

**City of Santa Fe, NM  
Special Finance Committee  
Tuesday, January 29, 2019  
5:00 PM – Finance Committee  
Council Chambers**

**AGENDA**

**1. CALL TO ORDER**

**2. CALL TO ORDER**

**3. APPROVAL OF AGENDA**

**4. PRESENTATIONS**

a) FY 19 Year Budget Update (Eric Litzenberg, City Manager, [ejlitzenberg@santafenm.gov](mailto:ejlitzenberg@santafenm.gov), 955-3111; Mary McCoy, Finance Director, [mtmcoy@santafenm.gov](mailto:mtmcoy@santafenm.gov), 955-6171; Christina Keyes, Treasury Officer, [clkeyes@santafenm.gov](mailto:clkeyes@santafenm.gov), 955-6550; Bradley Fluetsch, Financial Planning and Reporting Officer, [bjfluetsch@santafenm.gov](mailto:bjfluetsch@santafenm.gov), 955-6885; Andy Hopkins, Senior Budget Analyst, [ajhopkins@santafenm.gov](mailto:ajhopkins@santafenm.gov), 955-6177)

**5. CONSENT AGENDA**

**6. DISCUSSION ITEMS**

a) Request for Approval of Budget Amendment in the Amount of \$50,000 for Youth Participatory Budgeting. (Kyra Ochoa, Director of Community Services, [krochoa@santafenm.gov](mailto:krochoa@santafenm.gov), 955-6603)

[Item a.pdf](#)

b) Request for Approval of Budget Amendment in the Amount of \$2,700,000 for Enterprise Resource Planning. (Joshua Elicio, ITT Director, [juelicio@santafe.nm.gov](mailto:juelicio@santafe.nm.gov), 955-5576)

c) Request for Approval of Budget Amendment in the Amount of \$179,084 for Police Department Incentive Pay. (Andrew Padilla, Chief of Police, [aapadilla@santafenm.gov](mailto:aapadilla@santafenm.gov), 955-5102)

[Item c.pdf](#)

[Item c..1.pdf](#)

d) Request for Approval of Professional Services Agreement in the Amount not to exceed \$74,952 for Assistance with the Implementation of the ERP System to the City; Cortez Consulting and Expediting. (Joshua Elicio, ITT Director, [juelecio@santafenm.gov](mailto:juelecio@santafenm.gov), 955-5576)

[Item d.pdf](#)

e) Request for Approval of Budget Amendment in the Amount of \$961,000 for Midtown Campus. (Matt Brown, Economic Development Director, [mpbrown@santafenm.gov](mailto:mpbrown@santafenm.gov), 955-6334)

[item e.pdf](#)

**MATTERS FROM STAFF**

**MATTERS FROM THE COMMITTEE**

**RECEIVED AT THE CITY CLERK'S OFFICE**

**DATE: January 25, 2019**

**TIME: 5:20 PM**

**ADJOURN**

**GOVERNING BODY HAS BEEN INVITED TO ATTEND THIS MEETING.**

**SUMMARY OF ACTION  
SPECIAL FINANCE COMMITTEE MEETING  
CITY HALL, CITY COUNCIL CHAMBERS  
TUESDAY, JANUARY 29, 2019, 5:00 PM**

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**PROFESSIONAL SERVICES  
AGREEMENT IN THE AMOUNT NOT  
TO EXCEED \$74,952 FOR ASSISTANCE  
WITH THE IMPLEMENTATION OF THE  
ERP SYSTEM TO THE CITY: CORTEZ  
CONSULTING AND EXPEDITING.**

<b>REQUEST FOR APPROVAL OF BUDGET AMENDMENT IN THE AMOUNT OF \$961,000 FOR MIDTOWN CAMPUS.</b>	<b>APPROVED</b>	<b>19-22</b>
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<b>MATTERS FROM STAFF</b>	<b>NONE</b>	<b>22</b>
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None.

<b>MATTERS FROM THE COMMITTEE</b>	<b>INFORMATION/DISCUSSION</b>	<b>23</b>
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<b>ADJOURN</b>	<b>ADJOURNED</b>	<b>23</b>
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**SPECIAL FINANCE COMMITTEE MEETING  
CITY HALL, CITY COUNCIL CHAMBERS  
TUESDAY, JANUARY 29, 2019, 5:00 PM**

**1. CALL TO ORDER**

The special meeting of the Finance Committee was called to order by Councilor Roman Abeyta, Chair, at 5:00 pm on Tuesday, January 29, 2019 at City Hall in the City Council Chambers, Santa Fe, New Mexico.

**2. ROLL CALL**

**MEMBERS PRESENT**

Councilor Roman Abeyta, Chair  
Councilor Christopher Rivera  
Councilor Signe Lindell  
Councilor Michael Harris  
Councilor Carol Romero-Wirth

**MEMBERS ABSENT**

**OTHERS PRESENT**

Mayor Alan Webber  
Councilor Peter Ives  
Councilor Joanne Vigil Coppler  
Councilor Rene Villarreal  
Mary McCoy, Director, Finance Department  
Erin McSherry, City Attorney  
Brad Fluetsch, Finance Department  
Christina Keyes, Finance Department  
Andy Hopkins, Finance Department  
Kyra Ochoa, Director, Community Services  
Joshua Elicio, ITT Director  
Andrew Padilla, Chief of Police  
Matt Brown, Director, Economic Development  
Bernadette Salazar, Director, HR  
Elizabeth Martin, Stenographer

Chair Abeyta welcomed the Mayor and Councilors Ives, Vigil Coppler and Villarreal to the meeting.

### **3. APPROVAL OF AGENDA**

Ms. McCoy said we have one typo on the agenda. On item C we have a period instead of a comma between 179 and 084.

**MOTION** A motion was made by Councilor Lindell, seconded by Councilor Romero-Wirth, to approve the agenda as amended.

**VOTE** The motion passed unanimously by voice vote.

### **4. PRESENTATIONS**

Mr. Litzenberg said he would like to give a brief introduction before the presentation. As you all, he is sure, recall this current administration took over after the budgets were prepared last year. He tried to do a good job speaking to the budget as it was prepared. We spoke many times about a midyear budget. The truth is many of those things we have addressed throughout the year. We did think it was prudent to look midstream at the budget and give you a presentation. It is important also to introduce the large things we have been talking about over the last six months and make budget adjustments. You have heard a lot about deferred maintenance and we think about it a lot. A lot of what we have done and management is looking at is deferred maintenance. We are presenting four items to you tonight.

