



City of Santa Fe New Mexico

Finance Department

Memorandum



DATE: March 14, 2018

TO:

FROM: Renee Martinez, Deputy City Manager
Adam K. Johnson, Finance Director
Lynette Trujillo, HR Director

ISSUE: Project ¡Ándale! Subject Matter Expert Memorandum of Expectation

The purpose of this memo is to provide you with a road map to success as a subject matter expert. You should refer to these work performance expectations frequently. For this project, your Functional Lead(s) are provided on the attached Key Stakeholder list. (S)he is responsible for working closely with you to ensure successful activities/tasks are completed in the time-frame required by the project. **In order to memorialize these expectations I will place a copy of this letter in your personnel file.**

Background:

You have been selected to take on responsibilities as a Subject Matter Expert as part of the City of Santa Fe’s ERP system implementation project team; also known as Project ¡Ándale! This project is a top priority for the City and represents a high point in the City’s effort to advance the use of modern technology, improve and align outdated business processes with best practices, gain efficiencies, improve access to information and improve constituent service delivery. The project is planned to be accomplished in phases by functional area; as follows.

Phase	Product	Start	End
1	Kronos	October 2016	December 2017 <i>*complete</i>
2	Telestaff	February 2017	March 2018
3	Munis Financials	July 2017	January 2019
4	Munis HR/Payroll	January 2018	January 2019
5	EnerGov	January 2018	April 2019
6	Munis Work Orders	October 2018	April 2019

Role of Subject Matter Expert:

The project has many active and supporting members. The project implementation plan outlines the role, responsibilities, desired attributes, and estimated involvement for each role. The Subject Matter Expert role is described as follows:



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City Subject Matter Experts	
Proposed City Staff	To be determined
Escalation Role	This role would be engaged when analyzing existing business processes and policies, learning software functionality, and discussing changes to the future environment. This role would contribute to discussions about setup and configuration decisions based on their knowledge of the functional area and the organizational context.
Responsibilities	<ul style="list-style-type: none"> - Assist with the City's preparation for and participation in vendor-led sessions for the represented functional area - Assist with the City's preparation for and participation in project-related meetings for the represented functional area - Documentation and review of business processes, rules, and requirements - Review of project documents and deliverables - Planning and execution of project tasks and action items at the direction of the City Project Manager - Identify and make recommendations on opportunities for business process and organizational change decisions - Identify and make recommendations on retaining third-party point solution applications - Participation in system testing, including participation in the review of test scripts, execution of test scripts, and issues detection/troubleshooting - Participation in the development and delivery of system training as prescribed by the Training Plan and as directed by the City Project Manager
Desired Attributes	<ul style="list-style-type: none"> - In-depth knowledge about the business process functions and historical practices of the functional area represented - Willing to make changes in technology, business processes, and policies - Able to examine current processes and policies and identify solutions available in the future environment
Estimated Involvement	<ul style="list-style-type: none"> - Participation in vendor-led sessions - Participating in other meetings with functional leads and the technical team as needed for specific decision points

Success Factors and Expectations

By way of this memorandum, I have identified some critical ways your role as a subject matter expert is critical to the success of this implementation.

- **System Expertise:** You have knowledge about the roles and duties associated with running our organizations systems or the architecture of the system.
- **Business Process Expertise:** Knowledge of current systems and how these systems work in relation to the overall operations of the City. Expertise with current state processes and levels of approvals and notifications for work flows.
- **Methodology Expertise:** Your understanding for the procedures and process flows in our current state and how to refine those processes for a more effective and efficient future state.
- **Recognized Competence:** You have great understanding based on your experience and your peers recognize this attribute and look to you for guidance when assistance is required.
- **Independence:** You are willing to provide valuable input and insight to help advance the technology and processes within current City operations and are not under pressure to keep legacy systems and have the insight to implement a system that can phase out the system currently being utilized.



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Our expectations of you:

- **Working Relations:** You are to conduct yourself with professionalism and respect at all times. Display courtesy and cooperativeness at all times toward others when carrying out your duties. Your interactions with others must be collegial and help create a positive work environment.
- **Voicemail:** Listen to your voicemails immediately and carefully. Determine whether there is follow-up or action or response required, and respond accordingly. You are encouraged to show initiative and be responsive to all communications.
- **E-mail:** Read your emails as soon as possible. Determine whether a follow-up or a response is necessary, and respond accordingly. You may need to acknowledge receipt or give status, even if you do not know the answer, but are working on it. You may receive electronic meeting requests. Please respond quickly since it advises the sender immediately that you are confirmed for the time and place. You are encouraged to show good written etiquette, initiative, be proactive and responsive in all your electronic communications.
- **Communication:** You must always communicate in a clear, honest, and timely manner. If you are unclear on any assignment, or if you have completed one task and are ready for additional work, you are strongly encouraged to show initiative and contact me. Eliminate the habit of having others seek you out to find out the status of your work. That responsibility is up to you.
- **Meeting Participation:** When you are asked to attend a meeting, please make every effort to be there on time. Respect your time commitments and those of others. Do not expect participants to locate you when you are not there. If you will be delayed or need to reschedule, contact the participants as soon as possible to explain the delay, give estimated time of delay or reschedule.
- **Deadlines:** Please follow-through with set deadlines. If you experience a delay in meeting your commitment, consult with me before the deadline to give a status update, obtain further direction, or to set a new deadline if possible. Otherwise, it is my expectation that you will make all of the necessary arrangements to meet the agreed deadline. Also, do not wait for someone to come looking for your work product, it is your responsibility to be proactive and turn it in on time.
- **Accuracy:** When you are given a work assignment, task or project, please review and proofread your work very carefully for format, accuracy, grammar, tone, and purpose **prior** to turning it in. Be your own editor and strive to turn in quality work at all times. Therefore, you should strive to be *"Brief, Clear, and Concise."* While some of your work may be checked and edited, please do not rely on anyone else to proof your work.
- **Directives or Directions:** Subject Matter Experts are required to comply with the Functional Lead, Executive Steering Committee, Project Management Team, Change Management Team, Vendor and Consultants' request, instructions or directives. In the event



