

Date: 7/8/2021; 2:00pm to 2:30pm

Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. YE True-up FY 20-21 data
2. Non-NFL Events FY 20-21 data
3. CFP AUP

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM STRATEGY ASSESSMENT KICK OFF MEETING
July 8, 2021 | 12:00 – 1:00 p.m.
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Esther Chi, Vice President & Controller
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Christine Jung, Assistant to the Executive Director
Jimmy Nguyen, Management Analyst

Armanino Attendees:

Giovana Lopez, Project Manager, Consulting
Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

INTRODUCTION

The Armanino team, Stadium Authority and Stadium Manager staff introduced themselves and their roles in the project.

Armanino staff shared that the agenda for the meeting was to review the project objectives, make introductions, review the assessment approach, deliverables, project plan and next steps following the meeting.

Armanino staff explained that the project objectives would be to first assess business and reporting processes which they understand to be primarily in Excel at this point in time, and then think about how they're going to improve that specifically within Great Plains. They are going to assist in developing the financial reports and reporting policies, develop specific technology platform and module integration recommendations to address and kind of any issues that Stadium Authority and Stadium Manager see right now. By doing so, Armanino can understand needs and identify ways to address efficiency gap reporting and improve our capabilities. They explained that it was going to be pretty specific to Great Plains, and that Stadium Authority and Stadium Manager should think about current technology configuration as well as the existing processes and how those are going to move in towards the future state with Great Plains, as well as develop kind of the roadmap for our future goals.

ENGAGEMENT PROCESS

Armanino staff moved on to the Engagement process of the project. They told Stadium Authority and Stadium Manager staff that they sent a pre work document to gather some initial information, and will be scheduling some interviews so they can note the exact requirements and map them out to get them up and going in the Great Plains product. They will assess, analyze and look through everything that they've collected and discussed so far. Next, they will identify any gaps and will work with Stadium Authority and Stadium Manager if any deep dive calls are needed to try to figure out what and how that will be solved. They added that they

knew reporting was key so they're going to spend a good amount of time on that and really mapping it to what Great Plains can do.

As part of the engagement, Armanino will gather information, interview stakeholders, identify any gaps and work through issues, design the mapping to GP in incorporate process flows, and produce a summary of findings and recommendations. The proposed deliveries will be an executive summary of findings, insights, recommendations, and a future roadmap.

Armanino shared a high-level plan of the project with proposed dates on information gathering (7/8/21 – 7/31/21), research and validating findings (8/1/21 - 8/15/21), and building and presenting recommendations (8/16/21 - 8/26/21). Judy asked if the schedule looked feasible. Linh asked Esther if they're fine with the schedule based on the calendar. Esther said it could be a little hard to say without knowing how many hours are required but it is a priority for them to get it up and running. Linh asked if Judy can provide a summary of the time commitment. Judy will get estimated time to everyone at the end of the call.

NEXT STEPS

The SCSA and Stadium Manager team will begin their prework, which is to complete the questionnaires of the current GP environment. Chris Steele asked if they should turn responses to SCSA before turning their responses in. Judy said Armanino can compile the responses so they can just submit them to Armanino. Linh asked if she could also take a look the Stadium Manager's responses. Judy said yes.

That was the end of Armanino's presentation.

**MEETING MINUTES FROM
STADIUM AUTHORITY/STADIUM MANAGER
MONTHLY COORDINATION MEETING
July 15, 2021 | 9:00 – 10:30 a.m.
Zoom Meeting**

ManCo Attendees:

Jim Mercurio, Executive Vice President & General Manager
Jihad Beauchman, Vice President, Deputy General Counsel

Stadium Authority Attendees:

Deanna J. Santana, Executive Director
Sujata Reuter, Chief Assistant City Attorney
Kenn Lee, Treasurer
Christine Jung, Assistant to the Executive Director

The Stadium Authority and Stadium Manager did not discuss the meeting agenda items due to disagreement regarding confidentiality and non-Stadium Manager employees' access to confidential and deliberative Stadium Authority information. Non-Stadium Authority and non-Stadium Manager employees remained in the Zoom waiting room during this discussion.