Ms. McCoy said today we bring you a midyear presentation of our City's Operating Budget. Finance staff Christina Keyes, Treasury Officer; Brad Fluetsch, Financial Planning and Reporting Officer and Andy Hopkins, Senior Budget Analyst; will present to you an economic update, general fund update and investment status report. We have provided for you in your packet an index to see where we stand in the Departments on the budget of 2018. The Department Directors are here for questions.

#### **A. FY 19 YEAR BUDGET UPDATE**

**Eric Litzenberg, City Manager; Mary McCoy, Finance Director; Christina Keyes, Treasury Officer; Bradley Fluetsch, Financial Planning and Reporting Officer; Andy Hopkins, Senior Budget Analyst.**

Ms. Keys, Mr. Fluetsch and Mr. Hopkins reviewed the update which was included in the meeting packet.

Questions and discussion was as follows:

Chair Abeyta asked there is a decrease in annual projected fees, why is that.

Mr. Hopkins said this is the result of an over projection based on the last few years of data. In the spring of 2018 we were seeing a slight softening, but we were still expecting it to come in at the levels it had over the last two years. At the end of the last year it went down quite a bit. So far this year it is down as well. We will need to dial back for the next budget

Chair Abeyta asked is that money owed to the City

Mr. Hopkins said yes, but this only reflects monies paid into the City.

Councilor Harris said on the expense side contractual is 8% of expenditures. It is projected to be off by 23%. How did that happen.

Mr. Hopkins said this tends to be one of the items significantly underspent because contracts get delayed and implementation gets delayed. It rolls over into the next budget.

Councilor Harris asked is it a procurement issue at its core or is it process. This is somewhat of a typical pattern.

Mr. Hopkins said it is a combination of many factors. Procurement could be one of them. It is a long procurement process. There are other factors as well. It is a fact of life.

Councilor Harris asked is that true Ms. McCoy. That it is a fact of life.

Ms. McCoy said yes, she agrees. Contractual services are historically known for the City to see under performance in this category. Procurement dealings are not something you see in the course of regular business, but are typical in the government industry. There are multiple factors.

Councilor Harris said it seems like something we need to look at for the future. Certainly if there is work to be done and contracted for we need to keep it moving.

Chair Abeyta said he would prefer that when we see the budget for next year this comes in lower and we adjust later if we need to as opposed to doing it the opposite way. Especially now that we have heard that it is a historical issue.

Councilor Vigil Coppler asked did we have competing ambulance service.

Mr. Litzenberg said we have a private ambulance in the City, but it is for inter-facility transportation only. As far as 911 service there is not a competitor.

Councilor Lindell asked are we at the same approximate level of collections with that as we have been in the past.

Mr. Hopkins said yes, it is along the line of historic collections. It tends to be one of the areas where collections lag

Councilor Lindell said we have worked on that haven't we.

Mr. Litzenberg said yes we have worked on it. In his previous job as Fire Chief we worked on better reporting. We also worked on how we work with our contractor. We suggested that we need to look at the collections policy.

Councilor Lindell said she would like to ask you to take a look at that. We have had previous discussions on collections. We did change some policies and procedures. Review those and make sure we are implementing them.

Councilor Ives said on miscellaneous revenues we are way over what was budgeted. It is now \$28 million. What happened to change it so much.

Mr. Hopkins said that is almost entirely due to the bond proceeds of \$20 million. That is the lions share of that.

Councilor Ives said in the debt service principle it shows a budget of \$20 million and an amended budget of the same, but an expenditure of only \$1 million. Will we be seeing that amount somewhere along the line.

Mr. Fluetsch said we make two interest payments and the entire principle payment on June 1<sup>st</sup>.

Councilor Ives said as part of our legislative priorities we are asking for action on the State's GRT reporting. Do we know the status of that. Is there any progress.

Ms. Keys said she has had conversations with the LFC and Taxation and Revenue on this issue. It is common to many municipalities around the State. Transparency of revenue data from Taxation and Revenue is very challenging. Details are hard to come by. The frustration we have has been expressed to the State. We have not heard anything yet. We are only a couple of weeks into the session. We will see how things work through.

Councilor Harris said he wants to talk about the ending balance projection. He wants to make sure we are apples to apples.

Mr. Hopkins said correct.

Councilor Harris said we are falling well short and it looks like we won't achieve the State mandated figure.

Ms. McCoy said we have some good news on this. Today we received the



release of our CAFR and that has the comment you are referring to with unaudited numbers. She is happy to report our ending balance for fiscal year 18 well exceeds the number reflected here. These were preliminary numbers. After we have received the audit we will do a full report to Council. She can assure you we are meeting our goals and numbers approved by the Governing Body.

Councilor Harris asked we will see those actual numbers at some point.

Ms. McCoy said yes, we will be providing a full report on that.

Chair Abeyta said we have in the packet an appendix with Department budgets and actuals. Are there any questions on that information.

Councilor Harris said he appreciated getting the information before the meeting. He sees that generally we are tracking just a bit below 50% at the half way mark so that makes sense. Public Utilities were 54%, maybe that is the Parks issue. He is not sure about that. Is there anything that took you by surprise Ms. McCoy.

Ms. McCoy said she wanted to ask the Committee to pay attention to anything over 50% for personnel services and benefits. These should match current expenses and should be below 50%. This is Department by Department and a break down of all the funds City wide and the general fund. One Department is over the 50% for personnel services and benefits and that is Human Resources.

Councilor Harris said yes, it is 54%. Contractual services are up 82%. The other one he marked is the IT Department under repairs and maintenance. It is approaching 100%.

Ms. McCoy said that is the percent of budget committed. It may be one where we have encumbered the funds for. It may not be received as of today, but we are expecting it within the last five months of the fiscal year.

Councilor Harris asked is there another way to look at the HR Department in terms of salaries and benefits knowing we have a vacancy factor in all of these. If we find ourselves above the 50% mark can that be due to increased hiring. Filling up the staff.

Ms. McCoy said that is correct. We have taken a vacancy savings for each Department. She asked Department Director Salazar to explain. It is difficult if there are no vacancies to reach a vacancy savings target. There are other contributing factors as well.

