



MEMORANDUM
OFFICE OF THE
AUDITOR-CONTROLLER
COUNTY OF PLACER

TO: Board of Supervisors

FROM: Andrew C. Sisk, Auditor-Controller

DATE: September 27, 2016

SUBJECT: Enterprise Resource Planning Project Management – Leckey Consulting, Inc.

ACTION REQUESTED

Approve the award of a Consulting Services Agreement with Leckey Consulting, Inc. of Roseville, CA for professional services to support the implementation of a new Enterprise Resource Planning system to replace the existing Financial System, Performance Accounting System (PAS), and possibly the existing HR/Payroll System, Acorn, in the maximum amount not to exceed \$1,278,000 for the period of January 2, 2017 to December 31, 2019. Funding will be provided by the Countywide Systems Internal Service Fund in FY 2016-17, and will be included in subsequent annual budget requests throughout the duration of the contract.

Authorize the Purchasing Manager/County Executive Officer/Auditor-Controller to sign all required documents, subject to the review and approval of County Counsel and Risk Management.

BACKGROUND

The Auditor-Controller is the chief accounting officer for Placer County and oversees financial operations. The County utilizes the Performance Accounting System (PAS) to house financial data, record accounting transactions, load and maintain the budget, and generate financial reports including the CAFR. In addition to the County, many local school districts, special districts and cities as defined under Government Code also utilize the PAS system.

The PAS system was initially implemented in 1999 as an enterprise solution accessible by all County departments for submitting financial transactions, making inquiries and running reports in a real-time environment. The existing system is nearing the end of its useful life and no longer supports new hardware or software enhancements. As a result, support costs for maintaining the PAS legacy system have increased annually. Additionally, new business functionalities and reporting capabilities necessary to comply with federal and state regulatory or statutory requirements are often performed manually with non-standardized business tools.

In November 2011, your Board adopted the County's Information Technology Strategic Plan. The plan identified the PAS system as an enterprise initiative and provided direction to develop a Feasibility Study Report to determine the business requirements and costs for a replacement system. In FY 2015-16 Leckey Consulting, Inc. developed and presented the business case for evaluating the feasibility of replacing the County's financial and human resource/payroll system with an Enterprise Resource Planning (ERP) system.

The Auditor-Controller's Office enlisted the assistance of the Procurement Division to develop a Request for Proposal (RFP) for selection and procurement of a new ERP system. To assist with this initiative, the Auditor-Controller's Office also identified a need to partner with a consulting firm that has extensive public sector experience implementing ERP systems and providing project management support to public agencies in California. ...

On August 23, 2016, Leckey Consulting, Inc. provided the office with a consulting services proposal to assist with the implementation of a new ERP system. Leckey Consulting, Inc. has successfully supported 27 different ERP implementations to this point, focused primarily in the public sector with an emphasis in financial and administrative systems and operations (i.e., financial accounting, project accounting, procurement, human resources and payroll). Leckey Consulting, Inc. has worked with multiple software vendors and Integrators, all of which spoke highly of the ERP implementation services Mr. Leckey has provided; accordingly, he is well-versed in the best practices for ERP systems and the related business processes. Lastly, Mr. Leckey is both a Certified Public Accountant and a Certified Project Management Professional.

Staff reviewed the proposal and determined that it meets the County's requirements (see attached). Accordingly, the Auditor-Controller's Office negotiated a contract with Leckey Consulting, Inc. in the maximum amount of \$1,278,000. Purchasing Policy Manual Section 1.3(a) authorizes contracts for professional services without further competitive bidding.

Therefore, in order to proceed with the award of a Consulting Services Agreement with Leckey Consulting, Inc., your Board's approval is required.

FISCAL IMPACT

Funding for the resulting Consulting Services Agreement will be provided by the Countywide Systems Internal Service Fund and will be included in subsequent budget requests.

Attachment A – ERP Implementation Project Proposal

- cc: Andrew Sisk, Auditor-Controller
- Andy Heath, Assistant County Executive Officer
- Lori Walsh, Director of Human Resources
- Jerry Gamez, Director of Administrative Services

Placer County

ERP Implementation Project Project Management Proposal

August 23, 2016



Leckey Consulting, Inc.
State & Local Government Specialists



August 23, 2016

Brett Wood
Purchasing Manager
County of Placer
2970 Richardson Drive
Auburn, CA. 95603

Dear Mr. Wood:

Leckey Consulting, Inc. (Leckey Consulting) is pleased to submit this proposal to provide project management services to the County of Placer (County) for its Enterprise Resource Planning (ERP) implementation project. Steve Leckey is being proposed for the Project Manager (PM) position.

