Council Meeting Date: October 30, 2017 **Agenda Item:** 7(c)

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Authorize the City Manager to Execute Contracts with Superion LLC in an Amount up to $700,000 for the Licensing and Professional Services of the Financial and Human Resource Software System Implementation
DEPARTMENT:	Administrative Services Division
PRESENTED BY:	John Frey, IT Project Manager
ACTION:	____ Ordinance ____ Resolution __X__ Motion ____ Discussion ____ Public Hearing

PROBLEM/ISSUE STATEMENT:
The City's current financial and human resources software system is aging and needs to be upgraded. The system is currently built on legacy technology, and vendor support for the system will be discontinued in the future. The need to maintain this system and integrate it with other City systems, including the recreation, permit, asset management, and utility billing software systems, is critical, which requires that a new system be implemented. This project was planned as the final major system implementation as part of the City's Strategic Technology Plan.

This year, the City selected the Superion ONESolution software package through a rigorous RFP process to replace the current system. Tonight's authorization would allow the City Manager to enter into contracts with Superion to move this software implementation project forward.

RESOURCE/FINANCIAL IMPACT:
Estimates for the licensing and scope of work for the professional services does not exceed $700,000. The funding for this contract was appropriated in the 2017 budget as part of the Finance and Human Resources System Replacement project.

RECOMMENDATION

Staff recommends that the City Council authorize the City Manager to execute contracts with Superion LLC in an amount not to exceed $700,000 for licensing and professional services of the Financial and Human Resource Software System Implementation.

Approved By: City Manager ***DT*** City Attorney ***MK***

BACKGROUND

The City's current Financial and Human Resources System is aging and the risks associated with the continued operation of the system is increasing. The system is currently built on legacy technology, and vendor support for the system will be discontinued in the future. The need to maintain this system and integrate it with other City systems, including the recreation, permit, asset management, and utility billing software systems, is critical, which requires that a new system be implemented. The replacement of the Financial and Human Resources System was identified as a critical priority in the City's Strategic Technology Plan and was funded in the 2017 Budget.

DISCUSSION

In 2016, the City selected Superion ONESolution through a rigorous RFP process facilitated by consultant Berry Dunn and Associates. Superion ONESolution provides enhancements and new features that will lead to significant process improvements, including workflow automation, contract management, grant management, online timecards, procurement card transaction processing, fixed assets, position control, personnel action forms, improved user interface, advanced reporting, and data analytics.

The City has selected Superion ONESolution for several reason, including:

- ONESolution includes new modules and features that will be leveraged for increased efficiencies and improved data analysis;
- The familiarity with the platform will allow staff to focus their efforts on workflow automation and other process improvements rather than on configuration and training on a completely new system;
- All financial transaction history will be migrated;
- Of the two viable options evaluated, Superion ONESolution was the most cost effective at nearly half the price of the other option; and
- Cost estimates for implementing Superion ONESolution are within the budget appropriation approved by Council.

Superion is the developer of ONESolution and is experienced at implementing their system. Superion also has extensive experience in Washington State, including with Department of Retirement Services reporting requirements.

Superion ONESolution Contract Model

The implementation of Superion ONESolution will involve at least two contracts: a licensing and maintenance contract and a professional services contract that are estimated to total approximately $500,000.

The licensing contract includes the new modules for contract management, procurement cards, and personnel action forms. The professional services contract includes training and consulting services to implement workflow automation and advanced reporting, in addition to the installation and configuration of the system. The Scope of Work for the Superion Contract is attached to this staff report as Attachment A.

Staff anticipates that desired process improvements may require additional modules or third party licensing and professional services that will be more fully defined during the implementation. The balance of contractual authority approved by Council would be reserved for this purpose.

ALTERNATIVES ANALYSIS

Alternative 1: Approve the execution of contracts with Superion LLC (*Recommended*)
Council could authorize the City Manager to execute contracts with Superion LLC not to exceed the amount of $700,000. If this alternative is selected, the following is noted:

- The system will be implemented in 2018.
- The total cost of the licensing and implementation will be less than the amount appropriated in the 2017 budget.
- Workflow automation will reduce manual and paper processes significantly, gaining efficiencies.
- Improved reporting and data analysis tools will increase the efficiency of the annual financial statement and budget report.
- A modern system will provide increased stability and reduced vulnerability to critical failures and security risks.