Date: 7/16/2021; 2:00pm to 2:30pm

Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. Non-NFL Events FY 20-21 Invoice
2. YE True-up FY 20-21 data
3. Revolving Loan Balance
4. Stadium Funding Trust Perfection Certificate

Date: 7/22/2021; 9:00am to 2:45pm

In-Person Meeting: Linh Lam (SCSA), Jimmy Nguyen (SCSA – on Teams), David Presley (SCSA), Esther Chi (ManCo), Chris Steele (ManCo), Darren Wong (ManCo)

Topic: Shared Expenses (FY2020-21)

- 9:00 am - 11:45 am (2.75 hours) – Review Shared Expense population and perform sample selection
- 12:45 pm – 2:45 pm (2.00 hours) – Review Shared Expense population and perform sample selection

Date: 7/29/2021; 2:00pm to 3:00pm
Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. Non-NFL Events FY 20-21 Invoice
2. YE True-up FY 20-21 data
3. Revolving Loan Balance
4. Outstanding AR
5. KPMG Audit

Date: 8/4/2021; 9:30am to 10:00am

Teams meeting: Linh Lam (SCSA), Darren Wong (ManCo), and Holly Stave (ManCo)

1. KPMG Audit Samples for AUP
2. KPMG Audit Samples for SBL
3. KPMG Audit Timeline

Date: 8/5/2021; 2:00pm to 2:30pm

Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. Refund for FY 20-21 YE True-up
2. Outstanding AR
3. KPMG Audit's Confirmation

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Process Mapping – General Ledger & Chart of Accounts
August 23, 2021 | 3:00 – 5:00 PM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Christine Jung, Assistant to the Executive Director
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Giovana Lopez, Project Manager, Consulting
Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

A G E N D A

Judy Clarke, Director, Strategy & Transformation from Armanino, shared that the meeting agenda was to review the Stadium Manager's current General Ledger and Chart of Accounts setup. Armanino will have the Stadium Manager walk all of us through their current process and setup, and the group will discuss about how the process is now and how it will look like in the new Financial Management System, Great Plains.

General Ledger (GL)

- Armanino explained that there are sub-modules, such as Accounts Payable, Accounts Receivable, Payroll, and Cash Management, that typically feed into the GL.
- The Stadium Manager noted that they currently use the following modules and transactions types to account for the Stadium Authority's activities:
 - Accounts Payable, Accounts Receivable, Payroll, and Cash Management modules
 - Utilizes Multi-Dimensional Analysis (MDA) codes within Great Plains to track individual Non-NFL Event's financial activities
 - SAP Concur to pay for all the expenses, which include Non-NFL Events and Shared Stadium Expenses
 - Manual journal entries on an as needed basis
- The Stadium Manager noted they would implement most modules except for the Payroll module because they want to protect non-public employees' privacy and personal information. The payroll expenditures will be recorded through a journal entry instead.

- The Stadium Authority acknowledged the preference but noted that the Stadium Authority staff will still need sufficient supporting documentation for payroll related transactions in the new Great Plains instance in order for staff to issue payment on compensation.
- The Stadium Manager will follow up in later meetings to determine what level of detail to attach and provide to the Stadium Authority in the payroll journal entry.
- The Stadium Authority confirmed that there is a contract with SAP Concur to allow for the Stadium Manager to continue to use SAP Concur to transact all their expense payments. The Stadium Authority expects to have a separate set of supporting documents attached to all Stadium Authority related payments within SAP Concur.
 - The Stadium Manager noted that they would like to leverage the current scanned invoice backup in their SAP Concur instance to the new SCSA SAP Concur instance.
 - Armanino agreed to investigate whether there's a way to integrate the supporting documents between two SAP Concur instances.
- Armanino noted that the Stadium Manager will need to determine the amount of GL history to bring over to the new Great Plains instance.
- The team concluded that we would need to find a resolution on how to pay the 50/50 Shared Stadium Expenses and how to integrate existing invoice backup in the current SAP Concur to the SCSA SAP Concur for the Stadium Authority.