Ms. Salazar said some of the contributing factors to this overage is a vacancy credit of \$104,000 that came out of the budget. We currently have four vacancies and

have maintained them since she was employed. We are a small Department of 15 appropriated positions. We had \$25,000 in payouts from July to December 21<sup>st</sup>. We also had a position that came out of the HR budget that should have been charged to the ERP project. There are also discrepancies in the way positions were budgeted. Some were budgeted as part time when they are full time.

Councilor Vigil Coppler said this could be included in what you were discussing. One of the issues could be that the retirement an employee is being paid even though they are not in the seat.

Ms. Salazar said that is one factor. Also the pay out of annual leave was not budgeted for.

Councilor Vigil Coppler asked across the City we do not budget for accelerated retirement leave pay outs or sick leave pay outs.

Ms. Salazar said correct. Those are not budgeted items currently.

Councilor Vigil Coppler said that is something interesting to know. We take vacancy credits from Departments and then have retirement payouts and this is the price we pay. It is not unusual. It could happen in any Department. We have to get used to that.

Councilor Vigil Coppler said she would like to see FTEs in addition to salaries and benefits. She would like to know how many classified FTEs are allocated to a Department and how many term employees and temporary employees we have for each Department. This will give us a handle on how we are building up on positions and are we using them correctly. What are they costing us. How many do we have. How many did we have last year and five years ago. How many do we want. HR budgets are traditionally 70% to 90% of the budget. There are many other things. She is learning quite a bit while working with HR on rules and regulations. We need to pay attention to that in the future. FTEs are important.

Mr. Fluetsch said he wanted to clarify while we do not budget for the payouts we do record the liability every two weeks. When someone incurs annual leave we do record that as a liability.

Councilor Harris said he knows we will be talking about ERP and the Midtown property. With ERP much of the monies have been CIP money. As we have those discussions he would like to go back to the charts you presented. There are monies in the budgets we approved. He would like to get a better sense of how those fit together with the proposed actions.

## **5. CONSENT AGENDA**

None.

## **6. DISCUSSION ITEMS**

Ms. McCoy said she wanted to provide a brief overview for the items. In total the request is for \$3.9 million. That includes \$50,000 for the Youth Participatory Budgeting program, \$2,700,000 for Enterprise Resources Planning, \$179,084 for Police Department incentive pay and \$961,000 for the Midtown Campus. It is important to understand the source of revenue. She will break that down at the beginning of each item. As an introduction, the revenue to support the majority of these requests comes from the one half percent of the GRT funds. The balance of the one half percent GRT fund is \$5.4 million. It is called the GRT income fund. The sources of revenue are from that fund tonight.

Councilor Romero-Wirth said on our agenda we have five items not four. You did not mention item D.

Ms. McCoy said that item is for Cortez Consulting. It is included in the full request for ERP

Chair Abeyta asked can you explain what the one half percent GRT is. Will anything be in jeopardy of funding with this expense.

Ms. McCoy answered the one half percent fund is dedicated into a special fund to cover debt service. We have already covered that in this years budget. After the debt service is accounted for this is what is remaining. \$3.9 million. In addition to debt service we are allowed to spend this fund for capital costs.

Chair Abeyta asked so that covers ERP and the Midtown campus

Ms. McCoy said yes. It is capital expense not operating.

### **A. REQUEST FOR APPROVAL OF BUDGET AMENDMENT IN THE AMOUNT OF \$50,000 FOR YOUTH PARTICIPATORY BUDGETING. Kyra Ochoa, Director of Community Services**

Ms. Ochoa said she will review the concept of Participatory Budgeting. Her memo is in the meeting packet. She reviewed her memo.

Councilor Lindell asked why did we decide to do this at the midyear budget review rather than in the new budget cycle.

Ms. McCoy said this is, as you can see on page 2 of the memo, a multi step process. Requesting funding is the first step in a six step process. This pilot program

will be the first time we do any form of participatory budgeting in the City of Santa Fe. We wanted to get started. The next step is designing the process. We are asking the Mayors Youth Advisory Board to take the lead on this with City staff. Then there will be a call for ideas from the youth in Santa Fe. Then the Mayor's Youth Board will take those ideas and with the support of City staff develop those ideas into realistic proposals. The City youth will vote on these projects. The final step will be voting on the item and paying for the project.

Councilor Lindell asked what is the term of the pilot.

Ms. McCoy said these funds are subject to roll over at the end of the fiscal year.

Councilor Lindell asked this a one time \$50,000.

Ms. McCoy said yes at this point.

Councilor Lindell asked these funds come from the what bucket of money.

Ms. McCoy said the one half percent GRT.

Chair Abeyta said on that point he is glad we are setting aside the money now after they go through the process we will have the money. The \$50,000 can be accessed for the project picked out by our youth.

Councilor Romero-Wirth asked doesn't it make sense not to make it open ended. It seems to make sense to have an end time. Some outer edge to it. She is in complete support of this. It is a great way to engage community youth to help them learn about government and think about the community and allocate budgets. There are lots of levels of learning that can go on. She wants to see them succeed. It seems they need an outer limit of when this project comes to fruition.

Councilor Rivera arrived at the meeting.

Ms. Ochoa said she agrees with that. It is a good suggestion. In researching these projects nationwide adults can take up to twelve months to do this kind of project. There are a lot of steps along the way. If she was to choose a date she would ask for June 30, 2020 to be realistic.

Councilor Romero-Wirth said that time frame seems reasonable given the fact that this has never been done before. They are designing a system as well as implementation. Maybe the summer months, when school is not in session, it will help them to do the leg work to get it off the ground. She thinks we need to give a time frame for it. Even if we need to change later on.

Chair Abeyta said we will say June 2020 for now, but give us updates so if we

have to extend it we can.

Councilor Villarreal said she commends staff for bringing this about. Particularly for the Mayor's Youth Advisory Board. This group has had some great things they have wanted to implement, but there was never a budget connected to that. This is something she cares about. Participatory budgeting is something we should strive for as a whole, as a City as a whole. This provides a good way for youth to be engaged and an equitable method of using funds. Maybe they can see what they see as deficiencies are not as bad as what other parts of the City see. Being in a meeting and seeing the youth light up on something they get to decide on was great.