Alternative 2: Implement with a different integration partner
Council could engage a third party integration partner to assist with the software implementation project. If this alternative is selected, the following is noted:

- The implementation schedule will be delayed.
- The cost of the professional services of approximately $375,000 may or may not decrease.
- The cost of software licensing of approximately $125,000 will remain the same.

Alternative 3: Continue with the current system
Council could do nothing and continue with the current system. If this alternative is selected, the following is noted:

- The version of the current software is nearing the end of its lifecycle and the vendor will eventually discontinue support for it.
- Anticipated process improvements will be delayed or abandoned.
- The aging infrastructure will become increasingly fragile and the risk of a critical system failure will increase.
- Underlying infrastructure, such as the operating system and database, will not be able to be updated. Eventually the infrastructure vendors will stop support and security patches.
- The cost for this project can be re-allocated to another project.

RESOURCE/FINANCIAL IMPACT:
Estimates for the licensing and scope of work for the professional services does not exceed $700,000. The funding for this contract was appropriated in the 2017 budget as part of the Finance and Human Resources System Replacement project.

RECOMMENDATION

Staff recommends that the City Council pre-authorize the City Manager to execute contracts with Superion LLC in an amount not to exceed $700,000 for licensing and professional services of the Financial/Human Resource Software System Implementation.

ATTACHMENTS

Attachment A: Superion Scope of Work

17. SCOPE OF WORK

Scope of Work

Introduction: This document is the Scope of Work (SOW) for the implementation of Services only with respect to the Solution software expressly identified in the Order (the "Agreement"). This SOW is incorporated into the Agreement. The SOW is intended to be a planning and control document, not the detailed requirements or design of the solution.

Timeline Superion has included the following high level timeline estimates. The full project plan and schedule will be developed in the first 45 days of the project and these timelines and estimates may be adjusted.

Key Task/Milestone	Assumptions/Description:	Date
Project Kick Off	Kick off and Planning Meeting	Nov/Dec 2017
Project Work Plan/Schedule	Build project schedule in first 45 days	Dec 2017 -Jan 2018
Initial Installation and Data Migration	Initial install of ONESolution and Migration of IFAS Data	Dec 2017 -Jan 2018
Upgrade to latest software - HTML 5 Version	This is a planned upgrade to latest release of ONESolution which will be a purely responsive design user interface	Dec 2017/ January 2018
ONESolution Upgrade & New Module Consulting/Configuration	Consulting, Config, Set up and Initial testing	Feb/March 2018
Implement BPR Recommendations	Superion and Customer to implement any BPR recommendations the City chooses to enact	Feb-April 2018
Power/Core User Training	Training on all new features and modules for core users.	April/May 2018
Initial Testing	Superion and Customer Core users to do initial testing	May/June 2018
WorkFlow and Report Development	Development of Workflow and Reporting - This will be ongoing tasks over multiple months	April-Sept 2018
Mock Data Migration	Second Data Migration- Step to bring over updated IFAS production data	June/July 2018
Continued Consulting, Training	Consulting, Training, and Final Testing to take place	Aug/Sept 2018
Final User Testing	Final user verification testing	Sept 2018
Final Cutover Go Live plan	This plan defines all the tasks, resources, and dates for final cutover and go live on ONESolution	Aug/Sept 2018
Train End Users	End User Training takes place	Sept 2018
Final Data Migration and Go live	Move over final data and go live	Oct 2018
Post Live Support	Superion support in first 30/60 days after go live	Oct/Nov 2018

Assumptions: 1) These are estimates only 2) Full detailed plan/schedule to be developed early in the project

The following includes a summary of the hours included in the Professional Service Fees to move the Customer from IFAS 7.9 to ONESolution.