Chart of Accounts (COA)

- The Stadium Manager reviewed the pre-filled configuration documents with Armanino and confirmed the following setup in the current COA:
 - Utilizes MDA for project tracking to track Non-NFL Events' financial data
 - Utilizes batch approval for journal entries
 - Utilizes batch posting to the GL for its subledgers (e.g., Accounts Payable, Accounts Receivable, and Sales & Purchasing)
- The Stadium Manager proposes to setup three separate companies within Great Plains for Non-NFL Events, Stadium Builder Licenses and Shared Stadium Expenses.
 - The Stadium Authority explained that it may be easier to report and analyze Stadium Authority's financial transactions under one company rather than three separate companies and deferred to Armanino to provide the recommendation for the team.
 - The team concluded that we would need to revisit this topic to further understand the cost benefit for setting up one company versus three companies in the new Great Plains instance.
- Armanino concluded that the Stadium Manager's current month-end checklist, FloQast, that tracks all the month-end activities outside of Great Plains is sufficient for the month-end close process.

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Weekly Status Meeting
August 24, 2021 | 9:00 – 9:20 AM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

Financial Management System Project Status Updates:

- Discussed upcoming vacation plans for Armanino, Stadium Manager, and Stadium Authority staff to finalize all the future meeting dates for the project.
- Armanino confirmed with the Stadium Authority that the Chart of Account mapping discussion will be held later after everyone review the matrix and provide their feedbacks.
- The Stadium Authority confirmed with the Stadium Manager that the team will have the ability to provide their feedbacks and ideas on the project and report. The purpose of the project is to provide transparency and help streamline the current business and reporting processes.
- Armanino concluded that the vendor numbering scheme discussion will be addressed during the implementation phase.
- The Stadium Authority confirmed with Armanino that their invoice is on track for payment this week.

Accomplishments:

- Project kickoff call held on 7/8/21
- Completed the general ledger & chart of accounts discovery session on 8/23/21

Next Steps:

Hold the following discovery sessions with the Stadium Authority & Stadium Manager:

- Cash management & bank reconciliation
- Sales order processing / accounts receivable
- Mekorma MICR check printing
- Reporting requirements
- Encore business solutions project tracking with budgets
- Purchase orders with approval workflow / accounts payable

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Process Mapping – Cash Management & Bank Reconciliation
August 25, 2021 | 3:00 – 3:45 PM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

A G E N D A

Judy Clarke, Director, Strategy & Transformation from Armanino, shared that the meeting agenda was to review the Stadium Manager's current Cash Management and Bank Reconciliation processes. Armanino will have the Stadium Manager walk all of us through their current processes, and the group will discuss about how it could look like in the new Financial Management System, Great Plains.

Cash Management and Bank Reconciliations

- The Stadium Manager reported that there are several bank accounts setup to accept deposits and process disbursements on the Stadium Authority's behalf.
 - Non-NFL Events has two bank accounts: a deposit and a disbursement account
 - Stadium Builder License has one bank account for deposit and minor refunds of overpayments
 - Shared Stadium Expenses use the Stadium Manager's main disbursement account, which includes both the Stadium Authority and 49ers transactions
- The team acknowledged that the bank account setup for Non-NFL Events and Stadium Builder License can remain the same except for the Shared Stadium Expenses bank account.
- The team discussed several options to address the Shared Stadium Expenses and agreed to continue the discussion in future meetings.
 - Several options for the split 50% / 50% Shared Stadium Expenses are: 1) issue two checks in two separate Great Plains instances; or 2) issue one check from the Stadium Manager and then reinvoice the Stadium Authority for the 50%.

- The team agreed to exclude the Purchase Cards / Bank Cards implementation in Great Plains since this is not being utilized.
 - The Stadium Manager staff needs to request for expense reimbursements for any purchases made using their personal funds.
 - The Stadium Authority defer to the Stadium Manager to uphold their own policy and procedure regarding this process.

Additional topics that were discussed but were not on the agenda

- Armanino confirmed with the team that the Payroll module will not be implemented in the new Great Plains instance. The Stadium Manager will need to work with the Stadium Authority to determine the level of details to be included in the payroll journal entries.
- The Stadium Manager confirmed with Armanino that they do not use Sales Order Processing in Great Plains.

