Included in this packet:

1. Corrective Action Plan
2. List of Projects
3. Timeline of Program Implementation
4. Project Management Structures
5. IV&V Consultant Reports

Santa Fe's ERP Corrective Action Plan

1. **Change the fundamental program management structure.**

   - The top priority is to establish a clear management structure that includes an internal, on-site program manager, backed by an executive team including the IT, Finance, Land Use, and HR Directors, the City Manager as Program Sponsor, and the Mayor's Office.

2. **Establish a comprehensive program timeline and budget.**

   - With a clear management structure in place, we will establish a timeline and a budget that incorporate all of the projects that make up the overall program. Each project within the effort should have its own set of deliverables, critical activities, and associated costs, so that progress is easier to track and "sprawl" is prevented.
   - Develop a sound financial plan to address and control overall program implementation costs.

3. **Evaluate the role of BerryDunn moving forward.**

   - With the inclusion of an internal program manager, we'll re-evaluate the role of the third-party consultant.

4. **Organize and view the effort as a program, involving multiple projects, instead of as independent projects.**

   - While each project must be tracked individually, the leadership team and staff must take a comprehensive view into the overall program.

5. **Clearly identify staff roles.**

   - Staff have a fundamental role to play in recording business processes and designing the end product software;
   - Ensure that staff resources are available from HR, IT, Finance and Land Use to do the work of building each module;
   - Ensure the IT department has the positions and staff needed to provide administrative and technical oversight, including Database Administrator and Systems Analyst.

6. **Do first things first, set the right priorities.**

- By refocusing the work plan we will implement the components that are most important first, building momentum, showing both internal staff and the public progress, and making sure that "must-haves" are in place.

7. **Develop and utilize a critical path management approach.**

   - Define clear gates/milestones, with distinct entrance and exit criteria, for every project, and use that to guide the work. This methodology allows progress to be measured and reported both internally and to the public in a transparent way.

8. **Pair the identification of risk with the mitigation of risk.**

   - ERP systems are inherently complex, making risks and risk mitigation a key management responsibility. The program manager must identify internal and external risks and take steps to overcome those risks.

9. **Implement a City-wide IT Technology Plan, systems analysis, and data management improvements.**

   - With better long-term technology planning, a structured systems analysis process, and a data management program that preserves the integrity and accuracy of City data, the IT department will be better positioned to support the success of the ERP program.

10. **Incorporate regular, independent assessment into the program.**

    - Include timely IV&V assessments at regular stages to provide third-party program "audits."

Modernizing Santa Fe: Mapping the Modules in the ERP Program

Kronos/Telestaff – Time Keeping System

a. Electronically tracks time worked and time off for payroll,
b. Gives employees more ownership of their timecard, and
c. Provides managers with reporting functionality and easy-to-use time management tools.

Status: Complete or Substantially Complete

Munis Financials

a. Real-time insight into business processes
b. Accountability and transparency in finance, accounting, purchasing, asset management, and more
c. Monitoring and tracking budget and general ledger activities

Status: Implementation Facing Challenges

Munis Human Capital Management

a. Streamlines processes for payroll, employee data tracking, and document processing
b. Eliminates redundancy and paper-based manual processes

Status: Implementation Facing Challenges

Munis EnerGov Land Use

a. Electronically manage permits and permit applications
b. Integrate GIS data visualization operations
c. Creates transparency for residents

Status: Implementation on Track

Windows 10 upgrade

a. Provides a more stable, modern, and efficient operating system architecture
b. Enhances desktop security and real-time anti-malware protection
c. Updates fundamental infrastructure to run the most advanced software applications

Status: Implementation on Track

Adobe eSign

a. Integrates with Tyler Munis Contract Management to add secure electronic signatures
b. Security mechanism eliminates alteration of contracts once approved

Status: Implementation on Track

Munis Work Orders

a. Creates a more effective and proficient way of managing business processes.
b. Centrally manages operations of assigning tasks to better serve the public.

Status: Implementation in Early Stages

Timeline of the ERP Program Implementation

October 2016: Work begins on the Kronos module implementation.

February 2017: Work begins on Telestaff Advanced Scheduling Module implementation.