**MOTION** A motion was made by Councilor Romero-Wirth, seconded by Councilor Lindell, to approve the request.

**VOTE** The motion passed unanimously by voice vote.

**B. REQUEST FOR APPROVAL OF BUDGET AMENDMENT IN THE AMOUNT OF \$2,700,000 FOR ENTERPRISE RESOURCE PLANNING. Joshua Elicio, ITT Director**

Mr. Litzenberg said we set up a staff table for this item to avoid the choreography that goes on around the podium. This is the ERP. Implementation of this is a high point in our effort to update technology and deal with inefficiencies in our systems and improve constitute responsiveness. It helps us develop a plan forward. Tonight we will talk about what we are learning in the implementation of the ERP. It does represent a change in management framework and an internalization of services. We are asking to revise the budget and time lines. This is a deferred maintenance discussion about IT systems.

Chair Abeyta said he would like to discuss the two items together. Items B and D.

Ms. McCoy said for item B the request is \$ 2.7 million. \$1.9 million from the one half percent GRT fund and \$716,902 from ERB cash balances. For item D it is a portion of the \$2.7 million. We did not break it down to the funding source.

Mr. Elicio said we did take the opportunity before this presentation to give you a handout of frequently asked questions. The handout is attached herewith to these minutes as Exhibit "1".

Mr. Elicio said he appreciated the Committee's time and consideration of this matter. We are here today to request \$2.7 million for FY 19 and the evolution of the ERP. He is here with Bernadette Salazar, Carol Johnson, Mary McCoy, Patrick Lucero and Steven Sanistavan. This is a team effort. This is not the Joshua Elicio show. A lot

of attention to detail is needed. Each one of us has a distinct portion of the program to oversee. Ensuring full staff participation and being advocates for the system are very important. It is important to have staff backing this and using the system accordingly. We break this down into two sections. ERP is an administrative function with the technical aspect of the application such as the actual coding and interface that will be created and the reports generated.

Mr. Elicio asked what is Enterprise Resource Planning. Why do we need it. We are running a 25 year old system in Land Use and a 12 year old system for Finance and HR. We need to move to the 21<sup>st</sup> Century. It is important to put in this technical solution to help the City of Santa Fe move to the next level of technology. His vision is to consolidate a lot of what we have within the City. ERP will be the central point to manage services for the City itself. It is centralization for the management of City systems. We are in the middle of the pack for implementation of an ERP system in the nation. The time line is important. In October of 2018. We had independent verification and validation from an independent consultant who looked at how we were implementing ERP. There were three key issues he wants to point out. The first is what worked and what did not work. From an administrative perspective and technology. The consultant was able to generate a great deal of recommendations in this area. The second was to rate the program methodology. How the ERP was being managed and what the recommended program should be. Budgetary oversight was a big recommendation. Third was the viability of the business flow model. Going from paperwork to electronically. The issue that we have to look at garbage in, garbage out.

Mr. Elicio continued there is a huge initiative going on right now in all areas. Over the last three months the Executive Sponsor Committee has working tirelessly. This is a multimillion dollar effort. Ms. McCoy laid out the budget itself. In the memo in your packet the categories are broken down. He reviewed the memo

Mr. Elicio said outside consulting has been a thorn. We have decided to take this in on our own. Project managers will be on site rather than outsourcing them. It can't be done remotely. Our general consulting service is Cortez Consulting. The blueprint will be coming for Finance and HR. We will be proposing another consultant to do what Land Use is doing with Cortex. Confidence is extremely high with Land Use. There will be successful deployment in the summer for Land Use. We want to duplicate that with Finance and HR. Additional training is necessary. We are now looking at a new methodology and new staff so training is essential for us to get it right. The last item within memo is support services for the Land Use Department. We want to equip our Land Use inspectors with mobile devices for real time out in the community. ERP is an evolution. We are looking at core impact interfaces for our business. An example is multiple applications within Finance. We are looking at what we can do with the money we have now and the rest will be incorporated into phase 2. For the 3<sup>rd</sup> phase in FY 21, we will address any necessary updates we need to make and any further programing that needs to get done. There is always the evolution of how to get better. How are we confident that this is going to work. ERP executive staff

must manage the risk. He has been in the IT area for over twenty years. He has seen many implementations of many programs. Risk is essential to manage on a daily basis. It must be managed and have contingencies. The plan is for the executive team to provide the Finance Committee with quarterly reports. We are in the process of implementing what the budget will be for this fiscal year and how we are going to implement the project and how we are going to manage that budget. Today we have come to ask for the \$2.7 million to continue this project going forward.

Chair Abeyta thanked Mr. Elicio for the presentation.

Chair Abeyta asked regarding the original budget proposed and shown to the Governing Body when the project first proposed before he was here, is the \$2.7 million within that original budget or outside of that.

Ms. McCoy answered the \$2.7 million is for current fiscal year expenses, so yes it is within the total budget which was identified by the Deputy City Manager in the spring of 2017. The budget was over \$8 million for the entire term of the project.

Chair Abeyta asked so we are still looking at an \$8 million project.

Mr. Elicio said correct. Under our new methodology we are on target for our projections. Our initiative to come to the Committee is to be able to report where we are from a management and budget perspective.

Councilor Romero-Wirth said so the contractual agreement was seven years for \$8 million. The \$2.7 million required tonight is within that contract amount and you are still on track for a total expenditure of \$8 million.

Mr. Elicio said that is correct. Our focus is to hit that target. By bringing in the overall management of this program we think we can hit that target. We will have a more refined view of what next fiscal year will look like when we report to the Committee.

Councilor Romero-Wirth said when you look at the time line it seems like we are faster in getting this implemented than we thought we would be. Our memo talks about what will happen in 2020. If you could repeat what will happen in 2021.

Mr. Elicio said one of the things he laid out was how long it usually takes to implement in an organization. In this case if you look at how we started we started when there were time lines and budget and milestones and a plan of success under the old project management of it. As everyone is aware there were a number of retirements and people who left the City who were originally assigned to this project. A number of things happened. He thinks we are on schedule to meet an industry standard time line before the four to five year time line. Our desire, as we go forward, is that we keep our management team in tact.

Councilor Romero-Wirth said in your memo you talk about the team. Is that the three of you and the Finance Director.

Ms. Elicio said that is correct.

Councilor Romero-Wirth said you talked about position reclassifications of four vacant positions. What are you talking about in that. Are you adding staff.

Mr. Elicio said Ms. Salazar is working on reclassifying current vacancies in Land Use and HR to help with this project. We are not adding to the FTEs, we are reclassifying them.

Councilor Romero-Wirth asked are you taking the money from that vacancy or are you hiring for that position.

Ms. Salazar said we will take the vacant position and put it under the ERP budget.