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you are unable to meet this standard, you should consult me immediately to discuss any problems, delays, and/or challenges. I must be able to rely on you to carry out your role responsibilities and give you feedback if there are any problems. While there may be times you do not agree with the decisions, requests or directives, I encourage you to discuss your concerns with us, but ultimately you are responsible for complying.

As a Subject Matter Expert for Project ¡Ándale!, we are committed to seeing you succeed. Please keep this list close by and reference it as often as you need. The Executive Steering Committee, Project Management Team and Change Management Team will assist and support your efforts towards meeting these expectations.

Sincerely,

Adam K. Johnson
Finance Director

Lynette Trujillo
Human Resource Director

RECEIVED:

Employee Name (Print)

Employee Signature

Date

Tyler Implementation Project Assignments

MUNIS Modules - FINANCE	
Module	Code
Accounts Payable <ul style="list-style-type: none"> Krystle Hernandez (FL) Amy Martinez-Duran Monique Maes Daylene Martinez Leona Shaw 	AP
Accounts Receivable/Tyler Cashiering <ul style="list-style-type: none"> Krystle Hernandez (FL) Erica Martinez Christina Keyes Clarence Romero Donald Martinez 	AR/TC
Budget <ul style="list-style-type: none"> Kent DeYoung (FL) Andy Hopkins Adam Johnson 	BG
Bid Management <ul style="list-style-type: none"> Shirley Rodriguez (FL) Irene Romero Procurement Specialist Procurement Specialist 	BM
Capital Assets (<i>formerly FA - Fixed Assets</i>) <ul style="list-style-type: none"> Kent DeYoung (FL) Erica Martinez Emily Pisula Richard Garcia 	CA
Cash Management (<i>Treasury Mgmt</i>) <ul style="list-style-type: none"> Krystle Hernandez (FL) Erica Martinez Christina Keyes Emily Pisula Brad Fluetsch 	TM
Citizen Self Service	CSS
Contract Management <ul style="list-style-type: none"> Sara Smith (FL) Shirley Rodriguez Irene Romero Melissa Byers Procurement Specialist 	CM
General Billing <ul style="list-style-type: none"> Krystle Hernandez (FL) Erica Martinez 	GB

MUNIS Modules – SYSTEM ADMINISTRATION	
Module	Code
Role Based Access Control (<i>Security & Permissions</i>) <ul style="list-style-type: none"> Chuck Bear (FL) Debi Croney Vince Montoya Felix Herrera 	RBAC
SQL Server Reporting Services <ul style="list-style-type: none"> Chuck Bear (FL) Debi Croney Felix Herrera Vince Montoya 	SSRS
System Administration <ul style="list-style-type: none"> Debi Croney(FL) Larry Worstell Felix Herrera 	SA
Tyler Content Manager <ul style="list-style-type: none"> Debi Croney (FL) Chuck Bear Felix Herrera 	TCM
Tyler Forms <ul style="list-style-type: none"> See Accounts Payable, Purchase Order, and General Billing 	TF
Workflow (<i>electronic approval process</i>) <ul style="list-style-type: none"> Debi Croney (FL) Vince Montoya Felix Herrera 	WF
Please add Michele Dotson and the	
PMT to all sessions. Michele will check-in with staff at the start and end of sessions remotely, and the PMT will attend based on their respective areas.	
<u>Munis Financials PMT</u>	
<ul style="list-style-type: none"> Becky Casper Vince Montoya 	
<ul style="list-style-type: none"> Chuck Bear Andy Hopkins Erica Martinez 	

