

**OFFICE OF THE COUNTY ADMINISTRATOR**

600 West Fourth Street  
Davenport, Iowa 52801-1003

Office: (563) 326-8702  
Fax: (563) 328-3285  
www.scottcountyiowa.com



January 22, 2013

TO: Board of Supervisors

FROM: Dee F. Bruemmer  
County Administrator

SUBJECT: BerryDunn contract amendment for project oversight services for ERP

Attached is the contract amendment for project oversight services for the implementation of the County's ERP system with BerryDunn. Our consultant BerryDunn has provided consulting services to the County over the last three years starting with IT Master Plan. We have used their services in the development of the RFP for ERP system and in the bidding and selection process. It has been our intention to use their services throughout the implementation process to keep clear and effective controls on the project and the deliverables.

We have negotiated an 18 month work plan with BerryDunn that aligns with the implementation of the ERP system. The work includes assessing the plan and communicating with all of the participants on the status of the project throughout the implementation period. BerryDunn will assess the risks and issues that occur during implementation and help us develop the solutions. They will act on our behalf to assess the deliverables and the training to make sure that New World System is providing the software and support that they represented in their contract. BerryDunn will provide oversight and assessment of the testing activities and recommend modifications to increase the likelihood of success. Finally they will help us during the go live portions of the implementation to better address any shortcomings that emerge for the changeover.

The contract includes 858 hours over the 18 month implementation period for a contract amount of \$180,270. This contract amendment has been anticipated and budgeted in the overall project.

In addition to BerryDunn, David Farmer will be the overall project manager for the implementation. Helping him will be Chris Berge and Stephanie Macuga as

ERP analysts. A majority of their current job tasks will be set aside to aid in the implementation of the project. Both will receive step up pay during the 18 months. In order to continue the Board's work Renee Luze-Johnson will be filling in for Chris and her receptionist duties will be taken over by the scanning staff positions. These changes in pay total under \$10,000 for the 18 months. The staffing changes will aid the project and assist other departments during the implementation. The executive staff committee structure that has been in place during the selection will continue in overseeing the direction of the project and in working with BerryDunn. Those members include the County Administrator, staff from the Auditor and Treasurer departments, the Human Resource Director, IT Director, FSS Director and Budget Manager.

Enclosure

January 22, 2013

Ms. Dee F. Bruemmer,  
County Administrator  
Scott County Administrative Center  
600 West Fourth Street  
Davenport, Iowa 52801-1003 (sent via email)

Dear Dee:

Thank you for providing Berry, Dunn, McNeil & Parker (BerryDunn) with the opportunity to provide additional consulting services to Scott County (County) during the implementation of its recently selected Enterprise Resource Planning (ERP) System. In this letter, we have described our understanding of the County's needs, and have outlined our proposed approach for addressing these needs.

## **PROJECT OVERSIGHT SERVICES**

### **Statement of Understanding**

Scott County has requested assistance from BerryDunn during the implementation phase for its ERP system project. The following paragraphs provide a high-level description of BerryDunn's approach for project oversight, along with our deliverables and proposed fees.

Over the following pages, we have provided detailed descriptions of the services and deliverables for Project Oversight.

### **Project Oversight Services**

BerryDunn's project oversight services are based on the assumption that we are providing high-level oversight throughout the implementation to monitor project progress, assist the County in identifying risks and issues, and provide recommendations to mitigate risks and keep the implementation on track. The approach to providing our oversight services includes monitoring the integration of other third party systems that will interface to the New World System product, including but not limited to, Novatime. Our approach assumes that the County will provide hands-on project management of day-to-day activities.

The following paragraphs describe the ongoing core project oversight services and the deliverables we will provide:

- **Initial Project Planning** – BerryDunn will develop a Project Plan that describes the project oversight approach and internal project controls we will utilize throughout the implementation. This document will identify BerryDunn deliverables, outline BerryDunn's schedule and project activities, and describe our approach to managing resources, scope, schedule, communication, risk, change, and quality during the project. We will provide a draft of the Project Plan for the County's review and approval.