Chair Abeyta said it would be nice to have an expert in each Department that knows the needs of the Department and the ERP process.

Ms. Salazar said that is correct. There will be upgrades to look at and position control and ERB specific items.

Chair Abeyta said as time goes on we want to make sure we are upgrading the system. He is sure they would want an expert.

Councilor Vigil Coppler said regarding those four vacant positions, later in that paragraph it speaks to an HR position. Is that one of the four.

Ms. Salazar said this not an additional position. The one you are speaking of is a position originally hired to perform ERP functions 100% of the time. When that employee was hired it was coming from the HR budget, not the ERP fund. That paragraph refunds the HR budget and costs it to the ERP budget.

Councilor Vigil Coppler said so that position is dedicated to ERP and your budget will be refunded. So with the four is that now five dedicated positions.

Ms. Salazar said no, just the four positions. This paragraph is requesting reimbursement to HR.

Councilor Vigil Coppler asked will the reclassification of these positions result in a salary increase and are those budgeted for in this \$2.7 million.

Ms. McCoy said the term position you are talking about is not in the four, but



there are five positions we will be reclassification. The 5<sup>th</sup> is a database administrator in IT. That is a need for the project. The five reclassifications and will be funded out of the \$2.7 million in the current year.

Councilor Vigil Coppler asked will those four be database administrators as well.

Ms. McCoy said those four will be actively managing the day to day functions of the program for the four Departments. They will be Project Mangers. We have one on board in the Finance Department. 100% of their time will be dedicated to this project for the remainder of this program. We are bringing in-house the program management of this program as opposed to outsourcing to consultants. It is a change in model.

Councilor Vigil Coppler said the term position is in HR. Term positions are usually created through federal funds or identified as terms not temporary over one year, but eventually once the project is completed they go away. What is going to happen to this position when this project is implemented.

Ms. McCoy said this term position will no longer be in existence in HR. The employee who was in that position has resigned so we are not going to fill that term position.

Chair Abeyta said it is their plan to pay back the funds used from HR. The term is over and the position is gone. It is not one of the five.

Ms. McCoy said correct.

Chair Abeyta asked what positions are being reclassified in the other Departments. Where do they come from.

Ms. Salazar said they were within the specific Departments.

Chair Abeyta said so each Department found a vacancy within their Department for these requests.

Ms. Salazar said correct.

Councilor Villarreal asked how many will be assigned to Land Use.

Ms. Salazar said one.

Councilor Villarreal asked will that one be solely focused on Land Use.

Ms. Johnson said yes and dedicated to ERP for the life of the ERP project. She sees this as a critical need for the Land Use Department going forward.

Councilor Villarreal asked what is the position now.

Ms. Johnson said we have had a difficult time attracting the appropriate talent to the Historic Preservation program. So that is the position we are reclassifying and will open up recruitment for that in the next week. There will be a Planning Manager focused on Historic Preservation.

Chair Abeyta said you as Directors know what you need and that by doing this it will not harm the Historic Preservation Division.

Ms. Johnson said it will not.

Councilor Romero-Wirth said related to Cortez Consulting, she is confused about something in the memo on page 3. This is a sole source contract. It talks about cost to the City. She is not sure she understands the statement. What are you trying to say.

Chair Abeyta said Ms. Cortez worked in Land Use before she retired. She knows the code and Land Use, whereas someone from the outside would not know.

Ms. Johnson said we are fortunate that Ms. Cortez retired from the City and we were able to bring her onboard to be an in-house expert for us. She will work with the position for project manager through the project.

Councilor Lindell said on that same memo the paragraph about the only available source, she is not exactly sure what that paragraph says. It sounds like we hired Cortez Consulting in 2018 and had them do out of scope services.

Councilor Romero-Wirth said it says this Cortez Consulting discovered out of scope service needs essential to implementation. This contract is to do those out of scope things. Are we pretty confident that we now understand the full scope of what this person should be doing.

Ms. Johnson said yes. We found some things not specifically identified or under scoped. Ms. Cortez identified those things and they were added to the expanded scope and that is what this expense is for.

Councilor Lindell asked are they within her expertise.

Ms. Johnson said yes, but they were not in the initial scope.

Councilor Lindell asked are we paying her for future work

Ms. Johnson said she identified these issues under her previous scope of work, but did not work on them. We expanded the scope of work with this request and she will complete that work.

Councilor Lindell said she gets concerned when we hire a consultant who is the only consultant who can perform the duties and it is a company with one employee.

Ms. Johnson said when we bring the project manager employee on there will be a transfer of knowledge to that employee from the Cortez consultant. The employee will transfer that knowledge to the rest of the staff.

Councilor Lindell said she is also concerned about the reshuffling of Historic Preservation and reclassifying that position. She is concerned that there is so much backlog in Land Use that we can't address the issues that come forward to us now. Her concern is you, as part of this executive team, how do you have time to do that. Recently Mr. Schiavo has come on board. Prioritizing the actual work of Land Use, does this get priority in front of any Land Use work. Is there an internal discussion. You get the same number of hours in the day that the rest of us do. You have an astounding backlog of work in Land Use. It is complicated and time consuming and new cases are coming in. She doesn't want the focus taken off of what the purpose of Land Use is.

Ms. Johnson said this will be a bigger discussion among a lot of departments where we have committed in a lot of areas. We were not able to fill the position as Historic Preservation and were able to reclassify to Planning Manager and we have applicants for that.

Councilor Harris said he thinks the discussion of the last ten minutes or so is a case study of risk management. Before the March 16th election he attended a session about this and has been hearing about this for a period of time. Over that time he developed a high sceptism in his mind. He finds this to be a more straight forward and believable presentation than he has seen over the time of the ERP. The circumstances around raises for people was the end as far as he was concerned in terms of getting this in place. He is glad we have an executive team in place and thinks we probably will get this back on track. There is still some residual sceptism there.

Councilor Harris said what is being proposed is \$2.7 million for this fiscal year. We are in the third quarter of this fiscal year. We budgeted a certain amount of money in the CIP process. How much has been budgeted.

Ms. McCoy said correct. We did not budget in CIP for this. During the FY 19 budget process was that the operating budget was voted on and approved by the Governing Body, but not the capital budget. Subsequently we proposed the GRT bonds. This is part of capital expenditures and the CIP budget as well as the Midtown presentation you will hear later.

Councilor Harris said to be clear, there were no monies budgeted in FY 19 until this proposed action.