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<ul style="list-style-type: none"> Christina Keyes Tuesday Brzykcy (Airport) Nancy Jimenez (Police) 	
General Ledger/COA <ul style="list-style-type: none"> Kent DeYoung (FL) Erica Martinez 	GL
Inventory	IN
Project/Grant Accounting <ul style="list-style-type: none"> Kent DeYoung (FL) Erica Martinez Emily Pisula Mackie Romero Richard Garcia 	PA
Performance Based Budgeting	PBB
Purchase Order (aka Purchasing) <ul style="list-style-type: none"> Shirley Rodriguez (FL) Amy Martinez-Duran Procurement Specialist Procurement Specialist 	PO
Purchasing Cards <ul style="list-style-type: none"> Krystle Hernandez (FL) Amy Martinez-Duran Christina Keyes Monique Maes Daylene Martinez Leona Shaw 	P-Card
Quatred Inventory Scanning	QIS
Requisitions <ul style="list-style-type: none"> Shirley Rodriguez (FL) Amy Martinez-Duran Procurement Specialist Procurement Specialist 	RQ
Vendor Self-Service <ul style="list-style-type: none"> Shirley Rodriguez (FL) Irene Romero Procurement Specialist Procurement Specialist 	VSS
Work Orders	WO
MUNIS Modules – HUMAN CAPITAL MANAGEMENT	
Module	Code
Human Capital & Talent Management <i>(Formerly Human Resource)</i> <ul style="list-style-type: none"> Gary Bartlett (FL) Melinda Jagles-Moquino 	HR

<ul style="list-style-type: none"> Debi Croney Faustino Contreras Adam Johnson
<u>Munis HR/Payroll PMT</u> <ul style="list-style-type: none"> Melinda Jagles-Moquino Gary Bartlett Xavier Anderson Chuck Bear Melissa Ortiz Debi Croney Faustino Contreras Lynette Trujillo Adam Johnson Krystle Hernandez

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<ul style="list-style-type: none"> Mary Tapia 	
Payroll <ul style="list-style-type: none"> Krystle Hernandez (FL) Melissa Ortiz Chuck Bear Amy Martinez-Duran 	PR
Employee Expense Reimbursement <ul style="list-style-type: none"> Krystle Hernandez (FL) Melissa Ortiz Chuck Bear Amy Martinez-Duran 	EER
Employee Self Service (ESS) <ul style="list-style-type: none"> Melinda Jagles-Moquino (FL) Debi Croney Krystle Hernandez Aaron Martinez 	ESS
Personnel Actions <ul style="list-style-type: none"> Melinda Jagles-Moquino (FL) Aaron Aragon 	PM
Professional Development (<i>now part of HR & called Talent Management</i>) <ul style="list-style-type: none"> Aaron Martinez (FL) Xavier Anderson 	HR
Recruiting (<i>formerly Applicant Tracking</i>) <ul style="list-style-type: none"> Melinda Jagles-Moquino (FL) Celeste Garcia 	AT
Risk Management <ul style="list-style-type: none"> Barbara Boltrek (FL) Melanie Lovato 	
Salary & Benefits <ul style="list-style-type: none"> Gary Bartlett (FL) Lynette Trujillo Colleen Higgins-Vigil 	SB
Timekeeping Interface <ul style="list-style-type: none"> Debi Croney (FL) Chuck Bear Melinda Jagles-Moquino 	TK

There are different types of days that may occur with any of the above listed modules:

Fundamentals – Basic understanding of System Functionality. Attendees will need computers as hands on demonstrations will be done at this time. Tools such as Tyler U, Video’s and handouts will be used to help understand System Functionality and basic processing in Munis.

Current State and Future State Analysis – This consists of an analyst coming on-site and performing a full demonstration of each module on their laptop. This is a demonstration of the MUNIS programs and a discussion of your current policies and procedures and how those will be implemented using MUNIS. A write-

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up will be done following the analysis sessions that documents discussion on implementing each module. Attendees are not required to have computers. This is NOT a training session.

Design and Configure Setup Training – This consists of the setup programs that affect this module. This is the code building portion of training. This will usually only have centralized users and decision makers in attendance. Attendees will need computers as hands on training will be done at this time.

Core User Process Training– This consists of the actual process involved with this module i.e. how do I enter a Requisition, or how do I create an AP check. The auxiliary setup must occur prior to this step. This can consist of centralized training at a more in depth level as well as decentralized training at a more basic level. Your calendar will note if a training scheduled is decentralized. Attendees will need computers and hands on training will be done at this time.

Inquiries and Reports – This consists of the inquiry programs and reports available for each of the modules. These may have days scheduled for the individual module or all modules together. Attendees will need computers and hands on training will be done at this time.

Black = Phase 1 – FIN Blue = Phase 2 – HR/PR Green = Conversions Purple = Tyler Forms Red = Holidays or Client Blackout

Client Info

Month 201X

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
26	27	28	29	30	1	2	
3	4	5 SA & Dashboard	6 TCM & RBAC	7 RBAC & WF	8	9	
10	11	12 HR/PR Setup Training - Onsite	13 HR/PR Setup Training - Onsite	14 HR/PR Setup Training - Onsite	15 COA Due to Tyler – 1st Pass	16	
17	18 TF Kick Off Call with Jillian	19	20	21	22	23	
24	25 Christmas Day	26 Client Blackout	27 Client Blackout	28 Client Blackout	29 Client Blackout	30	
31	1 New Year's Day	2	3	4	5	6	

Financial Go Live 3 Apr 2017 HR/PR Go Live 1 Jan 2018