March 2017: The City contracts with BerryDunn to be the third-party project manager on the ERP Program.

June 2017: Kronos implementation phase complete.

July 2017: Munis Financials implementation begins.

September 2017: Decision made to pause the project for three months.

October 2017: Energov Land Use module implementation begins.

January 2018: Munis Human Capital implementation begins.

March 2018: New administration halts proposal to give raises to staff involved in implementation.

May 2018: Telestaff module implementation substantially completed.

July 2018: New executive management team in place with new directors running HR, Finance, Land Use and IT director made permanent.

August 2018: BerryDunn Memo lays out a proposal offering to delay the project by 3, 6, and 9 months, or until further notice. City executive team chooses instead to commission an independent assessment (IV&V) to better understand where the project is.

October 2018: Initial target for beginning of Worker Order/Asset Management implementation.

October 2018: IV&V is completed, released to the public.

January 2019: Initial target for end of Munis Financials implementation.

January 2019: Initial target for end of Munis Human Capital implementation.

April 2019: Initial target for end of Work Orders Asset Management implementation.

June 2019: Initial target for end of Land Use implementation.

Program Management Structures

Figure 1 -- Current Project Andale Governance Structure

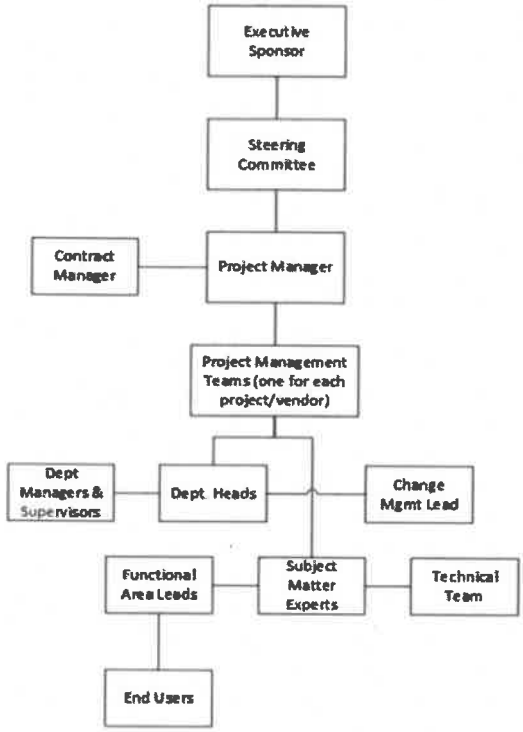
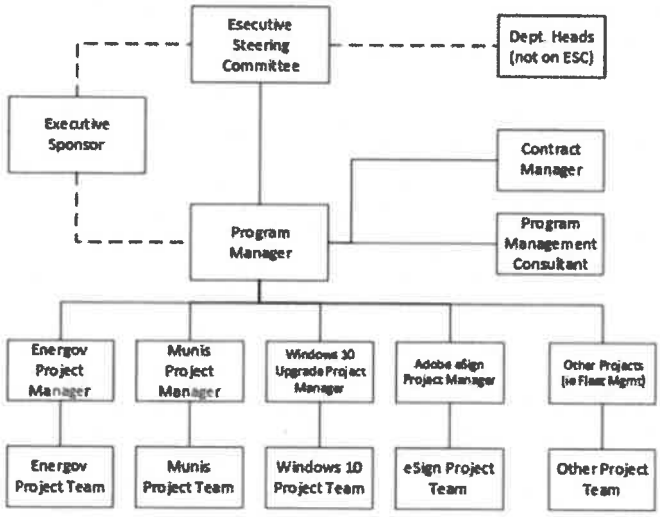


Figure 2 -- Proposed Governance Structure



ACRO SERVICE CORPORATION

Acro Service Corporation

IV&V Complete Assessment Report

Prepared for

The City of Santa Fe

Date: October 24th, 2018

Submitted by:
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1 Executive Summary of IV&V Findings

Project Andale is a multi-year, multi-phase project with a stated objective of replacing legacy Financial, Human Capital, and Community Development software applications. In addition to this objective, it was also intended to implement time and attendance tracking software, as well as, replace the legacy Utility Billing application. At the present time, the time and attendance tracking software has been deployed into production and it appears that the Utility Billing replacement project will not be covered under the Project Andale umbrella.