Ms. McCoy said that is correct. That us why we are coming to you for the current year adjustments.

Councilor Harris said he assumes that we encumbered some of this money. We have expended a certain portion of this, \$ 2.7 million right.

Ms. McCoy said correct. We paid out through the recurring subscription services to Taylor and through operating budgets and other funding sources. This is identifying the appropriate amount of the fiscal year and the appropriate funding source.

Councilor Harris said so this is less than ideal, but we are getting there. Are we going to be able to expend this \$ 2.7 million by the end of the fiscal year.

Mr. Elicio said that is our objective. That is what we want to achieve. We want to make sure we are keeping the Mayor, City Manager and Finance Committee updates as we go forward.

Councilor Harris said he is glad we are getting this settled and clarified. It is necessary to have this discussion. This is where we need to be.

Councilor Rivera said to the City Manger that he wanted to hear from him that no new monies are associated with this \$ 2.7 million.

Mr. Litzenberg said his understanding is exactly what you have been told right now.

Councilor Rivera asked the money for Barry Dunn, you want to end his services by March 19th.

Mr. Elicio said yes, because we have incurred costs already with Barry Dunn our projected cost included that. We are moving away from Barry Dunn to move to our internal management team. He is expensive. Bringing in in-house expertise we believe will be a way better investment than having someone external.

Councilor Rivera asked who will these five positions answer to.

Mr. Elicio said to their Department Director, however, the executive ERP staff will have a big say as to how the program will be managed.

Councilor Rivera said so still within your Department Ms. Johnson.

Mr. Elicio said correct.

Councilor Rivera asked the positions being transfereed will make more money.

Mr. Elicio said correct.

Councilor Rivera said since the funding for ERP only goes out seven years what happens to those positions after that. Are they supposed to be long term positions.

Ms. Johnson said for Land Use our Department is so dependent on tech and it is important to be transparent. We see this position moving into a broader tech position for the entire Land Use Department and lead trainer specific to Land Use technology.

Councilor Rivera asked how will you fund the position.

Ms. Johnson said through the budget adjustment.

Councilor Rivera asked this position will have a new salary.

Ms. Johnson said yes.

Councilor Rivera asked how about HR

Ms. Salazar said ours is not as comparable as Land Use.

Councilor Rivera said you have less of a revenue source than Land Use has. What is your plan.

Ms. Salazar said she concurs with Carol that a long term position is needed in HR for tech and to ensure we are staying up to date on upgrades of the system. Administration of position control is a gap we have in HR and ensuring our reporting is correct. That will be roll of this position.

Councilor Rivera said he would like a list of those positions to be transfereed over.

Councilor Rivera said Cortez is a previous City employee. We discussed issues about bringing retired people back as contract employees within municipalities. Are we sure we won't owe them money later on.

Ms. Johnson said we cleared that through PERA before this.

Councilor Ives said you mentioned having time frames and milestones. You have a chart depicting those. He would like a copy of that.

Mr. Elicio said he will provide that to all Councilors.

Mayor Webber said he thinks a couple of points made initially are worth revisiting. An item in the request is for a \$24,000 I B and B assessment. There have

been two assessments. The original one proved to be very useful. It was getting an outside risk assessment in our oversight of this complicated effort. Please speak about what those two assessments will do.

Mr. Elicio said with the new framework we are now under project management and executive team oversight. We want to make sure within that framework we are on the right track. To bring in an I B and B to look at how we function helps us ensure success of this program in general. Also it includes updates to the Finance Committee, Governing Body, Mayor and City Manager. We can't emphasize how extremely important this is. This is truly a revolutionary project and multi-million dollar project and we have to make sure we do this right.

Mayor Webber said the City Manager hit the nail on the head when he mentioned deferred maintenance as a through line to what we are encouraging on a daily basis. The ERP system will replace the 12 year old system that supports City Finance and HR systems and the 27 year old system in Land Use. Could you give us a sense of what it means to deal with a 12 year old system and a 27 year old system. This is long overdue.

Mr. Elicio said when the J. D. Edwards system was implemented in 2000 it dealt with the manufacturing industry as opposed to a municipality. There were multiple revisions of that software and in the fall of 2009 it became what we see today. There has not been any significant upgrade since 2009. There have been patches to fix bugs and updates to ensure timely reporting. What we want to do here is put in a program where there is a refresh program that will look at it regularly. We have to have a refresh program in place. It is extremely important that we do not allow this to happen in the future. With a refresh program we can ensure how we will stay within current technology.

Mayor Webber said Councilor Rivera touched on an important point. The positions being created and what they contribute to the City. The significant insight here is that the software is only part of the purpose. We are trying to make significant change in culture, capabilities and skills within the Departments. So when you talk about changing the technology, that is the easiest part. The part we want to sustain is the human capital. Training and development and the addition of these people in the Departments to keep the Departments up to speed with technology and how we do our work is crucial. Bernadette speak to the issue of human software and people who we will invest in as an ongoing part of the program to transform how the City does business.

Ms. Salazar said that is a huge piece of what we are trying to accomplish here. We start out by refreshing our systems and then have a whole new outlook on how we perform business, looking at our business processes and making sure new employees are trained really well to provide services to our customers.

**MOTION** A motion was made by Councilor Harris, seconded by Councilor Lindell, to approve the request..

**VOTE** The motion passed unanimously by voice vote.

**C. REQUEST FOR APPROVAL OF BUDGET AMENDMENT IN THE AMOUNT OF \$179,084 FOR POLICE DEPARTMENT INCENTIVES PAY. Chief Andrew Padilla, Chief of Police**

Chair Abeyta said we going to hear this item at Council tomorrow. Are we okay with deferring questions and discussion on this to Council.

**MOTION** A motion was made by Councilor Harris, seconded by Councilor Lindell, to approve the request.

**VOTE** The motion passed unanimously by voice vote.

**D. REQUEST FOR APPROVAL OF PROFESSIONAL SERVICES AGREEMENT IN THE AMOUNT NOT TO EXCEED \$74,952 FOR ASSISTANCE WITH THE IMPLEMENTATION OF THE ERP SYSTEM TO THE CITY: CORTEZ CONSULTING AND EXPEDITING. Joshua Elicio, ITT Director**

Chair Abeyta said this item was included in the \$2.7 million request.