Date: 8/26/2021; 2:00pm to 2:30pm

Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. FY 20-21 YE True-up Process
2. KPMG Audit
3. BNY Buffet Invoice
4. SCSA Financial Statements Certification for June 30th

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Process Mapping – Sales Order Processing & Accounts Receivable
August 26, 2021 | 3:00 – 4:10 PM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

A G E N D A

Judy Clarke, Director, Strategy & Transformation from Armanino, shared that the meeting agenda was to review the Stadium Manager's current the Sales Order Processing and Accounts Receivable processes. Armanino will have the Stadium Manager walk all of us through their current processes, and the group will discuss about how it could look like in the new Financial Management System, Great Plains.

Sales Order Processing (SOP)

- The Stadium Manager reported that the Sales Order Processing module is not currently being used.

Accounts Receivable (AR)

- The Stadium Manager reported that the Accounts Receivable module in Great Plains doesn't have all the customer and event details.
 - Catered events use a third-party event software, Ungerboeck Event Software (Ungerboeck), to store billing data, menu items, event and order details, and customer database.
 - Ticketed Non-NFL Events use the Event Settlement statement to track the event expenditures.
 - Parking revenues are only for ticketed events and are handled by a third-party provider. The proceeds from parking revenues are deposited directly into the Non-NFL Event bank account to track.
- The Stadium Manager walked Armanino through the current system setup for Accounts Receivable.

- The Stadium Authority confirmed that Great Plains should be the depository that stores all the customer database, which includes venue agreements, event details, order details, billing and customer information. The Stadium Authority requested for feedbacks on options to store these data if Great Plains doesn't have the capability to store all the information.
 - Armanino noted that there is a document attachment feature within Great Plains that allow for such attachment.
 - The Stadium Manager requested feedbacks from Armanino on how the project can accomplish the Stadium Authority's ask without having to do double entry into two different systems for catered events.
 - Armanino was asked to revisit other alternatives (i.e. third-party integration) and provide a solution for this item.

- The Stadium Authority noted that the financial reports should be itemized as much as possible rather than reporting things at net.
 - The Stadium Authority and Stadium Manager agreed to meet separately to discuss the reporting needs.
 - Armanino reported that the future reporting sessions for Encore may help the Stadium Manager and Stadium Authority address some of the reporting gaps.

Additional topics that were discussed but were not on the agenda

- The Stadium Manager confirmed with Armanino that credit card transactions are done through the ticket office's software instead of within Great Plains.

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Weekly Status Meeting
August 31, 2021 | 9:00 – 9:20 AM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

Financial Management System Project Status Updates:

- Discussed upcoming vacation plans and holidays for Armanino staff.
- Armanino noted the Cash Management Configuration document along with the process documentation is on track.
- Armanino requested for the Stadium Manager and the Stadium Authority to be prepared to provide feedback for corrections/additions on the following items:
 - General Ledger / Chart of Accounts process maps and configuration documents by Friday, 9/3/21
 - Cash Management / Bank Reconciliation process maps by Tuesday, 9/7/21
 - Sales Order Processing / Accounts Receivable process maps by Tuesday, 9/7/21
- The Stadium Manager confirmed that they are currently using Multi-Dimensional Analysis codes to track events in Great Plains and are not familiar with Encore Reporting.
 - The Stadium Authority and Armanino explained that Encore Reporting was discussed during the request for Statement of Qualifications process. Armanino will revisit the reporting requirement with the project team and determine if Encore Reporting is still applicable.
- The Stadium Manager and the Stadium Authority discussed the potential company setup in the new Great Plain instance (e.g., setting up 3 companies versus 1 company in Great Plains).
- Armanino recommended for the Stadium Manager and the Stadium Authority to have separate discussions on the level of details, company setup structure, chart of accounts, and reporting on the side.

Accomplishments:

- Completed the Cash Management & Bank Reconciliation discovery session on 8/25/21
- Completed the Sales Order Processing and Accounts Receivable discovery session on 8/26/21

Next Steps:

Hold the following discovery sessions with the Stadium Authority & Stadium Manager:

- Reporting requirements on 9/13/21
- Encore business solutions project tracking with budgets on 9/20/21
- Purchase orders with approval workflow / accounts payable on 9/22/21

Date: 9/9/2021; 2:00pm to 2:30pm

Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. KPMG Audit Status
2. BNY Buffet Invoice
3. FY19-20 PS Invoice

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Process Mapping – Reporting Requirements
September 13, 2021 | 3:00 – 4:00 PM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
Christine Jung, Assistant to the Executive Director
Gill Norris, Senior Information Technology Services Manager

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

A G E N D A

Judy Clarke, Director, Strategy & Transformation from Armanino, shared that the meeting agenda was to review the Stadium Manager's current Reporting requirements and processes. Armanino will present some reporting tools for the team to consider, and the group will discuss about how it could potentially help with the reporting process.