Service	Hours	Description
Installation of ONESolution and Data Migration		
Installation and Initial Data Migration	40	Initial Installation and Data Migration is to a pre-production environment
Post Install Tech Assistance	40	Post Install Tech Assistance is testing of initial install by a Superion technician
SA/DBA Training	8	Training for Administrator
Mock Data Roll	24	Test Data Migration
Final Data Roll	24	Final Go live
Go Live Weekend Uplift	10	Weekend Go Live
Test Account Creation	24	Superion will create 1 Test account agreement.
Cognos Install	20	Install of Cognos in 2 environments
PAF Install	4	PAF Install
INSTALL TOTAL	**194**	
NEW MODULES		
New Modules Development – Contract Management, Personnel Action Form, P-Cards, Cash Receipts	34	Superion has included Development Services which can be used for Workflow and/or Reporting for the new modules purchased by Customer up to the hours included in the agreement.
New Modules Training – Contract Management, Personnel Action Form, P-Cards, Cash Receipts	76	Superion has included Training Services to implement the new modules purchased by Customer up to the hours included in the agreement. 20 Hours for Contract Management, 8 Hours for Personnel Action Forms and 8 Hours for Cash Receipts.
NEW MODULES TOTAL	**110**	
IFAS TO ONESOLUTION SERVICES		
Project Management/BPR Consulting	576	Superion will provide a Project Manager who will work with the Customer Project Manager to oversee all aspects of the project and provide consulting related to process improvement. The project is expected to take 12 months.
ONESolution Consulting/Training	315	Superion has included the following hours to work with the Customer and to provide consulting, training, configuration, and testing for all existing modules and processes including the new Security, Navigation, and Desktop. Hours to be used on all new features and processes the Customer would like to improve based on best practices and use of ONESolution.
Workflow Development	112	Superion has included hours to assist the Customer with any Workflow development required by the upgrade to ONESolution. Superion will provide Workflow assistance up to the hours included in this agreement.

Report Development	80	Superion has included hours to assist the Customer with report development required by the upgrade to ONESolution and eliminate and/or convert CDD reports to Cognos. Superion will provide report development up to the hours included in this agreement.
Superion Analytics (Cognos Business Intelligence BI)	40	Superion has included hours for training on Cognos BI. Superion will provide training to the hours in this agreement.
WorkFlow Training	64	Superion has included hours to train customer on WorkFlow development and maintenance.
Upgrade Adhoc Development	64	Development services to cover EO, Forms, or integration services
CAFR Constructor	128	See Appendix 1 for description of CAFR services
IFAS TO ONESOLUTION SERVICES TOTAL	**1379**	

Assumptions:

1. All travel will be paid for outside this agreement.
2. Customer will train end users
3. Recommendations from the Business Process Reviews will be considered out of the scope of the current project and will be subject to a separately executed agreement.

Below describes the services in more detail and the Customer and Superion roles on the project.

Scope Definition	Scope Description	Customer Deliverables/Actions	Superion Deliverables/Actions
Installation Services Scope			
Installation and Initial Data Migration	Initial Installation and Data Migration is the installation of the ONESolution file system and the migration of data from the existing production environment to a pre-production environment.	• **Hardware Set Up** • **Completed Pre-Install Checklist** • **Attend Discovery Call** • **Review and Signoff on Completed SOW**	• **Pre-Install Checklist** • **Discovery Call** • **Statement of Work** • **Post Action Report**

Post Installation Verification	Post Install Verification is an in depth validation of the system post install. Customer specific set up, configuration and data validation is the customer responsibility for testing and validation. The intent of the verification is to ensure system readiness for customer and consulting activities.	• **Upon System Turnover and Completed Test Plans, Customer to Test and Validate System**	• **Completed Test Plans**
SA/DBA Training	SA/DBA Training is ONESolution system administration training. These sessions will be handled via remote distance learning.	• **Attend Training**	• **Agendas** – One week prior to session. • **Distance Learning Log** – Within 1 week of session.
Mock Data Roll	Mock Data Roll is a 'dress rehearsal' of the Go-Live Cutover process. Fully scripted with all tasks, resources and people identified and participating.	• **Attend Discovery Call** • **Review and Signoff on Completed SOW** • **Provide Installer with Items, Setup, or Configuration to be Preserved for Mock Migration** • **Test and Validate System**	• **Discovery Call** • **Statement of Work**
Final Data Roll	Final Data Roll is the Go-Live Cutover where pre-production becomes the live production environment. The Final Data Roll typically starts on a Thursday afternoon/evening and runs through the weekend with the live ONESolution production the following Monday.	• **Attend Discovery Call** • **Review and Signoff on Completed SOW** • **Provide Installer with Items, Setup, or Configuration to be Preserved for Final Migration**	• **Discovery Call** • **Statement of Work**
Test Account Creation	Test Account Creation is the creation of the test account which is cloned from the new production environment.	• **Validate Account**	• **Discovery Call** • **Statement of Work**
Weekend Uplift	Weekend Uplift covers the weekend go-live activities.		