**MOTION** A motion was made by Councilor Harris, seconded by Councilor Romero-Wirth to approve the request.

**VOTE** The motion passed unanimously by voice vote.

**E. REQUEST FOR APPROVAL OF BUDGET AMENDMENT IN THE AMOUNT OF \$961,000 FOR MIDTOWN CAMPUS. Matt Brown, Economic Development Director**

Mr. Litzenberg said this is a once in a generation opportunity. Since we acquired full responsibility we have been trying to take the time to evaluate the opportunities on this campus. We completed the Planning Guidelines process. We hired an interim Asset Manager, Sean Moody, to take a look at the campus and evaluate a number of items for us. We have begun managing the property and looking at the use of the property, the opportunities, the planning and evaluation process and debt refinancing. In the memo you have we have proposed a budget that is a lean plan to get us through the next six months. We are already in the process of more robust action for the next fiscal year. The team is here to answer questions. There will not be a presentation

other than for Mary to give a rundown of the finances.

Ms. McCoy said the sources of revenue are that this is entirely funded from the half percent GRT fund.

Mr. Brown said Daniel Hernandez is under contract as the Project Program Manager with us, as directed by the Resolution the Governing Body passed this summer. Also at the table with us are Ms. Wheeler, Mr. Moody and Mr. Fluetsch.

Councilor Rivera asked the funding for the recent water leak where will that funding be coming from.

Mr. Moody said we have \$100,000 deductible on our claim for that. Our exposure right now is \$100,000.

Councilor Rivera asked was that budgeted for.

Mr. Moody said yes, it is part of this request.

Councilor Rivera said good, we need to focus some attention to the Midtown Campus. He is fine with this.

Councilor Harris said at some point he would like to get more detail on the information behind the repairs and maintenance. Still there is a process happening to determine the fate of some of the buildings. It is important to keep us posted on that. He is thinking a lot about the City Manager's characterization of deferred maintenance. He thinks in terms of the constraints we have for moving forward. Why do we have all the deferred maintenance. ERP is a clear example of a constraint with old systems. The question is what are some of the constraints on our ability to pay our employees at the level we know we need. With the Comp and Class Study why have we not been able to get there. It is not for lack of desire of paying people what they are worth. When it comes to this what are the constraints. He is thinking he would like to see a list of our real property assets and what is behind them. In terms of the Midtown property we have 64 acres and 500,000 square feet of buildings. The property is in the NW quadrant. We have property adjacent to the Airport. Does the City of Santa Fe want to run a business park. That is what it is designated for. This is the constraint he thinks of when he considers what to do with the Midtown property. We need to look at it critically. If we make the commitment he feels is necessary to realize the value of this property it will take two to three years so we have to carry it for two to three years. That is what is going through his mind. He is in support of this action. Then just like he expressed or acknowledged his skepticism on ERP and looking at the people and hearing what is being done started to relieve some of that skepticism.. Looking at this group of people he has worked with they are a great team. We need to work with them and encourage them and give them the resources they need.



Councilor Vigil Coppler asked where do the 1.5 positions come from to reclass.

Mr. Litzenberg said we did not fully flesh that out. He did discuss this with the HR Director where a number of positions were identified that are vacant. The intent is to reclass some of those positions. We will give you a full update.

Councilor Vigil Coppler said she also wants an update if the FTEs are full time or classified or what category they are in.

Mr. Litzenberg said we will give you the full scope.

Councilor Ives said on page 2, the 3<sup>rd</sup> bullet point, the issue of one or more RFPs no later than March pursuant to the Governing Body's direction. He would love to see those before they go out.

Mr. Brown said he is happy to share. They are in the process of being drafted right now.

Councilor Ives said the land swap with the State for adjacent parcels, he has worked on that project with Sean and the prior Assets Manager. He would love to understand what you believe will be approved in this instance. He would like to be in on that.

Councilor Ives said he would like to understand what all the possibilities are and not just see the recommendations for use so he can understand if for him it makes sense.

Councilor Villarreal said she would like to better understand how this is budgeted for contractual services. Mr. Hernandez is Project Manager for how long.

Mr. Brown said for a seven month time frame.

Councilor Villarreal asked where in your budget does it break down all the contractual services you anticipate.

Mr. Brown said we need to separate the two types. One is the project management for the planning phase and the other is contracting for repair and maintenance of the property. Sean or Regina may want to answer.

Mr. Moody said of the service contracts line items the largest one is security services. It will be an amendment to the existing contract. For the alarm system \$10,000 is earmarked for a priority system on the campus which is in effect already. This for facility maintenance.

Councilor Villarreal asked wasn't there money for RFP expertise. She

remembers four different contracts.

Mr. Brown said that is the money allocated for the planning process. Those RFPs include the Land Use Development Plan, the economic feasibility and community engagement. There are separate items unrelated to this item. All of this is allocated for the maintenance of the current property.

Councilor Villarreal asked that \$400,000 from Economic Development.

Mr. Brown said that was coming from the bond. There is \$160,000 that Affordable Housing has secured from a block grant that can be used for development of the property.

Councilor Villarreal asked is some of it for the demolition of structures.

Mr. Brown said a separate \$700,000 is designated to be used for assessing the rehab or demolition of the barracks. If there is money left over it will be used for rehabilitation or demolition of those sites or buildings. That is being managed through Asset development. That is not a part of this budget or proposal today. It will be the money from the bond. \$1.1 million is allocated for this from the bond.

Councilor Villarreal said it would help her to see it all together.

Chair Abeyta said that breakdown is on page 2 of the memo.

Councilor Villarreal said thank you.

Councilor Villarreal asked when we talk about decommissioning what does that entail.

Mr. Moody said this is building by building. Systems need to be shut down for gas, water and heating systems.

Councilor Villarreal said she wants to make sure there is a strategic plan around that.

Mr. Moody said yes there is.

**MOTION** A motion was made by Councilor Harris, seconded by Councilor Lindell, to approve the request.

**VOTE** The motion passed unanimously by voice vote.

## **7. MATTERS FROM STAFF**

None.

## **8. MATTERS FROM THE COMMITTEE**

Chair Abeyta thanked staff, the Mayor and Mr. Litzenberg for all of the information which was very well put together. The discussion items we had are very important. It gave us a better idea and he feels more comfortable on the project. There were other items we said we would look at midyear. Specifically he and Councilor Rivera wanted to discuss certain areas that were cut in the budget such as the Business Incubator and Youth Works. Mr. Brown stated at the time we would talk about putting that money back. He would like a follow up discussion at Finance and other updates we requested including the Council positions and the Neighborhood Engagement positions, the Comp and Class Study and as we get closer to the next year budget there were going to be discussions about the Mayor's initiatives coming down the road and projections.