Reporting Tools

- The Stadium Manager reported that they currently use Multi-Dimensional Analysis (MDA) to track events and prepare their financial reports through Excel spreadsheets.
- Armanino introduced the following reporting tools to the team to consider:
 - SmartList (included in Great Plains) – standard financial reports within Great Plains
 - SmartList Builder (additional cost) – enable Excel table linking to simplify reporting process
 - SmartView (additional cost) – enable Excel formulas to be added in the report
 - Excel Refreshable Reports (included in Great Plains) – report export to excel from Great Plains
 - SSRS Reports (included) – standard core reports within Great Plains; report can't be customized
 - Management Reporter (included) – standard reporting tool within Great Plains
 - Third-Party Reporting Software (additional cost) – Solver, Microsoft Power BI360, and Adaptive Insights

- The Stadium Manager noted that they are currently using standard reports that are included with the Great Plains license. The Stadium Manager utilizes SQL to modify the Excel reports from Great Plains and then prepare the financial statements using the Excel files.
- Armanino explained that the reporting process can be streamlined with the help of the additional reporting tools that are out there for Great Plains.
- The Stadium Manager asked if the Stadium Authority can provide the reporting requirements so the team can work on the necessary report to satisfy the Stadium Authority's needs.
 - The Stadium Authority noted that they currently don't have access to or copies of financial data for Shared Stadium Expenses, so it is very hard to determine the level of reporting requirement. Additionally, the Stadium Authority doesn't have access to the chart of accounts and the mapping behind the Non-NFL Events' profit and Shared Stadium Expenses category so they can't really mockup a sample report for the Stadium Manager.
 - The Stadium Authority asked if the Stadium Manager is willing to share the current chart of account and its mapping behind the financial reports so they can review it to see if it meets the requirements.
- The Stadium Manager and the Stadium Authority agreed to defer the decision on the reporting tool to the project implementation phase.

Additional topics that were discussed but were not on the agenda

- Armanino shared the Stadium Authority's comment on the General Ledger process document for Shared Stadium Expenses and requested for confirmations on the Stadium Authority's proposal.
 - The Stadium Authority requested that the Stadium Authority's 50% of the Shared Stadium Expenses be vouched separately in the new Great Plains instance. This will allow for the Stadium Authority to have separate transaction and records of its financial data. All supporting documentation for the expenses will need to be attached to the Stadium Authority's SAP Concur.
 - The Stadium Manager requested to continue paying 100% of the Shared Stadium Expenses invoices out of their Great Plains instance instead of splitting the transaction 50/50 to the two Great Plains instance.
 - The Stadium Authority and Armanino agreed that an invoice can't be paid in two different Great Plains instances.
 - The Stadium Authority recommended to set the disbursements to flow through a Prepaid account rather than a Cash account so the Stadium Manager can track and be able to record the Stadium Authority's Shared Stadium Expenses separately in the new Great Plains instance.
 - All parties agreed that the Stadium Authority's Shared Stadium Expenses can be vouched in the new Great Plains instance using a Prepaid account as suggested.

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Weekly Status Meeting
September 14, 2021 | 9:00 – 9:25 AM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

Financial Management System Project Status Updates:

- Armanino noted there are some upcoming discovery sessions next week (see Next Steps).
- Armanino requested for the Stadium Manager and the Stadium Authority to be prepared to provide feedback for corrections/additions on the following items:
 - Cash Management / Bank Reconciliation process maps by Monday, 9/20/21 (extended deadline)
 - Sales Order Processing / Accounts Receivable process maps by Monday, 9/20/21 (extended deadline)
 - Bank Reconciliation / Sales Order Processing / Accounts Receivable DynGP configuration documents by Monday, 9/20/21 (extended deadline)
 - Reporting Requirements process maps by Monday, 9/20/21
- The Stadium Authority confirmed that SAP Concur should be used in the Great Plain instance for staff to retrieve invoice backup unless there is a better way to accomplish this.
 - The Stadium Manager will need to scan all Stadium Authority related invoices in Shared Expenses and Non-NFL Events into the new SAP Concur that's going to be connected to the new Great Plains instance since the Stadium Authority staff can't access the Stadium Manager's existing SAP Concur data, which has Stadium Authority and 49ers data.
 - The Stadium Manager noted that there will be duplicate efforts to scan invoices to the new SAP Concur in the new Great Plains instance since all the invoices are already scanned and saved in the Stadium Manager's SAP Concur right now.
 - Armanino confirmed that there's no other way to move existing invoices in one SAP Concur instance to a separate SAP Concur instance without granting access to the Stadium Manager's current SAP Concur.

- Armanino confirmed that Great Plains has transaction drill down with document attaching capability and identified a few options for the team to consider with document attachments.
 - The Stadium Manager can scan invoices to the new SAP Concur and have it linked to the new Great Plains instance for staff to review the invoice backup relating to the Stadium Authority.
 - The Stadium Manager can bypass SAP Concur, and scan and attach the invoices directly to the new Great Plains instance.
 - The Stadium Manager can bypass SAP Concur, and scan and save the invoices to a depository (e.g., SharePoint or Google Drive) for the Stadium Authority to retrieve.
 - The Stadium Authority noted this process would be inefficient and time consuming for both Stadium Authority and Stadium Manager staff.
- The Stadium Manager and the Stadium Authority agreed to have separate discussions on the level of details needed for employee expense reimbursement requests and invoice support relating to Shared Stadium Expenses.
 - The Stadium Manager would like to know whether the data in SAP Concur will be discoverable in a PRA.

Accomplishments:

- Completed the Reporting Requirements discovery session on 9/13/21
- Discussed Concur / Shared Expense feedback from the Stadium Authority

Next Steps:

Hold the following discovery sessions with the Stadium Authority & Stadium Manager:

- Encore business solutions project tracking with budgets on 9/20/21
- Purchase orders with approval workflow / accounts payable on 9/22/21

Date: 9/16/2021; 2:00pm to 3:00pm

Teams meeting: Linh Lam (SCSA), Brent Ghan and Darren Wong (ManCo)

1. October O&M Invoice
2. Updated Cash Flows Spreadsheet
3. Quarterly SBL transfer
4. Year-end Certification
5. FY 20-21 Shared Stadium Expense Review

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Process Mapping – Reporting Requirements
September 20, 2021 | 8:30 – 9:45 AM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Christine Jung, Assistant to the Executive Director
David Presley, Accounting Technician
Jimmy Nguyen, Management Analyst

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

Blue Moon Attendee:

David Snare, Product Support

A G E N D A

Judy Clarke, Director, Strategy & Transformation from Armanino, shared that the meeting agenda was to explore the Encore (now known as Blue Moon) Business Solutions for reporting. David Snare, Product Support, will present Blue Moon Business Solutions for the team to consider, and the group will discuss about how it could potentially help with the reporting process.

Blue Moon

- The Stadium Manager reported that they currently use Multi-Dimensional Analysis (MDA) to track events and prepare their financial reports through Excel spreadsheets.
- Mr. Snare presented Blue Moon to the team and walked the team through what Blue Moon offers in terms of reporting and combining data from different tables in Great Plains.
 - Blue Moon offers a variety of reporting tools such as project tracking, report customization, cost splitting at the project report level, budget tracking, out of the box reporting, and the ability to incorporate SSRS Reports, Excel Refreshable Reports, or Microsoft Power BI360.
- The Stadium Manager and Stadium Authority agreed to have a separate discussion to review its business needs and decide whether the current MDA tracking mechanism is sufficient.