Installation Scope Requirements and Notes:

- Superion will perform one initial migration, one mock migration and one final migration as part of the Agreement. Superion will create one Production Account and one Test Account as part of the Agreement. Additional accounts will require additional hours added to the Agreement by mutual written agreement at Superion's prevailing rates.

Development Services Scope

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

business functions in ONESolution. Customer will test all Cognos reports developed for the organization. Superion will create Cognos reports up to the hours included in this SOW. Each report will be reviewed in the Discovery Call and will be placed in one of the follow three categories: o **Simple** – list report with basic calculations and formatting. Report templates can be utilized for the majority of development. Typically one query handles the report information. Can be prompted and filtered. *Est 8 hours* o **Medium –** report containing more advanced calculations and formatting. May need more than one report query to retrieve the data, master-detail relationships may be needed. Typically includes several prompts. *Est 16 hours* o **Complex** – highly formatted report which may contain more than one list or report object and multiple developed pages, contains complex calculations such as running balance, may have conditional formatting and multiple levels of summarization. Financial Statements typically fall under this category. *Est 32 hours*	• **Complete Work Request Form –** Details change requested • **Discovery Call(s)** • **Task Specification(s)**

Development Scope Requirements and Notes:

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

Consultant Services Scope

Consulting/Training	Consulting/Training is a combination of consultative efforts guiding and advising of best practice set up and configuration based on how the system is used, while enhancing the core teams' knowledge on current functions and features as well as the differences between the current live version and the ONESolution version. Consulting/Training consists of: o Navigation/Desktop Overviews o Module and Functional Overviews o Training on the New Security Model o Training on new Features/Changes o Tools Analysis o Go Live Preparation and Testing Support o Go Live and Post Go Live Support	• **Attend Training** • **Complete Homework** (if applicable) • **Review and Sign Trip/Distance Learning Log** • **Review Milestone Tracking** • **Training and End User Guides**	• **Agendas** – One week prior to scheduled session. • **Trip/Distance Learning Log** – Within one week of session. • **Milestone Tracking**

Consulting/Training Scope Requirements and Notes:

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

- Security
- Interfaces

Project Management Services Scope

Project Management	Superion will provide a Project Manager (PM). Throughout the project, the PM will keep the project organized from the Superion perspective, on schedule and on budget. A series of project tools are provided to assist your organization's Project Manager in leading the project effort as well. It is estimated the Superion PM will work an average of 6 days a month with the Customer	• **Review and Sign Charter** • **Attend Project Kickoff** • **Provide Organization Schedule Timely for SG PM to complete Project Plan** • **Participate in Weekly Call with SG PM** • **Test and Validate the System Timely to Provide Feedback in Weekly Calls** • **Complete Go Live Checklist**	• **Project Charter** • **Project Kickoff** • **Project Plan** • **Open Items Log** • **Weekly Status Call with Agenda** • **Monthly Stakeholder Report** • **Go Live Checklist** • **Coordinate and schedule Superion constultants**

Project Management Scope Requirements and Notes:

- Both Superion and Customer will assign Project Manager's with the requisite skills and leadership authority within the organization to effectively accomplish the goals and complete the scope of the services in this SOW. Superion has allocated hours to cover a 12-month project. The Superion Project Manager is expected to work with the Customer on average 13 hours per month remotely. If the project runs over the allotted PM hours the Customer may contract for additional hours.
- Customer will participate in weekly project team calls with Superion's Project Manager.
- Customer is responsible for completing the Go-Live Checklist no less than 30 days before go live to ensure full testing has occurred and the customer organization is ready for go live.

Project Governance and Requirements

Customer

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

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

- Provide staff and facilities to the implementation effort as described herein.
- Make final decisions on policy changes as necessary.
- Communicate to governing body as necessary.
- Final escalation point for project issues.
- Meet bi-weekly or more frequently as needed to review progress.
- Approve material changes in the project plan.
- Advise Project Managers on resolution of project issues.
- Immediately resolve any delay in decision-making that could affect the project timeline.

