicating appropriate staff resources to ensure the success of the project. The project budget shall provide funds to back-fill positions assigned to the project. This funding will allow personnel to be dedicated to the project.
  - The County shall embrace financial accounting and personnel management best practices.
- Decisions related to project activities and system implementation shall be developed for the betterment of the entire County.
- Department needs shall be given adequate consideration in the development of project policies and activities.

- The Project Steering Committee commits to maintaining communication throughout the project
- The County's IT architecture & standards shall be followed
- Investments in Technology shall optimize capacity, efficiency, and Cost Efficiency.
- The County is committed to providing staff training to become proficient in their functions.

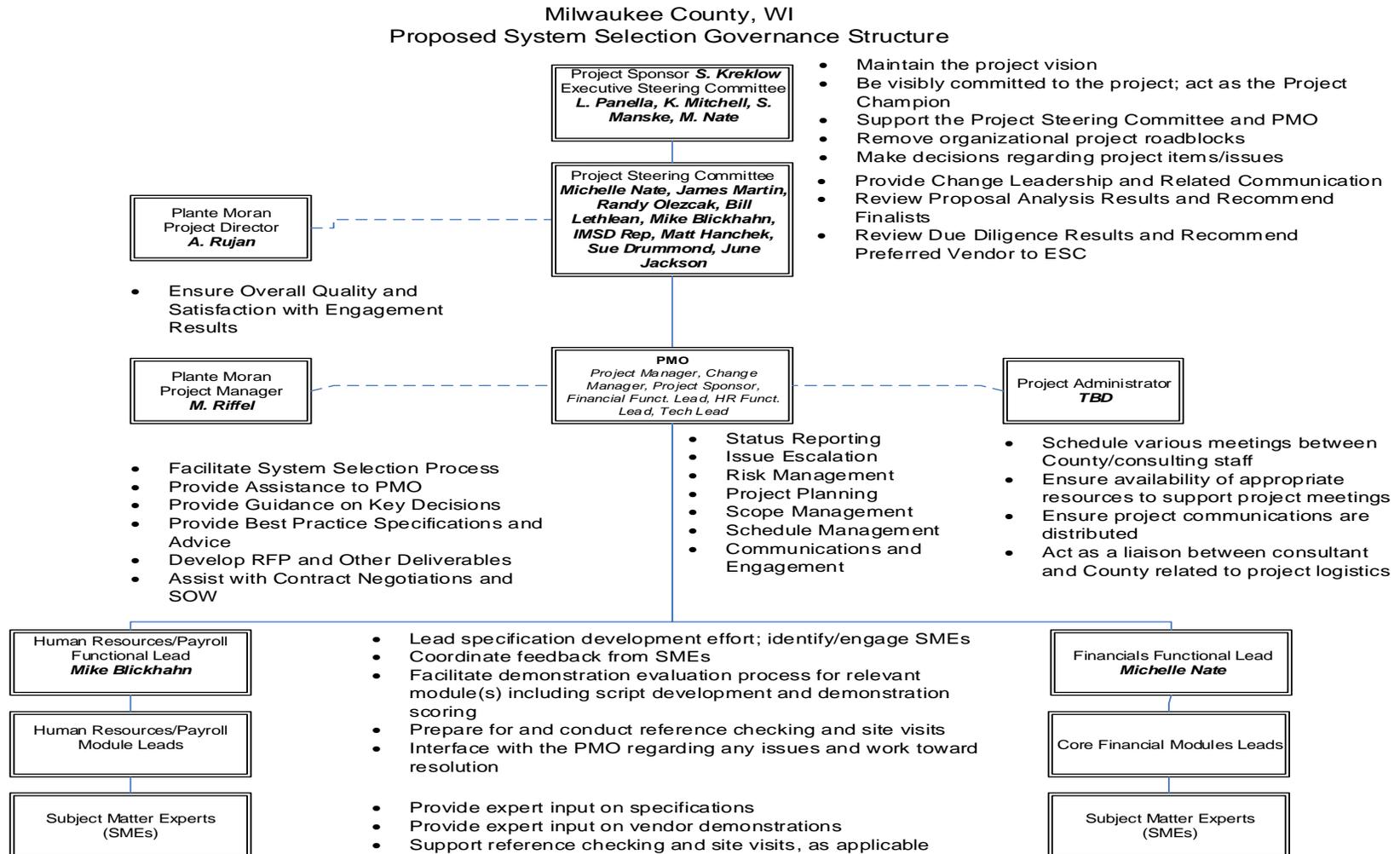
## Project Milestones & Timeline.