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Weekly Status Meeting
September 21, 2021 | 9:00 – 9:15 AM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

Financial Management System Project Status Updates:

- Armanino confirmed the receipts of the process map and configuration feedbacks from the Stadium Manager and the Stadium Authority.
- Armanino noted that they are in the process of updating all the new notes in the Project Tracking process map.
- Armanino requested for the Stadium Manager and Stadium Authority to be prepared to provide feedback for corrections/additions on the following items:
 - Project Tracking process maps by Monday, 9/27/21
 - Reporting Requirements process maps by Monday, 9/20/21 (past due)
- The Stadium Manager noted that they currently use Multi-Dimensional Analysis codes to track Non-NFL Events activities and do not use Encore (Blue Moon) Reporting.
 - The Stadium Authority confirmed that the Encore (Blue Moon) Reporting module is for the Stadium Manager and if there's already an existing process to track the individual events then they are not required to use Encore (Blue Moon) Reporting.
- The Stadium Authority reiterated that they would like the Profit and Loss statements to be presented at the gross level and provide more details.
- Armanino suggested that the team setup a meeting to discuss all the open items before they start to work on the final report.
- The Stadium Authority requested for an updated open items list for both the Stadium Manager and the Stadium Authority so the team can meet to discuss them before the next meeting with Armanino.
 - The Stadium Authority and Stadium Manager agreed that we should have at least two more follow up meetings on the open items with Armanino.

Accomplishments:

- Completed the Encore (Blue Moon) business solutions project tracking discussion session on 9/20/21
- Project team completed their feedbacks on the process maps and configuration documents for Bank Cash Management / Bank Reconciliation and Sales Order Processing / Accounts Receivable

Next Steps:

Hold the following discovery sessions with the Stadium Authority & Stadium Manager:

- Purchase orders with approval workflow / accounts payable on 9/22/21

Armanino to prepare the Project Tracking configuration document

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Process Mapping – Purchase Order, Approval Workflow & Accounts Payable
September 22, 2021 | 3:00 – 4:15 PM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance
Christine Jung, Assistant to the Executive Director
David Presley, Accounting Technician
Jimmy Nguyen, Management Analyst

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

A G E N D A

Judy Clarke, Director, Strategy & Transformation from Armanino, shared that the meeting agenda was to review the Stadium Manager's current Purchase Orders, Approval Workflow and Accounts Payable processes. Armanino will have the Stadium Manager walk all of us through their current process and setup, and the group will discuss about how the process is now and how it will look like in the new Financial Management System, Great Plains.

Purchase Orders

- The Stadium Manager reported that the Purchase Order (PO) process is currently done outside of Great Plains and with SAP Concur. The Stadium Manager currently go to the Board for approval on expenditures and then create a PO for the approved purchase.
- Armanino noted that Great Plains' PO module has an attachment capability.
 - The Stadium Authority confirmed to the Stadium Manager that the Stadium Authority would like to have the Board Approval and agreements attached to the PO in Great Plains.
 - The Stadium Authority requested that the Stadium Manager uses the same PO number as the one in the Stadium Manager's SAP Concur or Great Plains when creating a new PO number in the new Great Plains instance.
 - Having the same PO number across the different instances can assist the Stadium Manager with identifying them across the different instances

Accounts Payable

- The Stadium Manager confirmed that the Accounts Payable's (AP) check run is done on a weekly basis. The Stadium Manager utilize wet signatures on their AP checks.

- The Stadium Manager would like to discuss with the Stadium Authority in a separate meeting to see how the team should handle Employee Expense Reimbursement requests that is currently flowing through the Stadium Manager's SAP Concur.
- The Stadium Manager requested for Armanino to revisit the document attachment capability within SAP Concur and see if there is a more efficient way for the Stadium Manager to deliver the invoice supporting documentation to the new Great Plains instance without having to duplicate the scanning effort.

Date: 9/23/2021; 2:00pm to 2:30pm

Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. October O&M Invoice
2. FY 20-21 Shared Stadium Expense Review
3. FY 20-21 Shared Expense True-up
4. Year-end Certification

**MINUTES FROM
FMS IMPLEMENTATION FOLLOW UP ITEMS MEETING
September 27, 2021 | 3:15 – 4:15 PM
Teams Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting

Stadium Authority Attendees:

Linh Lam, Assistant Director of Finance

Discussion of the Financial Management System's follow up items from Armanino's project tracker

- Shared Employees' expense reimbursement requests will be paid by the Stadium Manager first and then vouch in the new Great Plains instance.
- The Stadium Manager is responsible for chart of account, internal controls, day-to-day accounting operations, and policies and procedures.
- Implementation for the General Ledger history will be a go forward basis.
- The new Great Plain instance should be setup with three separate check books: Non-NFL Events and SBL will have full check book capability with check printing; and Shared Expenses' checkbook will be setup as a Prepaid account without check printing capability.