The Munis Core Financials and Human Capital Management (HCM) suite of applications were targeted for deployment in June 2018 (July 2017 start date) and December 2018 (January 2016 start date), respectively. The Tyler Energov product was targeted for deployment in June 2019 (October 2017 start date). Currently, the Munis Core Financials product is now being targeted for a July 2019 deployment date and the HCM product's new deployment date is not yet established. The Energov product is still on track for its intended June 2019 deployment. Furthermore, the Munis Asset Management and Work Order projects were originally targeted to begin October 2018; however, these projects have not yet begun and do not appear ready to begin. Overall, based upon a review of all project artifacts that reflect completion status, the overall completion percentage for Project Andale is approximately 35% complete (opinions may vary on this percentage, which speaks to the subjective measurements of Project Andale's performance).

According to City financial staff, the amount spent on Project Andale to date is approximately $3.1M. However, this figure is difficult to verify, as there is no single view of the project budget that has been tracked and updated since Project Andale's inception. The latest City Project Manager monthly report states that no project budget figures have been provided since May 2018. Therefore, an accurate and updated budget that includes projected budget coverage for remaining project needs does not exist as of this report.

Based upon this information, from both timeline and budget perspectives, Project Andale is at extreme risk of failure and must be remediated as soon as possible. While staff turnover and the City election held in March 2018 have presented challenges within the project, these are not root causes of the project's current state. Project structure and methodologies are not well suited within the City of Santa Fe's overall technological and human systems and do appear to be the root causes of the problems Project Andale faces.

2 Introduction and Purpose

The purpose of this Independent Verification and Validation (IV&V) effort was to review and assess Project Andale from inception to current state. This study sought to understand the project's strengths and weaknesses and to determine any opportunities for improvement throughout the project's lifecycle. The core questions for which this effort sought answers were:

1. Is Project Andale delivering the appropriate software for the City of Santa Fe?
2. Is the software being delivered in the appropriate way?

In answering these questions, it became clear that, while there are strengths within the City that have allowed Project Andale to progress, there are challenges and opportunities to improve Project Andale's performance. Furthermore, there are significant issues at both strategic and tactical levels within the project and the City of Santa Fe should seek to remediate these issues as soon as possible.

3 Methodology

This IV&V effort began with structured interviews with the City Project Manager, the Tyler Munis Project Manager, and the Project Executive sponsor and a Survey Monkey survey distributed to both the Project Andale functional team and the Project Andale Executive Steering Committee. Also, interviews were conducted with key functional team members and functional leads, as well as detailed reviews of the set of project artifacts.

In its entirety, this study sought to:

1. Gain an overview of Project Andale's overall health by reviewing its inception documents such as:
    a. The initial RFP for an ERP
    b. The vendor selection documentation
    c. The contracts that established the overall budget and timelines, especially as they pertained to the Tyler Products (Munis, Energov). {Please note that the Kronos and Telestaff products were live as of this study's beginning.}
    d. The Project Management Plan
    e. The Business requirements
    f. The Functional Requirements documentation
    g. Any design documentation
    h. The software modules as they currently exist
2. Determine project performance
    a. Timeline review
    b. Budget review
    c. Review project risks and mitigation approaches/success
    d. Project Governance/Structure
3. Find opportunities to remediate and improve Project Andale's performance

Also, as part of this document, appendices are included that reflect the methodology's findings as they emerged that were issued outside of the IV&V Reports provided on a weekly basis:

- Appendix A: Business Process Analysis Memo

- Appendix B: Program vs. Project Memo
- Appendix C: IV&V Survey Results

In conducting this study, the findings indicate that project structure and methodologies are the root causes of the challenges Project Andale now faces.

