(The purpose of this meeting is to try to get to the bottom of this issue. I need to hear the information first hand and get clear answers to basic questions about both the raises that were given and their relationship to the ERP project. My goal is to ascertain facts, to understand the process and decisions that got us where we are, rather than making assumptions or relying on innuendo.)

On Raises:

- **Process**

1. Please describe the origin of the idea for the raises, the time line for implementing the idea, the people who were part of the decision-making process, and the way the decision was made. What is the core reason for the pay raises?

2. What was the role of the of the consultant or other outside advisors in originating the idea for the raises and in the implementation? Were the raises part of the project budget and rollout assumptions from the beginning or did they add to the budget?

3. How were the people who got raises chosen? Did people apply? Were department heads consulted? Which departments were included/not included? Why and why not?

4. Why not communicate this decision to the Council, the Finance Committee or to the Mayor in more detail?

5. Was consideration given to the timing of the election? If yes, what was the discussion? If no, why wouldn't you be aware of the election and its potential ramifications?

6. Were there any union issues considered as part of the decision? How do the raises relate to existing labor agreements? Were any union leaders consulted or informed about the raises?

- **Policy**

1. Why are the raises necessary? Are they standard operating procedure for this scale of IT implementation? Were raises designed to solve a specific problem either with implementation, on time/on budget, or workforce acceptance?

2. Why 10% and 15% as the amounts given? Why 10% for some and 15% for others?

3. What were the specific deliverables tied to the raises? Were they the same for everyone? Or different? Were people expected to work longer hours? Learn new skills? Quite simply: What were the raises for? What expectations were spelled out? Did people have to sign some form of written contract or agreement?

4. Are more raises planned as part of the implementation? Are those in the budget already?

On ERP:

1. Why are we doing this? What is the connection to the McHard Report? How far back does the planning go? What roles have been played by previous Mayors or members of Finance Committees? What elected officials have had oversight of the project?

2. What is the total cost of the project? When did the Governing Body approve it and what kind of project description and budget breakdown did they approve? What was the origin of the project and what was the level of Mayoral and Council involvement from the beginning and over time?

3. What's the timeline for implementation? Are we on budget and on schedule? What pieces are already in place and in use?

4. Why this particular software? Where else is it in use? How will it solve the problems it's intended to address? Is there a way to assess its useful life and the need for upgrades over time (and how much those might cost?)

5. How does it relate to existing systems? Is it designed to replace them? Supplement them? Fundamentally change the nature of work and work flow?

6. Have we experienced specific IT implementation issues? What is the experience so far in ease of installation, workforce uptake, ease of use? Are there performance

measurements to indicate how we're doing with the implementation so far?

7. What reporting milestones were established for the project: check in points with Mayor and Governing Body? Have any "red flags" been raised?