Although Leckey Consulting is incorporated, it is comprised of one management consultant, Steve Leckey, who specializes in representing clients in enterprise-wide technology projects. His primary focus is in the public sector with an emphasis in financial and administrative systems and operations (i.e., financial accounting, cost accounting, procurement, accounts payable, budget, grants, cash receipts, employee self-service, human resources, payroll, timekeeping, etc.). As a small company, Steve Leckey normally dedicates his time to one project at a time and is not distracted by other clients, marketing and/or management of other employees. To reinforce the personalized nature of Leckey Consulting's client focus, the remainder of this proposal will be written in the first person by Steve Leckey.

As will be discussed in more detail in my proposal, I am well qualified to serve as the project manager for the County's ERP project. In short, I have recent experience at the County where I completed an assessment of the County's current financial and HR/Payroll systems and I have been involved with 27 ERP projects in my career consisting of assessments of current systems, software selection, quality assurance services and/or as the PM for ERP implementations or upgrades. I am also a CPA, a certified Project Management Professional (PMP) and have about 25 years of combined consulting and public sector experience.

I look forward to your response to this proposal and hope to form a productive partnership with the County and its project team over the months to come. Should you have any questions please feel free to call me at (916) 802-9500.

Sincerely,

Steve Leckey, President



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1 Methodology

In this section, I define my proposed scope of project management (PM) services and the methodology I will use for meeting the objectives of the ERP project. Currently, the County is in the midst of a procurement process to select a software vendor to replace its PAS financial system and possibly its ACORN HR/Payroll system. Since the procurement is not done yet, the detailed PM scope, schedule and resources of the project are not known. Therefore, I had to make a number of assumptions on what the possible PM scope, duration and approach will be for the County. However, I believe it addresses the bulk of what most organizations need in PM services for ERP implementations.

If, after reviewing this section, the County would prefer to approach the project differently or change the scope of my services, I am always adaptable to different methodologies or service levels. It is not unusual for my proposed approach to change somewhat based on a client's budget, implementation preference or environment.

1.1 Scope of Project Management Services

My overall responsibility will be to serve as the County's PM for the ERP project. This means that I will represent the County's best interest in all matters affecting the design and configuration of the new ERP system, implementation strategies, business process changes and any proposed scope changes. My primary mission will be to ensure that County resources and the Integrator consultants are performing as planned and that all major objectives of the ERP project are met.

Scope is clearly defined in this proposal for the project management function. Wherever possible, tangible deliverables for project management activities are specified. However, due to the nature of project management some of the deliverables are intangible and, more importantly, will vary in degree and complexity. They will also be identified in this proposal. Measuring their completeness (and/or their necessity as the project progresses) will require professional judgment and flexibility by the County.

As the PM, I am not contemplating "solely" producing any substantive system and/or business process related deliverables (i.e., non-project management areas) of the project. That is the purpose of the County staff assigned to the project and/or the consultants from the Integrator. Notwithstanding my role for producing those types of deliverables, I will play a significant part in contributing to the development of certain ones. Hence, I will do as any good manager does and understand the resources available and their capabilities, know the constraints, assess the priorities, and direct the resources accordingly to meet the objectives. That includes inserting myself to assist with detailed analysis in situations where the core team (including the Integrator) is struggling and/or an issue is elevated to the ERP Steering Committee that warrants my perspective.



Examples of where I tend to help with some of the detailed work are for the following deliverables (and it varies on every project):

- Fit/Gap Analysis
- Detailed Configuration Design (for complex areas that need additional help)
- Business Process Design
- Change Management Activities
- Functional Requirements for Interfaces, Conversion and Reports
- Workflow Design
- Integration/UAT Test Plan
- Training Plan
- User Guides
- Training Materials

Again, the purpose of the above discussion is to make a distinction between what detailed analyst and/or business architect work I tend to assist with on projects (subject to available time) versus my project management responsibilities. I generally do not commit to completing any of the above specific deliverables as it is not a good use of my time to literally complete 100% of any of them, and it will take away from knowledge transfer and ownership of County project staff if I do too much of any particular deliverable.