- **Project Oversight** – Throughout the implementation, BerryDunn will provide a combination of onsite and offsite oversight activities, including participation in project meetings with the County and the implementation vendor, reviews of status reports submitted by the implementation vendor, observation of implementation activities, and participation in other meetings and implementation activities to assist in the monitoring of progress made towards risks, and issues. Over the course of the implementation, there will be some weeks when implementation activities are minimal and will not require participation from BerryDunn, while other weeks will require increased oversight. We will work collaboratively with the County to determine our onsite and offsite times and specific oversight activities BerryDunn will provide to address project needs.
- **Monthly Status Reports** – We will provide a Monthly Status Report that describes the activities BerryDunn performed during the reporting period, planned BerryDunn activities for the next reporting period, risks and issues identified during the month, and recommendations for addressing known risks and issues. Additionally, the Status Report will outline the activities/mitigation techniques being used by the County and the implementation vendor to resolve previously identified risks and issues that are still being monitored by our team. The status report and monitoring activities will also include progress, risks, and issues related to the integration of other County systems into NWS, including but not limited to, Novatime. *Note: we will communicate risks and issues to the County’s Project Manager as they arise, rather than waiting until the submission of the Monthly Status Report to alert the County of risks and issues. In doing so, the implementation vendor and the County are able to make progress toward the resolution of the issue, which can be documented in the Monthly Status Report.*
- **Weekly Project Management Meetings** – In addition to our planned onsite and offsite activities, we will meet with the Project Managers from the County and the implementation vendor once a week to facilitate strategy and mitigation approaches for project risks and issues. During this meeting we will review the vendor’s status report and discuss progress made against risks and issues.

In addition to our ongoing oversight activities, there are components and phases during ERP system implementations that carry greater risk and therefore benefit from a greater level of project oversight. Accordingly, we will perform the following oversight activities in addition to the ongoing activities described above:

- **Review of Implementation Vendor Deliverables (5)** –We will review the deliverable and provide a written summary of our findings for the County’s Project Management team. We will prioritize our findings into one of three types: Red (show stopper findings that, from our perspective, should be corrected prior to the County formally accepting the deliverable as complete); Yellow (important finding to be addressed, but should not prevent acceptance of the deliverable); and Green (findings typically related to grammar, spelling, and format). We have planned to review five vendor deliverables and will work with the County project team to identify the specific deliverables to be reviewed.
- **Oversight of User Acceptance Testing (UAT)** – We will provide dedicated oversight time for UAT testing, including reviewing the implementation vendor’s test plan and scripts, providing written feedback to the County, conducting onsite assessments of the testing activities, and providing recommendations to the County and implementation vendor for modifications to the testing process as appropriate. We have planned for 10 days of UAT oversight assistance.
- **Oversight of Training Activities** – We will provide dedicated oversight time associated with the implementation vendor’s training activities, including reviewing the training plan and training materials, conducting random spot checks of the training activities, providing recommendations for

modifications to the training delivery, and providing feedback on training documentation. Our approach is to identify issues associated with training early in the process so that they can be corrected either before training begins or before large numbers of County personnel have undergone training. We have planned for 8 days of training oversight assistance.

- **Go-Live Readiness Assessments** – We will conduct two readiness assessments to provide the County with an independent recommendation as to whether the system is ready to go live for a specific phase or set of modules (typically Financials and Payroll/Human Resources phases). As part of the assessments, we will identify risks and provide specific recommendations for action items that must be completed in order to go live, as well as other considerations for the County and implementation vendor to address during or shortly after the transition to live operation of the system.

Table 1 summarizes the deliverables BerryDunn will provide as part of the project oversight activities for the County’s ERP system implementation.

**Table 1: BerryDunn Project Oversight Deliverables**

Deliverable	Description
D1. Oversight Project Plan	The Oversight Project Plan will describe the project oversight methodology and internal project controls we will utilize throughout the implementation, identifies BerryDunn deliverables, outlines the planned BerryDunn schedule and project activities, and describes our approach for managing resources, scope, schedule, communication, risk, change, and quality. As part of this deliverable we will also participate in the vendor’s initial project planning workshops and review initial planning material.
D2. Monthly Status Reports	The Monthly Status Reports will describe the activities that BerryDunn performed during the previous reporting period, planned activities for the upcoming reporting period, BerryDunn’s planned onsite time, risks and issues associated with the implementation, and recommendations for addressing risks and issues. BerryDunn will provide 18 Project Status Reports. Reports will be provided on a monthly basis.
D3. Weekly Project Management Meetings	These meetings will involve the Project Managers from BerryDunn, the County, and the implementation vendor to facilitate strategy and approaches to mitigating issues and risks. BerryDunn will provide 4 hours of assistance each week over the course of the 18 month implementation for a total of 312 hours (78 weeks * 4 hours per week).
D4. Review of Implementation Vendor Deliverables	BerryDunn will provide a written assessment of five implementation vendor deliverables, determined in agreement with the County. These reports will provide prioritized findings for the County to address with the implementation vendor prior to approving the deliverable. The review of workflow configuration and guidance will be provided as part of this deliverable.
D5. User Acceptance Testing (UAT) Oversight	BerryDunn will provide ten days of UAT oversight, including review of the vendor’s test plan and scripts, onsite assessment of testing activities, and recommendations for modifications to increase the likelihood of success.
D6. Training	BerryDunn will provide eight days of training oversight, including reviewing the