Project Manager
The customer project manager will coordinate project team members, subject matter experts, and the overall implementation schedule. The Project

Manager will be responsible for reporting to the Executive Committee and providing the majority of the organizations change management communications and coaching. The Project Manager will also be the primary point of contact for the project and will coordinate all activities with the Superion Project Manager.

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

Project Functional Team Leads

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

- Team Leads should include individuals from all major functional areas.
- Coordinate with the project manager in communications and issue resolution.
- Make recommendations to the Project Manager concerning any policy or implementation issues.
- Participate in pre-Go Live testing.
- Assist Superion with configuration of ONESolution.
- Assist with the resolution of issues.
- Identify end users to attend training. Create end-user training documentation. Deliver End-User Training Classes.
- Provide support to the user community in the post production timeframe.
- Define specifications for Development of Interfaces, Workflow, Reports, Forms, and Conversions as necessary.
- Test Interfaces, Workflow, Reports, Forms, Conversions and software functionality as necessary.
- Validate Data.
- Set up security profiles.

Superion

Project Manager

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

Functional Leads (Consultants, Developers, and Technical resources)

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

Escalation Procedures

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

All communication regarding the project should be directed to Superion and the Customer's Project Managers in order to maintain consistent communication between the parties. Scheduled weekly meetings will be maintained between the Superion Project Manager and the County's Project Team (including the County's Project Manager).
All issues or concerns will be discussed actively and openly between Superion's Project Manager and the County's Project Manager. If issues begin to

interfere with the progression of the implementation project, the Customer and/or Superion Project Managers should escalate challenges to Superion and the Customer management in the sequence below, as needed:

Michele Leaf – Manager, Professional Services	530.879.5126	michele.leaf@Superionps.com
Paul Tovey – Director, Professional Services for Public Administration	530.879.5139	paul.tovey@Superionps.com
Tom Amburgey – VP, Public Administration	407.304.3022	tom.amburgey@Superionps.com

Appendix 1

CAFR Constructor

Superion will assist the Customer in producing the following schedules. Superion consultants will assist with the development of 2-3 mutually agreed upon sections of the Customer's CAFR during the training as proof of concept. The Customer will then be responsible for generating the remaining sections of the CAFR with Superion providing technical support. Superion will train the Customer's staff on adding the narrative sections and the Customer is wholly responsible for the content of the narrative sections.

Content and Services by Section:

1. Cover page, table of contents and general layout
   a. Superion (SPS) will provide training for:
      i. Generating the table of contents
      ii. Applying general formatting in the document
2. Introductory section
   a. SPS will provide training for:
      i. Setting up and maintaining items within this section
3. Report of the independent auditor
   a. SPS will provide training for:
      i. Setting up and maintaining items within this section
4. Management's discussion and analysis (MD&A)
   a. Layout and content for the cover will be provided by the Customer, preferably in Microsoft Word or Adobe PDF format
   b. SPS will provide training for:
      i. Setting up and maintaining items within this section

    ii. NOTE: Much of the content in the MD&A relies heavily on information in other portions of the document; it is highly advised to complete the remainder of the document before completing the MD&A

5. Government-wide financial statements
    a. SPS will provide training for the use of variables to integrate these balances into the various documents of the CAFR.
    b. SPS will review proper setup of background parts in general ledger keys and objects to allow for correct aggregations in the statements
    c. The Customer will assist SPS in identifying the setup of background parts in general ledger keys and objects to allow for correct aggregation in the statements
    d. SPS, using the provided information, will produce the following statements:
        i. Government-wide state of net position
        ii. Government-wide statement of activities
6. Governmental fund financial statements
    a. SPS will provide training for the use of variables to integrate these balances into the various documents of the CAFR.
    b. SPS will review proper setup of background parts in general ledger keys and objects to allow for correct aggregations in the statements
    c. The Customer will assist SPS in identifying the setup of background parts in general ledger keys and objects to allow for correct aggregation in the statements
    d. SPS, using the provided information, will produce the following statements:
        i. Balance sheet – governmental funds
        ii. Statement of revenues, expenditures, and changes in fund balance governmental funds
        iii. Statement of cash flows (may require additional Customer involvement)
        iv. Statement of fiduciary net position
        v. Statement of revenues, expenditures, and changes in fund balance – budget to actual – General Fund and major special revenue funds
7. Proprietary fund financial statements
    a. SPS will provide training for the use of variables to integrate these balances into the various documents of the CAFR.
    b. SPS will review proper setup of background parts in general ledger keys and objects to allow for correct aggregations in the statements
    c. The Customer will assist SPS in identifying the setup of background parts in general ledger keys and objects to allow for correct aggregation in the statements
    d. SPS, using the provided information, will produce the following statements:
        i. Statement of fund net position/ balance sheet – proprietary funds.
        ii. Statement of revenues, expenditures, and changes in fund balance/ equity – proprietary funds.
        iii. Statement of cash flows – proprietary funds.
8. Fiduciary fund financial statements