For the implementation phase of the project, my project management services will include the following areas:

- Traditional Project Management**
 - Provide day-to-day project management, which includes the project team.
 - Provide hands-on assistance with detailed tasks as needed (as highlighted earlier).
 - Ensure that the County's responsibilities of the project are satisfactorily met.
 - Review all major deliverables produced by the County.
 - Monitor the project plan and schedule and make course corrections as necessary.
 - Manage issues and ensure that resolutions are finalized in a timely manner.



- Enforce project scope from start to finish.
- Ensure change management, training and communication are effective (and adjusted accordingly if goals are not met).
- Proactively manage risk.
- Review and recommend staffing changes to the Executive Technology Steering Committee.
- Foster a learning environment.
- Re-direct resources as capabilities and/or needs change.
- Track and communicate project budget/costs.
- Facilitate all ERP Steering Committee meetings.
- Provide a post implementation review.

❑ Contract Management

- Ensure that each vendor's contractual responsibilities of the project are satisfactorily met. This includes the software vendor, Integrator, etc.
- Act as a liaison between the project team and the software vendor and the Integrator from the beginning of project through project completion; coordinate problem identification and resolution activities.
- Review all major deliverables produced by the Integrator.
- Review and approve all software vendor and Integrator invoices.
- Review and recommend Integrator staffing changes to the Executive Technology Steering Committee.
- Manage proposed scope changes.

1.2 Approach and Work Plan

In this section, I provide the proposed work approach for my project management services. Where applicable, the project management methodology employed for these services (and future services) are based on principles embodied in the Project Management Body of Knowledge (PMBOK) recommended by the Project Management Institute.

There are nine bodies of knowledge described by the PMBOK. They are:

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communications Management
8. Project Risk management
9. Project Procurement Management

As with any methodology, expert judgment must be used in determining what aspects of the methodology should be employed. Most methodologies (including PMBOK) have a bias towards very large projects and, thus, have an inherent assumption that the project owner has the business justification (and the financial wherewithal) to invest significant resources in project management and control. That is not the case for the County. Therefore, I have tailored an approach for project management based on my understanding of the ERP initiative and my past system implementation experience. Although I have included descriptions of all tasks in this section, I expect to work closely with the County in revising and finalizing (as necessary) the work plan for these services.

Below is a description of the work approach for project management services. For each task, I provide a brief description of its purpose, the major points of the approach, the work product(s) produced and responsibilities for completing the task. Although the tasks are numbered sequentially (for ease of reference), many of them are not dependent tasks and some tasks are a continuous thread throughout the project.

1.2.1 PM Implementation Work Approach

This section includes a description of the major project management tasks and work products for the implementation phase of the ERP project.

Task 1: Project Management Plan Development

The Project Management Plan (PMP) is one of the critical deliverables created at the beginning of the project. It is a formal, approved document used to manage project execution. The PMP is a document - or collection of documents - that should be expected to change over time as more information becomes available about the project.

An outline of a typical PMP is shown below:

1. Validation of the project scope defined in the RFP which is under development now and will eventually part of the Integrator's contract.
2. Project plan and schedule.
3. Change management plan.
4. Communication plan.
5. Risk management plan with contingencies identified.
6. Project organization chart (key positions and names supplemented with narrative for roles and responsibilities), including process for staffing changes.
7. Focus Group definition and specific County names. At this point, it is assumed that Focus Groups will be used during the project to communicate progress of the project and to provide a vehicle for feedback from key County users for things such as system design, business process design, end user training plan, etc.
8. Description of the project management approach, to include at a minimum:
 - Status meetings and reporting (including budget monitoring).
 - Schedule and work management.
 - Issues management.
 - Deliverable review and acceptance process.
 - Change order process.
 - Project budget control.
 - Document and work paper management.

Generally, the Integrator will have the lead responsibility for creating the PMP deliverable, but certain components will be created jointly with County staff and the Integrator. For those areas, I will take the lead from the County's perspective on completing.