**MINUTES FROM
FINANCIAL MANAGEMENT SYSTEM
Weekly Status Meeting
September 28, 2021 | 9:00 – 9:15 AM
Zoom Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Chris Steele, Director of Accounting

Stadium Authority Attendees:

Linh Lam, Assistant Director of Finance
Jimmy Nguyen, Management Analyst
David Presley, Accounting Technician

Armanino Attendees:

Lauren Nelson, Senior Consultant, Strategy & Transformation
Judy Clarke, Director, Strategy & Transformation
Giles Zollar, Consulting Manager

Financial Management System Project Status Updates:

- Armanino presented the project status matrix to the team.
- Armanino requested for the Stadium Manager and the Stadium Authority to be prepared to provide feedback for corrections/additions on the following items:
 - Project Tracking process maps by Monday, 10/4/21
 - Project Tracking configuration documents by Monday, 10/4/21
 - Accounts Payable and Purchase Order process maps and configuration documents by Monday, 10/4/21
- The Stadium Authority confirmed with Armanino and the Stadium Manager that the Board Approval for the expenditure should be attached to the purchase order module whenever possible. We want to have all the details behind the purchase order approval.
 - The purchase order number in the new Great Plain instance should be the same as the purchase order number in the Stadium Manager's Great Plain instance
- The Stadium Manager confirmed that only Non-NFL Events and SBL companies issue checks.
- Armanino confirmed that the typical attach process in Great Plain is on the transaction level and it needs to be uploaded one at a time.
 - Armanino will revisit the document attachment process to see if there's a more efficient way to do it.

Accomplishments:

- Completed the Purchase Orders with Approval Workflow and Accounts Payable discovery session on 9/22/21
- Scheduled time to discuss remaining open items

- Provided Project Tracking, AP and PO configuration documents and process flows to the Stadium Authority and the Stadium Manager for review and feedback

Next Steps:

- The Stadium Authority and the Stadium Manager to review open items and come prepared to discuss and resolve at Open Discussion on 10/4/21
- The Stadium Authority and the Stadium Manager to confirm the following open items for Accounts Payable / Purchase Orders:
 - 50% split employee expenses will be entered in Accounts Payable with all supporting documents attached
 - 50% split expenses will be entered as a purchase order with all supporting documents, including board approval
 - The purchase order number will be set to be the same as the purchase order number in the Stadium Manager's Great Plains instance
 - The Stadium Manager's accounting team will approve via purchase order workflow
- Accounts Payable checks will be cut from the new Great Plains instance for SBLs and Non-NFL Events.

**MINUTES FROM
FMS OPEN ITEMS AND NEW STADIUM MANAGER POSITIONS MEETING
September 29, 2021 | 3:30 – 4:30 PM
Teams Meeting**

Stadium Manager Attendees:

Darren Wong, Director of Accounting
Brent Ghan, Accounting Manager

Stadium Authority Attendees:

Kenn Lee, Treasurer
Linh Lam, Assistant Director of Finance

Discussion of approved Stadium Manager positions' salaries and benefits costs

- The Stadium Authority and the Stadium Manager to schedule a separate meeting to review the salaries and benefits of the new positions.

Discussion of PRA requirements relating to information stored in the Financial Management System

- The Stadium Authority confirmed that there's a redaction process to protect confidentiality in a PRA request.

Discussion of Public Safety backup materials outstanding from SCSA

- The Stadium Manager to circle back on the item after discussion with the Stadium Operation team.

Discussion of Capital Expenditure invoices and payment timeline

- The Stadium Manager will continue to send the Capital Expenditure invoices to the Stadium Authority to process the payments.
- The Stadium Manager to provide sufficient time for the Stadium Authority to complete its review process for payment.

Date: 9/30/2021; 2:00pm to 2:30pm
Teams meeting: Linh Lam (SCSA) and Darren Wong (ManCo)

1. Meeting Minutes
2. CapEx invoice