Milestone	Estimated Date(s)	Status/Comment
Approval of Phase Charter by ESC	5/9/2016	
Phase 2 Kick-Off	6/8/2016	
Distribution of Specifications to Module Teams	6/13/2016	
Validation of Specifications with Plante Moran	Week of 7/11/2016	
Finalize Specifications	No later than 7/18/2016	
Finalize RFP	8/2/2016	
Release RFP	8/5/2016	
Vendor Pre-Proposal Conference	8/17/2016	
Proposal Due Date	9/23/2016	
Vendor 'Shortlist' Meeting	11/3/2016	
Vendor Demonstrations	November-December 2016	
Due Diligence and Selection of Preferred Vendor	January 2017	
Contract Negotiations and SOW	January 2017	
Implementation Phase 'Kick-Off'	Spring 2017	

**Note:** Refer to Microsoft Project Schedule for more detailed information.

# Project Organization & Structure.

The following Project Governance Structure identifies the roles and responsibilities that will be deployed for the project. These roles are essential for the success of the project and are intended to define the project reporting structure and lines of authority for decision-making.



# Role Descriptions

## JOB TITLE

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Project Steering Committee Member

## JOB DESCRIPTION

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The project steering committee members will play a major role in determining the County's future ERP Vision. The committee's primary objectives are to ensure County requirements are accurately documented (and communicated), determine the vendors to invite at each stage of the evaluation process and to make a recommendation on a finalist to the Executive Steering Committee.

## RESPONSIBILITIES

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- Collaborate with the County SME's to ensure that all software functional needs have been identified and prioritized (musts, wants)
- Work with County staff in making decisions about the project
- Provide change leadership and related communication
- Make decisions regarding project issues
- Determine proposed vendor selection criteria and weightings
- Review and provide feedback on project deliverables
- Review and approve release of the RFP documents
- Review and provide feedback on vendor proposals
- Review proposal analysis results and recommend vendor 'shortlist'
- Attend vendor demonstrations
- Conduct reference checking and site visits
- Participate in other project-related meetings
- Solicit input from the Process Owners/SME's regarding the vendors' solutions
- Conduct scoring of finalist vendor solutions
- Review Due Diligence Results and identify preferred vendor
- Recommend preferred vendor solution to Executive Steering Committee

## TIMELINE

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<b>PHASE</b>	<b>TIMELINE</b>	<b>ACTIVITIES</b>	<b>INVOLVEMENT LEVEL</b>
PHASE 2 – SPECS AND RFP	MAY 2016 – JULY 2016	REVIEW SPECIFICATIONS FINALIZE SPECIFICATION	MODERATE
PHASE 3 – SYSTEM SELECTION	JULY 2016 – JANUARY 2017	RFP RELEASE SELECT FINALIST VENDORS	HIGH

		PARTICIPATE IN DEMOS RECOMMEND PREFERRED DEMO	
PHASE 4 - IMPLEMENTATION	SPRING 2017 -> TBD	IMPLEMENTATION OF SYSTEM	MODERATE

## JOB TITLE

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ERP Project Manager

## JOB DESCRIPTION

The person in this role must monitor and manage several "mini projects" over the life of the project. It is critical that the project manager be at the center of all project communications and activities so that she is current on the status of the project. All communications and questions about the project shall be directed to the project manager.

## RESPONSIBILITIES

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- Ensures that prompt and clear communications to County department staff is conducted
- Manages project milestones & activities
- Schedules various meetings between the consultant and County staff and other necessary project-related meetings
- Maintains the project calendar
- Ensures availability of appropriate resources to support project meetings
- Acts as a liaison between the outside consultant and the County related to various project logistics
- Ensures project communications are distributed
- Tabulates vendor demonstration evaluation sheets
- Manages the project budget
- Manages the project schedule and task completion
- Identifies and logs proposed project change orders
- Manages and directs project resources
- Follow-up on project tasks to ensure on-schedule completion
- Work with the process owners in communicating decisions that need to be brought to the Project Steering Committee for review and resolution
- Communicates project status, issues and risks to the appropriate stakeholders
- Documents and tracks to resolution project issues and decisions
- Escalates issues in a timely manner to the ESC as appropriate
- Oversee planning activities associated with project
- Ensure that project deliverables are reviewed by appropriate County staff
- Provide progress updates to ESC, Project Steering Committee and other interested stakeholders
- Act as the prime contact for the implementation of the selected solution:
  - Oversee planning activities associated with the project
  - Monitor and maintain the project plan to ensure its inclusiveness, accuracy and timeliness
  - Follow-up on project tasks to ensure on-schedule completion
  - Manage project milestones & activities
  - Assist in knocking down any walls that impede the teams from performing their tasks, including working to identify appropriate staff to participate in the project
  - Manage the project schedule and task completion
  - Ensure that project deliverables are reviewed and approved by appropriate County staff in a timely manner
  - Maintain and manage the overall project budget ensuring contract milestones have been satisfactorily met before disbursing payments from the project funds
  - Manage the resolution of project change orders