Work Product(s): They include:

- Assist Integrator with the PMP



Task 2: Project Control and Administration

This task is comprised of the following parts:

- ❑ **Schedule Management:** Every two weeks (at a minimum), I will review the schedule in the project plan with the Integrator's PM to determine if there are any critical path issues or areas of potential concern. This will be reported in the Status Report to the Steering Committee and discussed in our weekly project team meetings.
- ❑ **Project Budget Monitoring:** Once the project budget is established, it will need monitored. I will provide a summary recap of the budget to the County on a monthly basis with the following information: Budget, Encumbrances, Actuals, Remaining Budget, Possible Change orders and the Forecasted Budget To-Complete.
- ❑ **Invoice Approval:** I will review and recommend approval of all software vendor and Integrator invoices. The project sponsor should have the final approval before the invoices are sent to AP for payment processing.
- ❑ **Risk Management:** As part of the PMP in Task 1, a Risk Management Plan is developed. I will review it jointly with the Integrator's PM throughout the project to determine if it needs updated or if contingency plans should be invoked.
- ❑ **Steering Committee Status Reporting:** On a biweekly basis, I will prepare a summary status report to the ERP Steering Committee. It will contain the following information: Gantt chart of task progress, accomplishments from the last period, next steps, and open issues.
- ❑ **Project Team Status Meetings:** I recommend that weekly project team status meetings be held to review project status and to discuss other issues as they arise. It will be held jointly with the County and Integrator staff.
- ❑ **Project Library:** Document control will be a significant part of project administration. I will design a document management system that is sensible. It will include all significant supporting documentation, deliverables, and contract documents (including change orders, invoice payments, correspondence, etc.). All project documents and deliverables will be stored electronically in the Project Library maintained on the County's SharePoint system. I will stress (and enforce) to all team members the importance of proper document management and that it is not something done as a second thought. For example, trying to find configuration documentation, training materials (i.e., the master version), etc., one or two years after the project is complete should not require a County emergency. It should take someone five minutes to locate it, because they should be in the permanent Project Library stored on SharePoint, and not one someone's personal network drive.



Work Product(s): They include:

- Monthly Project Budget Updates.
- Risk Management Plan Updates (as necessary).
- Biweekly Project Status Reports.
- Weekly Team Status Meetings.
- Facilitated Steering Committee Meetings.
- Design and maintenance of the Project Library.

Task 3: Deliverables Management & Contractor Compensation

As with most controls, the preventative type normally yields the greatest value. Therefore, I will make a concerted effort for the Integrator to prepare deliverable outlines “prior” to any significant work being completed by the County or the Integrator. Wherever practical, the Integrator or I will present to the project team sample past deliverables to ensure that the objectives are being communicated. If this step is done correctly, it will save the project time and produce higher quality results.

Once draft deliverables are completed, there will be a quality control procedure in place (which will be part of the details contained in the Project Management Plan) to ensure a proper review and acceptance. This is equally applicable to deliverables produced by the County. I will review all critical deliverables and provide written comments to the County.

A formal deliverable acceptance form will then be signed by the project sponsor, the Integrator PM and me.

Finally, I will recommend to the County invoice payment to software vendors and the Integrator.

Work Product(s): They include:

- Review of all (critical and non-critical) deliverable outlines.
- Review of all critical deliverables.
- Recommend payment approval for the software vendor and Integrator invoices.
- Signed Deliverable Acceptance Forms.

Task 4: Human Resource Management

People will make this project a success. And more importantly, County management and staff will increase the benefits of the new ERP system through continuous learning and service delivery to departments and other County stakeholders. Human Resources (HR) has a few important dimensions on this project. They include:

- ❑ **Integrator's Consulting Staff:** Two activities are pertinent for overseeing the Integrator's consulting staff. First, I will communicate informally to the Integrator's project coordinators any performance issues with their staff in a proactive manner. This also includes disruptive or unproductive work styles and/or personalities. Occasionally, a highly qualified consultant will have an unpleasant style. Sometimes that can be managed without sacrificing the team. I will attempt to rectify these types of situations. If reasonable remedies are not effective for the vendor's staff, I will request that a staffing change is made. Procedures in the Project Management Plan will be followed.

Second, unanticipated vendor consulting staff turnover must be managed. On a long project like this one there is always a chance that a consultant will resign for other employment, experience health issues and/or retire. Similar to the above scenario, procedures in the Project Management Plan will be followed.

- ❑ **County Staff:** As with any project, the ERP project will be a learning and development opportunity for County staff. It can also be a negative experience for County personnel if not managed properly. Each person will have a certain experience set and innate ability to work on projects. Others will have to learn to work in groups and under pressure. I will commit to working with County management of the project to understand the abilities of each County staff person and determine their overall readiness for assuming responsibilities for certain aspects of the project. This will be revisited periodically on the project.