4 Findings per IV&V Statement of Work (SoW)

Upon completion of the activities described above, it became apparent that there are significant issues within Project Andale. Table 1, below, presents the requirements within the IV&V Statement of Work (SoW) and their associated summary findings:

#	SoW Requirement	Summary of Findings
1	Review of Project Governance Structure	Project Governance is in place with both an Executive Sponsor and an Executive Steering Committee (ESC) that meets periodically as issues emerge.
2	Project Andale management planning documents	There are no less than three (3) documents that serve as project management planning documents: 1) the ERP Implementation planning document; 2) the Tyler Munis SoW; and, 3) The Energov Project Management Plan. Furthermore, there are also at least three (3) project artifact repositories: 1) the Munis Sharepoint Site; 2) The Energov Sharepoint site; and, 3) The BerryDunn file repository. Also, the City of Santa stores various project artifacts within shared drives.
3	Review of current Project Management contractor methodologies; analyze Project Andale project management and evaluate project staffing models	The current City PM appears to operate within an "ad-hoc" approach to Project Andale. That is, while the City PM (BerryDunn) is aware of the several projects that compose Project Andale, she must refer to either the Executive Sponsor or to the Contract Manager for various statuses. The City PM does not maintain nor update a central repository from which project performance can be drawn. Each project within Project Andale operates within its own structure and protocol with no over-arching management that aggregates all project data into a single view. Furthermore, for the Munis project, staffing models do not meet the needs of the City, evidenced by upheaval and loss of project continuity whenever turnover or project removal occurs. Energov, however, does appear to operate within a staffing model that meets project needs.

#	SoW Requirement	Summary of Findings
4	Evaluate Project Andale progress, schedule, resources, procurement, budget, work flow and reporting.	From a timeline and schedule perspective, based upon: a review of the Munis "Master Project Plan" in SharePoint, a review of the Project schedule in the Energov SharePoint site; and, interviews with the City PM, Executive Sponsor, and both the Energov and Munis PMs, the current overall percentage complete is approximately 35%. Testing and training plans are not yet developed, and the functional requirements for Munis (the "business process questionnaires") are not complete and in some cases must be revisited (especially on the HCM side). Furthermore, the project budget has not been tracked or reported since May 2018. As it currently stands, it is unclear if there's enough budget remaining to meet the remaining project needs. However, based upon spreadsheets provided for this report, it appears that $3.1M has been spent to date, however, it is unclear if this figure is accurate.
5	Perform a detailed review of Project Andale deliverables for accuracy, completeness, and adherence to contractual and functional requirements.	Based upon the current state of Project Andale, the deliverables for the project are either incomplete or have yet to begin. The "functional requirements" for the Munis project (both financials and HCM) must be either revisited or redone for both depth and breadth. That is, the BPQs upon which the modules will be built must be finalized within themselves and/or verified from a cross-functional perspective. The modules cannot be assessed or tested until the BPQs are finalized.
6	Assess current risks and risk management associated for each module.	While risks are tracked for each project and included within both the City PM and Tyler Monthly reports, the mitigation of the risks are unclear if they are complete or still open. Also, in meeting with the functional teams, it appears that the Bids Module may not meet the needs of the City and the City must determine if it will be adapted for use within the City or not used at all.
7	Review the process for tracking of business and technical requirements to their source and review the process established during the planning phase for requirements traceability throughout the subsequent development/implementation phase. Review the traceability of system requirements to design, code, test, and training.	There is no process for formally tracking the BPQs or Surveys back to the Business Requirements listed within the initial ERP RFP. Furthermore, the testing and training plans are not yet created; there is no process for requirements traceability from establishment to module configuration.

#	SoW Requirement	Summary of Findings
8	Assess Project Andale's configuration management function/organization by reviewing reports and making recommendations regarding appropriate processes and tools to manage system changes.	There is neither a process nor an allowance for configuration management. The BPQs and Surveys form the bases for software configuration and any formal software changes appear to be outside the scope of the project. For example, there is no way to distinguish between bid submittal types. All vendor responses are bids and there is no way to distinguish a bid from a quote or a proposal or an information response. To modify the code to accommodate bid types would be a significant cost to the City.
9	Draft an independent traceability matrix from project documents that links initial requirements to specific software modules/components. This matrix shall determine whether there is a direct relationship between the software and the project documents.	Because of the varied nature of the project artifacts, it is not possible to develop a single traceability matrix. Further, the functional requirements are in process and are not yet complete; there is no way to link the current state of the software (either Energov or Munis) to the established business requirements in a detailed manner.