a. SPS will provide training for the use of variables to integrate these balances into the various documents of the CAFR.
b. SPS will review proper setup of background parts in general ledger keys and objects to allow for correct aggregations in the statements
c. The Customer will assist SPS in identifying the setup of background parts in general ledger keys and objects to allow for correct aggregation in the statements
d. SPS, using the provided information, will produce the following statements:
    i. Statement of fiduciary net position
    ii. Statement of changes in fiduciary net position

9. Notes to the Financial statements
    a. SPS will provide training and assistance to complete up to 2 notes. The Customer will be responsible for adding any additional notes.
10. Summary of significant accounting policies (SSAP)
11. Note disclosure (other than the SSAP and pension-related disclosures)
12. Pension and other postemployment benefit related note disclosures
13. Required supplementary information (RSI)
14. Combining and individual fund information and other supplementary information
15. Statistical section
16. Other considerations

Assumptions:

a) Layout and content will be provided by the Customer for all sections
b) CAFR creation requires data sources to be pulled into CDM through use of Cognos BI, Click Drag, and Drill (CDD), or ODBC connections. Superion will make recommendations as to how to best extract data into CDM and the Customer is responsible for doing the data extraction and creating the data sources to produce the CAFR.
c) Superion is responsible for training the Customer on the tools necessary to product the CAFR.
d) Customer is responsible for producing the data and creating the narrative component for their CAFR.
e) Customer is responsible for validating both the data and narrative components of the CAFR. Superion will support the Customer in this effort.

Cognos Disclosure Management Configuration and Training

The following training is outlined for Cognos Disclosure Management project.

- Training will be provided onsite or remote based on your organization's needs. Travel is not included in the agreement.
- The timing and order for the training will be agreed upon by Superion and your organization and outlined in the project plan.

- Superion consultants will assist with the development of 2-3 mutually agreed upon sections of the Client CAFR during the training as a proof of concept. Client will then be responsible for generating the remaining sections of the CAFR with Superion providing technical support.
- Superion will train Client staff on adding the narrative sections and the Client is wholly responsible for the content of the narrative sections.
- The following CDM specific training is included

Description	Hours
General Ledger review and configuration	32
Cognos Disclosure Management Administrative Training	32
Cognos Disclosure Management Development Training	32
Integrating Data Sources	32
Total	**128**

- As part of the implementation, Superion will analyze your current general ledger configuration and recommend changes to streamline and automate the creation of your CAFR. Your organization will be responsible for completing the recommended configuration before creation of your CAFR can begin.
- The Administrative Training includes all of the CDM 'management' responsibilities including User configuration, Security Groups, Application permissions settings, Report permissions settings, configuration file changes (if and as needed), creating Data Sources and queries against them, creating default workflows for reports, setting up report groups, and creating reports for user to work with.
- Development Training is the 'How do I work with reports?' area. This involves creating sections, adding report objects, working with CDM variables in narrative sections, creating Excel documents to retrieve data using data source queries, creating data variables, variable ranges etc. linking data to report objects, working with object properties, global report objects, etc.

Requirements and Notes:

a) Superion's role is to train customer staff on the technical components of using CDM to create the CAFR. Client staff are responsible for the actual creation of the CAFR.
b) Customer CDM users attending training should have intermediate to advanced Excel skills if they intend to be a CAFR developer.
c) Customer attendee's must have subject matter expertise on Client COA and understand the structure including background parts.
d) Customer attendee's must have knowledge of General Ledger Chart of Accounts (COA) and reporting.
e) Customer attendee's must have subject matter expertise on the CAFR requirements and the data sources which make up the individual components.