Part of this task will also include redirecting County resources as needs change on the project. This can be due to the unanticipated absence of a key person or simply others needing help on the project as their tasks and/or operational responsibilities are greater than anticipated.

It is assumed at this point that all County staff will have a certain level of competency and ability, and they will add value to the project. If they are not able to meet this requirement or improve in a reasonable amount of time, they will be asked to be removed from the project (similar to the vendor's staff). Prolonging significant performance problems of County staff can create morale problems and, in some cases, will cost the implementing organization more money (via increasing consulting fees for client tasks not completed on the critical path).



- ❑ **Team Building:** Team building comes in many forms. One of the most important forms is an intangible trait of project management (and other leadership of the project) to build a team culture that is instilled through behavior of team leadership. I will encourage such an environment.

More tangible team building activities will be planned (jointly for County and the Integrator). I will work with other leadership of the project to devise a plan that is appropriate for both the culture of the County and the Integrator.

Work Product(s): They include:

- ❑ Written Notification to the Integrator Concerning Staff Issues (if necessary).
- ❑ Written Notification to the County Concerning Staff Issues (if necessary).
- ❑ Coaching and directing County project staff with meeting the objectives of the project.
- ❑ Organize Team Building Activities (jointly for County/integrator).

Task 5: Scope Change Control

Various project management and contract techniques will mitigate the magnitude and impact of change orders. Development of the planned scope (via the RFP) and the Project Management Plan, for example, are two such techniques as it clearly defines scope and roles of all parties. Other project management activities on this project are planned that will lesson or prevent the impacts here (e.g., proactive planning of deliverables, continual assessment of vendor staff, communication with users through Focus Groups, etc.). However, very few projects are completed without some approved change orders.

A misconception of change orders by some organizations is that the software vendor and/or the Integrator always initiate them. Granted, many change order do originate from the Integrator, but they can also be the result of the client organization. The most common ones for organizations are resistance to changing business processes (and thus paying for modifications or designing elaborate work-arounds) and client personnel not completing their assigned tasks (e.g., report development, interface development, conversions, user guides, etc.) that eventually impact the project's critical path (and the vendor's ability to finish their work as scheduled).

In short, managing scope is complex and a necessary part of a large and complex project. It must be a shared responsibility of "all" project team members (including the Integrator) to ensure that all efforts (including managing expectations of departments) are made to run a fiscally responsible project and to meet the project charter objectives. When a change order is created (by either the County or Integrator), I will review it and make recommendations to the County. My recommendations will take into consideration the original objectives and scope of the project, and the merits of the business case. A formal change order will also be prepared requiring signature by the County project sponsor, the Integrator PM and me.

Finally, I will also recommend change orders for any significant scope changes even if there no new vendor costs involved. By following this policy on the project, it will be a solid method for communicating changes to the project sponsor and the Steering Committee.

Work Product(s): They include:

- Recommendations for Requested Change Orders (if applicable).
- Completion of a Change Orders (signed by all effected parties).

Task 6: Issue Management

I will develop an issue tracking system with the Integrator that is agreeable with the County. Numerous issues will be originated as part of each phase of the project. Most of them will only require review by the Integrator's PM, myself, the project sponsor and the impacted SMEs. However, certain issues that have a significant impact to the County and/or that cannot be resolved by the Integrator and I will be escalated to the ERP Steering Committee for immediate attention. I will ensure that these significant issues are well documented with practical alternatives and a recommendation. They will be emailed in advance to all parties to give them sufficient time to review prior to the meeting to discuss them. This preparation is essential in order to maintain the assumption of timely decision-making and to meet schedule deadlines.

As new issues are created or updated with a resolution, they will also be shared with the project team during weekly status meetings.

Work Product(s): They include:

- Issue Management System

Task 7: Change Management and Training

Change Management is comprised of three main components:

- Project Communication
- Change Management
- End User Education

I am assuming that the Integrator will have at least a half-time Change Manager assigned to the project and that the County will assign a full-time employee as a Change Manager. Combined they will be responsible for day-to-day management of this area. However, I will be responsible for overseeing it and assisting with some of the more significant issues facing the County.

I will ensure that all actions agreed to in the Change Management Plan (prepared earlier in the Project Management Plan) are completed. Since the ERP project will result in significant changes to some business processes, this activity could consume a fair amount of time.