#	SoW Requirement	Summary of Findings
10	Observe project meetings and activities to understand the processes, procedures, and tools used in the Project Andale environments, and review and analyze for adherence to accepted, industry standards, all applicable and available documentation.	The project meetings observed as part of this study were: Functional team meetings, Executive Steering Committee meeting, and project management team meetings. Furthermore, the "training" sessions used to complete the BPQs were also observed, as well as, notes and processes from meetings held prior to this review were also reviewed. Based upon these reviews, there is redundancy of effort within the functional meetings, as the City PM holds meetings that review the same material as is reviewed within the Tyler PM meetings. The redundancy and format of the functional team meetings have led to project team member burnout and a lack of consistent participation. Tasks continue to "back up" and the communication between all the meetings appears to be "siloed" and lacking integration between the overall project teams. Also, there are no minutes from the Executive Steering Committee, although any decisions are tracked via the City PM monthly reports. The overall understanding of the Munis project team meetings is that they are ineffective and do not meet project goals. While the Energov project does appear to be more organized (the Energov PM contacts the SMEs directly and not via the City PM as the Munis PM must), the overall project team environment is confusing, dynamic, and ill-fitted to the goals of the project. However, regardless of the disorganization and structure of the project teams, staff has done a remarkable job of completing the amount of work done to date. Even though they appear to be "muscling through" the work, they are configuring the modules to the best of their abilities. Staff expresses discomfort with conducting activities for which they feel they are not qualified (configuring software is often not suited to staff strengths); however, they do the best they can within their operating parameters.
11	Interview and observe Project Andale Project Management staff and Contractor staff.	Several interviews with project the various project managers were conducted for this effort. All formally defined project managers are contractors, with no internal oversight other than that provided by the Executive Sponsor. Each project follows a different methodology and operates within a distinct tracking model. It appears, though, that the project managers do maintain communication channels between their efforts and any integration/interface points are tracked and maintained.

#	SoW Requirement	Summary of Findings
12	Consult with all stakeholders and assess the user involvement and buy-in regarding system functionality and the system's ability to meet program needs.	There are several Project Andale Stakeholders and to meet this SoW requirement, key stakeholders were formally interviewed. However, a Survey was distributed to the Project Andale team and to the Executive Steering Committee. Effectively, the surveys showed support for the software itself, but also showed that the project is perceived to be trending towards overall failure. The surveys and stakeholder reviews did demonstrate that there is progress being made at the tactical level, although there is discomfort with project methods and staffing models. In most cases, the software is not considered to be problematic, but the way it's being implemented does not fit well within the City of Santa Fe. Competing priorities and project turnover appear to be the perceived project weaknesses. However, the functional teams' dedication and efforts appear to be perceived as the project's strengths.
13	Inventory and review the application software for completeness for all ERP modules.	Based upon the vendor selection process and scoring sheets, both Tyler products meets the overall needs established within the ERP RFP. However, because the functional requirements are not yet finalized, or in some cases, complete, it is unclear how many more modules will need discussion as to "fit" for the city. However, the ERP software is complete from an overall product perspective and it appears that the Bids module is the only significant module that does not meet City requirements as of this report.
14	Perform a detailed review of the software architecture for feasibility, consistency, and adherence to industry standards.	The Tyler suite of applications appear to be .Net-based with MS SQL server 2016 as the database of record. Because it is SaaS, the development approach and code is proprietary and cannot be reviewed. Additionally, Kronos and Telestaff employ the MySql Server database. While management of these databases is within respective vendors' purview, querying these databases above and beyond the "canned" report capability is the City of Santa Fe's responsibility. For "ad-hoc" queries, Sql Server Reporting Services (SSRS) and Crystal Reports will be deployed.
15	Assess the Project Andale's configuration management function/organization by reviewing reports and making recommendations regarding appropriate processes and tools to manage system changes.	"Configuration Management" in this context appears to indicate the software change request process and because there are no coding changes, the configuration of the software is handled via the Surveys or BPQs and any custom coding is out of scope of the project.