<b>Deliverable</b>	<b>Description</b>
Oversight	training plan and training materials, conducting random spot checks of the training activities, providing recommendations for modifications to the training delivery, and providing feedback on training documentation.
D7. Go-Live Readiness Assessments	BerryDunn will conduct readiness assessments to identify risks that must be addressed in order to go live, as well as other considerations and recommendations for the County and implementation vendor to address during or shortly after the transition to live operation of the system.

### **County Roles and Responsibilities**

With BerryDunn serving in the role of project oversight, our expectation for the County’s involvement is as follows:

- Provide an individual that serves in the role of Project Manager, overseeing the day-to-day implementation activities.
- Review and approve BerryDunn and implementation vendor deliverables. Work with the implementation vendor to address deficiencies in deliverables and implementation activities prior to approval.
- Proactively identify risks, issues and watchlist items and develop mitigation strategies.
- Lead the development and updating of the Project Work Plan, Communication Plan, Budget, and Project Implementation Plan.
- Participate in project management meetings with BerryDunn and the implementation vendor on a weekly basis and collaborate in developing the agenda and key discussion points.
- Lead the County’s stakeholder communication efforts.
- Lead testing activities and work with the implementation vendor to address issues throughout testing.
- Lead training activities and work with the implementation vendor to address issues prior to the start of training and throughout training.
- Collaborate with BerryDunn in developing go-live readiness assessment checklists; review and approve the Go-Live Readiness Assessment Reports; and work with the implementation vendor to address issues prior to go-live.

### **Project Staffing, Timing, and Costs**

BerryDunn will assign the same team members who have been working with the County in BerryDunn’s previous projects to the roles associated with the ERP system project oversight. Chad Snow will serve as Engagement Manager and Seth Hedstrom will serve as BerryDunn’s Project Manager. We are available to begin this work as soon as the County approves this change request.

BerryDunn’s proposed fees have been provided in the below table. As before, BerryDunn will not charge for time spent traveling, so these costs are reflective only of the time BerryDunn team members will be working on the County’s project. Travel expenses will be billed as incurred.

The project fees presented assumes 18 months of oversight assistance. The County will be invoiced monthly for progress against each deliverable.

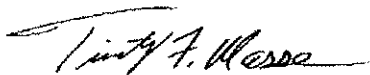
**Overview of Proposed Costs**

<b>Deliverable</b>	<b>Hours</b>	<b>Cost*</b>
D1. Project Plan and Schedule and Initial Project Planning	28	\$6,530
D2. Monthly Status Reports – 18	180	\$36,090
D3. Weekly PM Meetings – 4 Hours Per Week (78 weeks)	312	\$65,520
D4. Review Vendor Deliverables – 5	40	\$8,400
D5. User Acceptance Testing Oversight - 10 Days	92	\$19,780
D6. Training Oversight - 8 Days	74	\$15,770
D7. Go-Live Readiness Assessments (Two)	132	\$28,180
<b>Project Totals*</b>	<b>858</b>	<b>\$180,270</b>
Travel expenses billed as incurred.		

It is anticipated that BerryDunn will participate onsite at the New World Kickoff Meeting, during User Acceptance Testing, Training Assistance, Go-Live Readiness Assessments and at other times as agreed to by the County and BerryDunn.

We would enjoy the opportunity to continue our work with the County. Should you have any questions, please do not hesitate to contact us at 207-541-2294 (Chad).

Sincerely,



Timothy F. Masse  
Principal

Sincerely,



Chad Snow  
Senior Manager

\_\_\_\_\_  
Accepted by

Scott County

\_\_\_\_\_  
Date





THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
THAT THIS RESOLUTION HAS BEEN FORMALLY  
APPROVED BY THE BOARD OF SUPERVISORS ON  
\_\_\_\_\_  
DATE  
\_\_\_\_\_  
SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

January 31, 2013

APPROVAL OF ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM CONTRACT  
AMENDMENT WITH BERRYDUNN

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

- Section 1. That the contract amendment with BerryDunn for the Enterprise Resource Planning (ERP) System in the amount of \$180,270 plus reimbursable expenses is hereby approved.
- Section 2. This resolution shall take effect immediately.