Work Product(s): They include:

- Provide oversight of all Change Management areas.

Task 8: Ad Hoc Activities

As mentioned in the beginning of this proposal, I will insert myself to assist with detailed analysis in situations where the core project team is struggling and/or an issue is elevated to project management that warrants my perspective. I will also make myself available to complete some of the detailed project work where resources are not sufficient. At this point, it is not practical to specify those deliverables and/or my exact role in their creation. I will use my judgment during the project to determine where my time is of most value. However, when you check my client references they will confirm that I follow through with my commitment to help with the detailed work of the project.

Work Product(s): They include:

- Assistance as necessary.

Task 9: Post Implementation Review

At the conclusion of the project, I will complete a post implementation review of the ERP project results. It will include interviews with a representative sample of departments (both central and operating departments). The interviews will include a number of questions with both qualitative and quantitative answers. Wherever appropriate, the interviewees will be asked to elaborate on their answers. The following dimensions will be a focus of the interviews:

- Impact to business processes (i.e., better, worse, neutral, etc.).
- ERP ease of use.
- Quality of training.
- Quality of user procedures.
- Adequacy of involvement for their departments during the project.
- Adequacy of communication throughout the project.

Prior to starting the interviews, I will prepare a draft questionnaire and will review it with the project sponsor.

A similar set of interviews will also be conducted for a few of the core County project team members.

I will then evaluate the accomplishments of the project in relation to the objectives and scope detailed in the PMP and make a subjective conclusion as to whether they have been met or not.

Finally, I will include a section that addresses possible improvement opportunities for a subsequent phase.

Work Product(s): They include:

- Draft Post Implementation Review
- Final Post Implementation Review

2 Public Sector and ERP Experience

My qualifications for PM services include (see my resume in Appendix A for more details):

- I am a local resource who lives in Roseville.
- I have experience with the County. I recently complete the ERP Business Case analysis where I evaluated the current PAS and ACORN system and made recommendations for improvement. As a result, I am familiar with the County's management, operations and current accounting and HR/Payroll systems.
- A combined total of approximately 25 years of ERP consulting and public sector experience, and a majority of that experience is in the California local government arena.
- Focused in the public sector with an emphasis in financial and administrative systems and operations (i.e., financial accounting, project accounting, procurement, human resources, payroll, etc.). Most of my projects have involved the implementation of various ERP systems (e.g., PeopleSoft, SAP, Oracle E-Business, Lawson, SunGard ONESolution/IFAS, etc.). So, I am well versed in the best practices for ERP systems and the related business processes.
- I am both a CPA and a certified Project Management Professional.
- Successful implementations for “**all**” ERP projects that I have managed in his career. That is a track record met by very few in the consulting profession for which I am very proud to have accomplished.
- I have been involved with 27 ERP projects, many of which have included ERP implementations. Very few PMs have this many implementations on their resume.
- I have worked on a number of projects in my career involving multiple software vendors and Integrators.
- My skills as a business architect are valued by my clients as much as my project management skills. This is especially true for new implementations where the right mix of business process optimization, change management, efficiency and controls must be agreed upon.

3 Client References

Since I recently provided consulting services to the County – and references were part of the decision for hiring me on the last project – I am not providing references again in this proposal. However, if the County would like additional references I will provide them upon request.

4 Cost

My cost proposal is as follows:

- Hourly Rate:** \$205
- Cost for Three Years:** \$1,278,000
- Travel and Other Expenses:** Included in the above costs.

At the time of this proposal, it was unclear as to the duration of the ERP project as the RFP for selecting the software vendor and Integrator was not finished. Therefore, I have provided the County with costs for two and three year durations.

Assumptions for my cost proposal include the following:

1. The project will start no later than Tuesday, January 3, 2017 (January 2 is a holiday).
2. Services are proposed on a not-to-exceed amount of \$1,278,000. This includes all costs for services, supplies and any other administrative expenses.
3. I will be available if Leckey Consulting is awarded the contract (i.e., I will not have signed another client contract during the County's evaluation of my proposal).
4. I will work a minimum of 4-10 hour days per week. Onsite services will be provided on a four day work week schedule, normally Monday thru Thursday for one week and then Monday thru Wednesday the next week with working on Thursdays or Fridays remotely for the second week (which will continue on a rotational basis); when needed, I will be onsite the second Thursday or even on Fridays.
5. The not-to-exceed costs are based on 46 weeks in a year with productive time of 45 hours a week. Six weeks per year is assumed for vacation, holidays and sick days.
6. The County will have a project sponsor for the ERP project who will ensure that timely decisions are made and adequate County resources are assigned to the project.
7. A moderate amount of business process reengineering will occur that is either necessary to adapt the new ERP solution to the County's operations or certain functions will have options where the County may chose an option that requires the redesign of its processes.