- Manage and direct project resources
- Participate in the resolution of contract compliance issues
- Work with the module leads and Project PMO in communicating decisions that need to be brought to the Executive Steering Committee for review and resolution
- Act as the primary project management interface to the vendor project team
- Document and track to resolution project issues and decisions that are noted at a project level
- Manage and track significant project risks
- Communicate project status, issues and risks to the appropriate stakeholders
- Manage the structure and content of the project facing project Intranet site that is visible to staff directly involved in the project

TIMELINE

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PHASE 3 – SYSTEM SELECTION	JULY 2016 – JANUARY 2017	RFP RELEASE SELECT FINALIST VENDORS PARTICIPATE IN DEMOS RECOMMEND PREFERRED DEMO	HIGH
PHASE 4 - IMPLEMENTATION	SPRING 2017 -> TBD	IMPLEMENTATION OF SYSTEM	HIGH

JOB TITLE

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ERP Project Administrator

JOB DESCRIPTION

The person in this role will provide administrative assistance to the project manager and other key project stakeholders. .

RESPONSIBILITIES

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- Schedule various meetings between County/consulting staff
- Ensure availability of appropriate resources to support project meetings
- Ensure project communications are distributed
- Act as a liaison between consultant and County related to project logistics
- Take minutes at meetings, such as:
  - Module Lead Meetings Led by Vendors
  - Executive Steering Committee Meetings
- Budget status tracking assistance
- Invoice review/approval overall management
- Perform other duties, as assigned

TIMELINE

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PHASE 4 - IMPLEMENTATION	SPRING 2017 -> TBD	IMPLEMENTATION OF SYSTEM	MODERATE

JOB TITLE

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ERP Project Functional Leads

JOB DESCRIPTION

With a focus on a specific overall functional area (Core Financials or HR/Payroll), the Functional Leads will work with the project manager to drive the process. Each of these resources must have very strong expertise in their assigned functional area and should possess strong organizational, analytical and communications skills, as well as the ability to meet deadlines and champion process improvement.

RESPONSIBILITIES

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- Manage the work of the module team leads that fall with their assigned functional areas
- Ensure County requirements are thorough and delivered on time as per the project schedule.
- Have accountability for engaging SME's in outlying departments
- Lead project staff in changing how business is currently performed to maximize the capabilities of the new application
- Become a County-wide "super user" following the implementation
- Participate in software vendor demonstrations
- Interface with the PMO regarding any issues and work toward resolution
- Lead implementation of assigned functional area including:
  - Provide information on County requirements, systems and side systems used
  - Recommend policy/process change to the Project Steering Committee
  - Have ownership and accountability for engaging outlying departments in discussions centered on current and proposed process changes
  - Challenge module leads to reevaluate how business is currently performed to maximize the capabilities of the ERP applications installed.
  - Drive process automation, including any recommended ordinance updates and employee communications planning.
  - Gain extensive knowledge of the ERP system functionality and decisions made during the project

TIMELINE

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PHASE 4 - IMPLEMENTATION	SPRING 2017 -> TBD	IMPLEMENTATION OF SYSTEM	HIGH
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JOB TITLE

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ERP Project Module Leads

JOB DESCRIPTION

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With a focus on a specific component (module) of the ERP system, the Module Leads work with the functional leads to drive the process. Each of these resources must have very strong expertise in their assigned module/functional area and should possess strong organizational, analytical and communications skills, as well as the ability to meet deadlines.

RESPONSIBILITIES

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- Provide information on current County processes
- Lead specification development effort; identify/engage SMEs for participation in spec review sessions
- **Coordinate feedback from SMEs**
- Develop an understanding of how a future ERP and associated processes might operate
- Identify and communicate potential procedural or policy changes that may require decisions related to implementation of a new financial system
- Review and approve module specifications
- Review and provide feedback on appropriate sections of vendor proposal responses
- Participate in vendor scripts development activities
- Participate in software vendor demonstrations
- **Facilitate demonstration evaluation process for relevant module(s) including script development and demonstration scoring**
- Provide feedback on demonstration and due diligence activities
- Prepare for and conduct reference checking and site visits
- Lead implementation of assigned module including:
  - Provide information on current County processes, systems and shadow systems used
  - Have ownership and accountability for engaging outlying departments in discussions centered on current and proposed process changes
  - Challenge project staff to reevaluate how business is currently performed to maximize the capabilities of the ERP applications installed.
  - Gain extensive knowledge of the ERP system functionality and decisions made during the project

TIMELINE

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PHASE 3 – SYSTEM SELECTION	JULY 2016 – JANUARY 2017	RFP RELEASE SELECT FINALIST VENDORS PARTICIPATE IN DEMOS RECOMMEND PREFERRED DEMO	MODERATE

PHASE 4 - IMPLEMENTATION	SPRING 2017 -> TBD	IMPLEMENTATION OF SYSTEM	HIGH
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