#	SoW Requirement	Summary of Findings
16	Review and monitor development processes to ensure they are being documented, carried out, and analyzed for improvement.	The software development is internal to Tyler and is out of scope for a SaaS model.
17	Analyze application, network, hardware and software operating platform performance characteristics relative to expected/anticipated/contractually guaranteed results and industry standards/expectations.	The Tyler products operate off of the Amazon hosted cloud and will meet 24/7, 90% uptime availability as stated within the Tyler SoW. However, the City must complete an upgrade of the desktop operating system to Windows 10 before the products can be deployed city-wide. This sub-project is a significant dependency for the project's success and should be tracked within Project Andale umbrella. Also, because Munis does not have contract-development/workflow capability, another internal project is also underway for contract development called the "Adobe eSign" project. It is unclear if the budgets or timelines for either project are aligned within the overall Project Andale umbrella.
18	Assess general equipment purchasing and invoicing processes.	While any hardware purchased for Project Andale appears to have been carried out within the established procurement code, issues with invoice payments have been listed as project risks, as the City PM and Kronos invoices are late in being paid. Also, as part of this study, the City PM contract amendments have been listed as questionable from a scoping and strategic perspective.

5 Conclusion

While Project Andale has made progress since its formal inception in July 2017, it is at significant risk of failing from both a timeline and budget perspective. There are clear symptoms presenting within the overall health of the project that indicate issues at both strategic and tactical levels within the project:

- There is no single view into the project from which a comprehensive understanding of the project can emerge. Several different repositories and project methodologies fail to tell a unified Project Andale story. Furthermore, there is a subjective underlying nature to the project that does not appear to be based upon repeatable and describable objective measures.
- There is no single budget or clear budget burn rate associated with Project Andale. While at some point within the project's lifecycle the "budget" was tracked within each project's boundaries, the City PM reports indicate that the budget has not been reported or tracked since May of 2018. Also, it is unclear if the original line items established for the Tyler project aspects have been, and are being, tracked, specifically:
    - Operating Budget Line Item **6200.62252.530710** for recurring software subscription: 7 years, **$6,919,359**

- CIP Budget for Software Implementation line item 32139.510340: $1,725,916 (Software), $179,137 (Hardware)
- Also, what remains unclear are the budgets for the internal projects that are either associated or are clear project dependencies: Adobe eSign and the desktop upgrade to Windows 10. It is worth noting that these projects are also tracked with a different methodology than the Tyler projects.

- Project Andale was not established within an appropriate operating framework. That is, Project Andale is not a multi-phased project, but rather, a Program of several distinct projects that must be unified and described within an overall strategic framework that includes operational activities that can impact the program's performance. This distinction is not one of semantics, but of pragmatics. There are different structural and behavioral impacts to this distinction that have never been addressed within Project Andale's lifecycle.
- Project methodologies and staffing requirements are not aligned with the City of Santa Fe's operational ecosystem. Specifically, each project within the Project Andale umbrella operates within its own framework and these frameworks are not consistent with each other. The staffing requirements are heavy, especially as they pertain to the Munis project and is clear that the City cannot consistently meet these requirements, especially with respect to operational activities and other projects that continue to emerge and impact Project Andale.
- The "critical success factors" as listed are problematic:
  1. **Having a clear and compelling business case and strategy:** While the need for a new ERP is clear and compelling (evidenced by the completeness of the initial RFP). The strategy is not aligned holistically either with operational activities or with emergent projects.
  2. **Commitment of senior management:** Senior management is committed to the project's success.
  3. **Use of project management best practices:** Because each project functions with distinct methods, it is evident that the failure to recognize and structure Project Andale as a program and not a project indicates that best practices have not been fully followed.
  4. **Use of organizational change management best practices:** The City of Santa Fe has undergone significant changes since project's inception, most notably, a new Mayoral Administration and type (from a part-time Mayor to a strong, full-time Mayor). However, the organization did not manage or prepare for this change and does not handle staff turnover with clear knowledge or role transfer/transition. Therefore, it appears that, while the City of Santa Fe does utilize organizational change management, its efficacy is questionable, based upon the existing struggles with the dynamic nature of the City's ecosystem.
  5. **Business process redesign to fit needs of the organization:** While both the Munis Business Process Questionnaire and the Energov Survey processes attempt to capture existing processes and then establish "to-be" business processes as part of the overall software configuration process, minimal effort has been made to fully describe and document the existing business processes against the software's processes in an effort to capture "gaps" between the two sets of business processes.