8. Adequate County and Integrator resources are available to implement the various functions envisioned for the project within the timeframe agreed to in the final Integrator's contract. This includes a full-time PM from the Integrator awarded the implementation contract.
9. The bulk of County project staffing resources will be full-time with a backfill plan in place at the start of the project.
10. A separate project facility will be available for the County and Integrator staff to work on the project through the go-live date and the following stabilization period.
11. If the implementation project schedule is extended for any reason, my not-to-exceed contract amount will be increased accordingly.
12. If my contract is terminated for any reason prior to the end of the three year term, the County must give me at least 60 days advanced notice.
13. For administrative ease, my project management services will be billed in arrears on a monthly basis. Billing for my services will start January 3, 2017 regardless of whether the County has all of its internal resources allocated to the project or if the vendor resources are in place. If I start and not all resources are in place, I will work with the Sponsor to determine what is the best use of my time during the preliminary planning phase (e.g., help finalize vendor contracts, lease agreements, developing change management strategies with the new Business Process Analyst personnel, etc.).
14. The County will make its best efforts to submit my contract to the Board of Supervisors for approval no later than September 27, 2016,

This proposal is valid for 60 days from the date of issuance, unless it is mutually agreed to by both Leckey Consulting and the County to extend it beyond the 60 day period.

Appendix A
Resume for Steve Leckey



STEVEN A. LECKEY, PMP, CPA
LECKEY CONSULTING, INC.
(916) 802-9500 sleckey@leckeyconsulting.com

CONSULTING SERVICES

Steve's primary focus is in the public sector with an emphasis in financial and administrative systems and operations (i.e., financial accounting, project/cost accounting, procurement, budgetary, billing, grants, preventative maintenance, employee self-service, human resources, payroll, etc.), reengineering of business practices, and e-Government applications. Services offered include project and/or change management (and/or a team lead role) in the following areas:

- Project Management for System Implementations
- Quality Assurance for System Implementations
- Change Management Arena (i.e., executive alignment, organizational impact analysis, job design, communication, issue resolution for business process design and impacts, training management, knowledge transfer management, etc.)
- Business Process Optimization
- Strategic Information Systems Planning
- Business Case Development for Process and/or Technology Projects
- Software Vendor Selection (i.e., requirements, RFP preparation, evaluation, etc.)
- Operational Performance Reviews

RELEVANT EXPERIENCE

Steve's ability to comprehend the functional and technical issues, to communicate with senior management, to resolve conflicts that arise and to determine the optimal approach for the enterprise are some of his greatest contributions to any implementation project (operations and/or technology related). As summarized below in his project experiences, Steve has had a balance of process and technology related work. He prides himself on optimizing the client's organization and operations whether it is solely through policy or process work, or through the implementation of a new technology. Steve's 25 years experience in the public sector and consulting profession is part of the value he brings to a project, which leads to recommendations of meaningful best practices and in earning creditability from his clients.



Prior to starting his own consulting firm, Steve has held management consulting positions at two other firms. Both are briefly discussed below.

- *Deloitte Consulting* – Senior Manager in the public sector practice (total of 11 years). He was responsible for marketing and delivery of complex large projects for state and local governments. Emphasis was on financial systems, operations, and/or e-government applications. Previous to that point, he provided similar services to the local government middle market in the western region.
- *Solbourne Consulting* – Director of the Oracle Public Sector ERP Practice (total of 2 years). He was responsible for the national public sector practice, including client management, selling and marketing, practice and vendor relations. His service line successfully implemented ERP systems for over 14 clients while under his direction.

Steve has had a wide array of project experiences in the public sector. These qualifications are discussed in the remainder of this section by major service category.