Councilor Lindell said she does want to thank Mary and her staff. She knows it was a big push for everyone to do this. It was an added task. We have never done this before and it was very useful for her. A lot of work went into it. That extra work does not go unnoticed. We appreciate it very much.

Councilor Rivera said Mr. Litzenberg another thing he is interested in is the positions within the Fire Department. The Battalion Chief. They are already getting the second Battalion Chief filled. The other is the Assistant Chief that we let go sometime ago in the budget. There was some discussion about bringing that position back. He thought we were going to discuss that at midyear. He would like to hear about that as well.

Chair Abeyta said he will sit down with Ms. McCoy about some of the items we were expecting to hear about at midyear and will present the list to the Finance Committee and address the issues as we have time to do so.

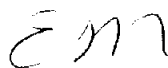
Chair Abeyta thanked the members of the Finance Committee and Governing Body and the Mayor. This was a good discussion and good for the City as we move forward.

**9. ADJOURN**

There being no further business before the Committee the meeting adjourned at 7:50 pm.

A stylized handwritten signature in black ink, appearing to be 'RA' with a long horizontal stroke extending to the right.

Councilor Roman Abeyta, Chair

A handwritten signature in black ink, appearing to be 'EM' with a long horizontal stroke extending to the right.

Elizabeth Martin, Stenographer



## **City of Santa Fe Enterprise Resource Planning Frequently Asked Questions**

### **1. What is Enterprise Resource Planning (ERP)?**

- The industry standard definition of an ERP is software which comprised of powerful and strategic business process management tools that can be used to manage information within an organization. In the case of the City of Santa Fe; Finance, Human Resources, and Land Use.
- An ERP system integrates ERP ready applications into one comprehensive information system that can be accessed by individuals across an entire organization.

### **2. Why is an ERP necessary for the City of Santa Fe?**

- The City of Santa Fe is currently running on an antiquated system that was originally built for a manufacturing industry type organization, but over time the system was customized to fit the business needs of the City. The last major upgrade to the current Resource Planning tool (JD Edwards E1) was fall 2009.
- With effective ERP software in place, executive leadership, managers, and staff can automate and streamline tedious back office tasks. An ERP will help staff become more productive and successful in their roles and get real-time visibility into the inner workings of their operations.

### **3. When did the original contractual agreement executed to modernized and invest in the Tyler Technologies ERP? What is the contractual agreement cost?**

- In May 2017, a fully executed contract was signed by Mayor Javier Gonzalez and approved by City Council to partner with Tyler Technologies.
- The contractual agreement is a 7-year, \$8,193,839.00 dollars investment.

### **4. From an industry standard perspective, how much does an ERP cost in general?**

- Depending on size of the organization, an ERP's costs is dependent on current staff skill sets, customization of the application, implementation, configuration, project management, in house support, data conversion, training, employee turnover, consulting and organizational commitment. Industry standard cost, depending on the size of the organization, for a full ERP system ranges from 1 million to 15 million.
- Yearly cost maintenance for an ERP Software as a Service ranges anywhere from \$400,000 to \$800,000, again, depending on size of the organization.

### **5. Since the beginning of the Program, how much did the city invest for ERP FY17-18?**

- May 2017 to June 2018, the City has invested \$1,536,465.45

1

Exhibit "1"



**6. How much budgetary investment is needed to cover FY 2019 ERP implementation cost?**

- The ERP Executive Management Team is requesting \$2,700,000

**7. How long does it take to implement an ERP?**

- Industry standard for any ERP implementation is 1 to 5 years. This of course is dependent on multiple facets. For example; age of the current system (conversion of data), budget, resources, culture, etc....
- The City's Information Technology department is projecting a full ERP implementation to occur the summer of 2020. This will put the City in a 4 to 5-year window.
- The City's plan to begin the ERP evolution rollout of specific modules will be begin in the March/April 2019 timeframe to July 2020.

**8. How are the BerryDunn and Tyler contracts being addressed?**

- The ERP system is a highly complex and technical platform that requires specific skill sets. Post Independent Validation & Verification (IV&V), it was recommended the City have a transition plan in place to begin assuming ownership of the program management of the ERP.
- Since IV&V, October 2018, the BerryDunn support project management contract has essentially been cut by 1/3 cost. Henceforth, day to day project management responsibilities are slowly being insourced to specific staff members from ITT, Finance, Human Resources, and Land Use for ownership purposes, which will produce more of a cost saving of inhouse program and project management work.

**9. What is the status of the temporary upgrades for employees working on the ERP project?**

- After further evaluation, it has been determined that the tasks related to ERP are in the scope of work for current job descriptions. The City is utilizing employees' knowledge and expertise related to their jobs to assist with the project. What was discovered was that in some instances there were competing priorities between ERP tasks and regular routine job duties. Overtime and compensatory time has been approved for staff that were affected. Additionally, the City has worked with employees regarding leave balances and the ability to take time off.

**10. What does the evolution of ERP mean for the City of Santa Fe?**

- ERP systems are highly complex and modular in nature. The City of Santa Fe's ERP Program Team is looking at ERP as an "Evolution" to ensure proper operations are being addressed throughout the life cycle of the applications, as opposed to a one time "flip the switch".



**11. Did the IV&V assessment help the ERP program get back on track?**

- In short, yes. The IV&V assessment was critical in identifying the shortfalls in the overall project management methodology being exercised at that time.
- Through the IV&V, a recalibration of the program was implemented to get the project back on track. This included the development of a 10-point action plan. See ERP 10-Point Action Plan in number 11.

**12. Post IV&V, is the ERP 10-Point Action Plan being addressed?**

- 10 Point Action Plan
  - Program Management Plan – New Model, New Proposed Budget, New Timeline
  - Management Structure – Complete
  - Identifying staffing roles and responsibilities – 95% complete
  - Set the right core plan priorities for implementation – Complete
  - Establish a comprehensive timeline and budget – Complete
  - Critical paths – Critical paths have been established to ensure all milestones will be achieved during the Evolution of the ERP implementation
  - Address Risk – Ongoing process
  - ITT Technology Plan – Currently being addressed
  - Independent Assessments – Further IV&Vs will be scheduled in Mar/Apr 2019 and Aug/Sept 2019 timelines