6. **Skillful and knowledgeable project team composition:** Among the recurring and most consistent discussion points within all levels of the project is that the functional teams are often composed of people who lack the skill necessary to complete project tasks.
7. **Data management for data accuracy and conversion:** The City of Santa must provide cleaner data that is validated as accurate. Two (2) key data sets: 1) The Position Organizational Listing (POL); and, 2) The Project Budget are both questionable and considered inaccurate by executive leadership. Furthermore, duplicate records have been identified within aspects of the Energov dataset. These three (3) presenting issues appear to indicate that data management throughout the project must be addressed and validated ahead of conversion into Munis/Energov.
8. **Effective training and communication:** As training has yet to begin, this success factor wasn't reviewed.
9. **Established performance measures for the new system:** As of publication of this report, no performance data was provided for review.

These symptoms indicate that, like the majority of ERP projects, Project Andale will fail, and cost far more than originally anticipated. However, the City of Santa Fe staff has accomplished quite a lot for the project and will continue to be the most significant strength and success indicator, provided they are appropriated and distributed in such a way as they can proceed with clear priorities. Otherwise, if Project Andale proceeds along its current trajectory without intervention and remediation, it will fail and not achieve its stated objectives.

The answers to the questions presented within this Study are as follows:

1. **Is Project Andale delivering the appropriate software for the City of Santa Fe?** For the most part, it appears that both Munis and Energov will meet the overall needs of the City of Santa Fe.
2. **Is the software being delivered in the appropriate way?** Based upon the lack of an accurate and updated project budget, significant delays to planned "go-live" dates, and misappropriated staff, it is evident that the project management methodology being utilized within Project Andale is not appropriate and must be remediated as soon as possible if the software is to be deployed.

Lastly, while many of the issues described herein were addressed within inception documents, especially within the ERP Implementation Planning document, they weren't mitigated or addressed in such a way as to demonstrate efficacy.

6 Appendix A: Business Process Memo Issued 10/3/18

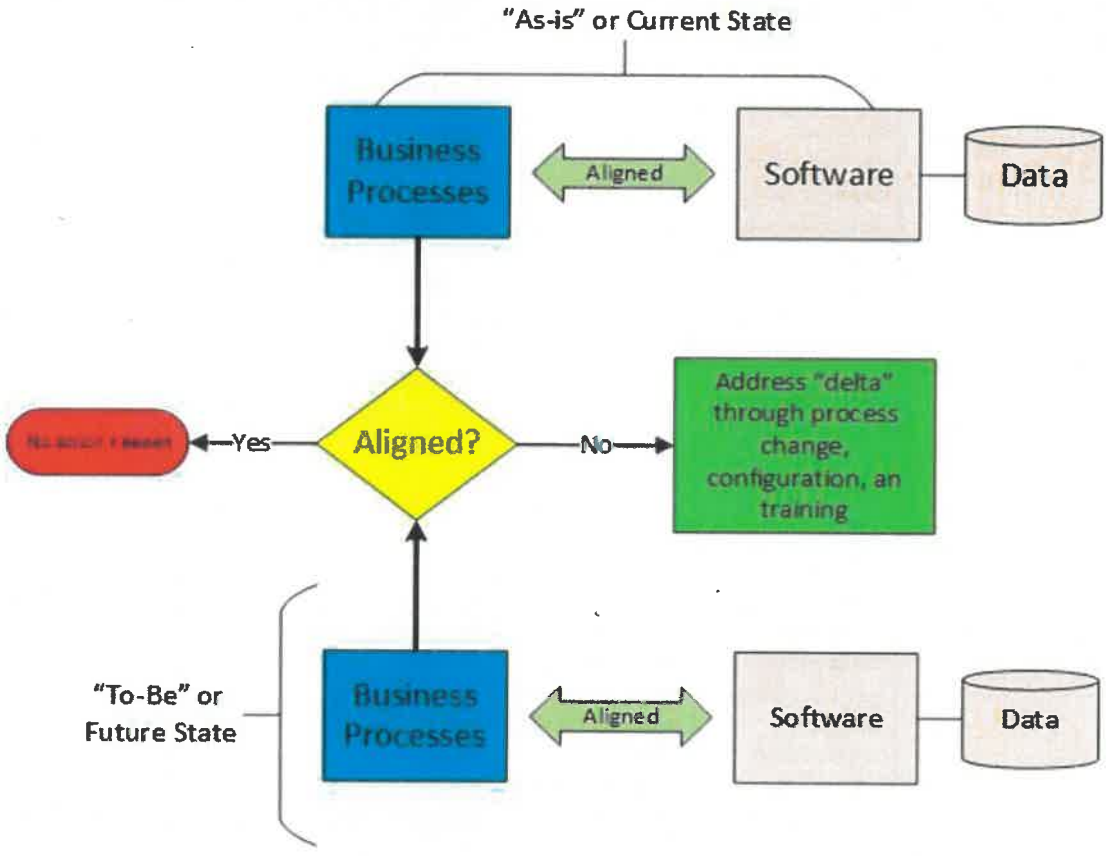
To: Mary McCoy, Finance Director; Bernadette Salazar, HR Director; Joshua Elicio, ITT Director; Renee Martinez, Deputy City Manager