Enterprise Resource Planning Systems and Operations (ERP)

Project manager and lead analyst on numerous projects involving SAP, PeopleSoft, Oracle Applications, Lawson and other mid-market ERP vendors (e.g., SunGard, CAMS, Budgeting Technology, etc.). Responsibilities included assessment of existing financial management system, including establishing a cost baseline of the existing system, defining financial, accounting and HRMS requirements and identifying business reengineering opportunities. Subsequently, certain projects included selection and implementation of fully integrated ERP systems. Modules typically included General Ledger; Accounts Payable; Purchasing; Budgeting; Project and Grant Accounting; Accounts Receivable; Cash Receipts; Fixed Assets; Inventory; Utility Billing; Payroll; Employee Self-Service; and Human Resources.

- **Sonoma County (PeopleSoft/Hyperion)**
- **San Mateo county (IFAS Original Implementation)**
- **City of San Jose (PeopleSoft/Hyperion)**
- **City of Carlsbad (IFAS 7i Upgrade)**
- **City of Carlsbad (Lawson)**
- **City of Aurora (IFAS Implementation)**
- **County of San Mateo (IFAS 7i Upgrade)**
- **California State University, Sacramento (IFAS Process Review)**
- **City of Simi Valley (SAP)**
- **Washoe City (SAP)**
- **County of San Mateo (ePayment Pilot)**
- **DeKalb City (Oracle Applications)**
- **Caltrans (Hansen & PeopleSoft)**
- **Detroit Public Schools (PeopleSoft)**
- **County of Shasta (IFAS 7i Upgrade)**
- **California State Lottery**
- **EdFund (Oracle Applications)**
- **State of Oregon**
- **City of Detroit (Oracle Applications)**
- **Stanislaus City (Oracle Applications & PeopleSoft)**
- **City of North Las Vegas (Oracle Applications)**
- **County of Santa Clara**
- **City of West Hollywood**
- **Larimer City, CO (Oracle Applications)**
- **City of Los Angeles**
- **City of Chandler (Oracle Applications)**
- **City of Burbank (Oracle ERP)**



Business Intelligence and Data Warehousing Solutions

Scope of these projects include the design and development of a data warehouse (populated from key transactional systems of the organization) with subject areas created that are tailored to management's needs. In addition to creating a new web-based ad hoc and reporting environment, business intelligence (BI) technologies are typically implemented to expand the usefulness of the information in the data warehouse. BI technologies generally implemented include portals, dashboards, key performance indicators and automated alerts.

- **California Department of Insurance**

Procurement Development

Prepared requirements, business case, and RFPs for comprehensive financial management, payroll/human resource, and/or tax systems. Major component of project included development of system requirements for multiple applications and the associated business case. Also, for most projects we were commissioned to evaluate and score all software vendor proposals, assist with vendor contract negotiations, and begin implementation planning activities.

- **City of San Jose**
- **Washoe County**
- **California Employment Development Department**
- **California Department of Real Estate**
- **City of Los Angeles**
- **Placer County Water Agency**
- **City of North Las Vegas**
- **County of San Mateo**

Project Oversight Services

Scope of these services range from traditional quality assurance, PMO, to a hybrid of QA and project management oversight and coordination. All projects involved overseeing significant projects in a complex environment with multiple integrators and stakeholders. Although the detailed scope, methods, skills required of our team, and the tools and techniques were different for each project, the main goals were the same: to mitigate risk by being proactive and to optimize our clients' investment in the project.

- **California Department of Real Estate**
- **City of Detroit**
- **Orange County Water District (JD Edwards)**
- **City of Los Angeles, Rail Construction Oversight**
- **County of San Mateo**

Strategic Information Systems Plan (SISP)

As project manager on several engagements, conducted workshops to identify issues, developed function and data models, conducted survey of similar cities, prepared inventory and assessment of current hardware and software applications, determined strategic directions, identified and prioritized projects. Recommendations for technology management; communications; computer equipment; and applications were made. Typically, scope included organizational analysis and restructuring of information systems groups within agencies.

- **City of Reno**
- **City of North Las Vegas**



Performance and Operations Review

Scope of these projects included independent diagnostic-based review of organization, its functions and programs. We verified and validated facts and situations, as well as source of problems. Engagements resulted in realistic, defensible recommendations to increase efficiency and effectiveness, as well as improve performance.

- **County of San Benito**
- **California Employment Development Department**
- **California State University, Chico**
- **UC, San Francisco, Facilities Maintenance Department**
- **California Bureau of State Audits**
- **California Department of Health Services**
- **County of San Mateo**
- **Washoe County**

EDUCATION

- Bachelor of Science, Business Administration, California State University, Sacramento