From: Juan Blea, Acro Senior IV&V Analyst

Item and Issue
As-is versus to-be business process/workflow concern.

Background & Summary
In order to provide a frame of reference for user to understand a new system, "as-is" business processes must be compared and contrasted against "to-be" business processes in order to ascertain a "delta" between them. Also, this exercise provides a frame of reference through which analogous behavior between two (2) systems can occur. While I have been assured that business process analysis has occurred, upon reviewing the Tyler business process questionnaires, I do not believe it occurred as illustrated in Figure 1, below:

Figure 1



Usually, business processes (workflows) align with a software application. But when transitioning to a new software system, the as-is workflow is the foundation of understanding and should be utilized as the basis of learning the new workflow (unless the business processes/workflows are the same, then it's a matter of learning the workflow in the new application). However, without a basis of understanding, trying to learn a new system will be difficult and disjointed.

While there has been as-is/to-be analysis completed within Project Andale, I don't believe it was done from a perspective of end-to-end analogous comparison as illustrated in Figure 1. The process used (and approved) employed questionnaires that collected various points of data which Tyler needs in order to function. However, these questionnaires appear to have been completed and reviewed separately from either software application. To illustrate:

Table 1

Item #	Field/Topic/Process	Business Process Analysis Question	Considerations	As Is Client Response	Aux/Setup Tables	Decision to be Made	Recommended Design/Process
PURCHASING POLICIES AND PROCESS							
1	Purchasing Policies/Process	Please explain your current purchasing and approval process. What changes do you anticipate with implementation of Munis?		Purchasing end users enter a requisition in JD Edwards (legacy system). There is a workflow approval process in the legacy system (see question 10 below).			Purchasing end users will enter requisitions in Munis and workflow will be utilized. I recommend reviewing the current workflow process to see if any specific workflow approval steps can be added such as IT specific object codes go to IT for approval.
2	Purchasing Policies/Process	What laws, ordinances, written memos, or verbal criteria exist regarding procurement?	If written policies exist, these should be provided to the MUNIS Implementation team.	Purchasing Policy is attached below. Full Purchasing Policy Document is			See attached.

				posted in Sharepoint.			

Table 1, above, is a sample from a Tyler questionnaire. The "as-is" client response provides a high-level view of what the City does but does not fully describe the process and any and all alternate workflows within the basic workflow. Furthermore, the stated recommended design process (column 8) is to "enter requisitions in Munis and workflow will be utilized..." These questionnaires amount to functional requirements for Tyler's purposes, but do not adequately provide City staff with a solid understanding of the differences between the two (2) systems, E1 and Munis or how each is utilized.

Item two in Table one requests policies and doesn't speak to workflow or business process. There are several worksheets similar to this sample that contain several similar questions/responses and, while these questionnaires gather a significant amount of information, the information appears to be separate from the software applications referenced and do not provide an end-to-end guide to understand the delta between the as-is and to-be business processes/workflows.

This apparent disconnect could be presenting challenges both within user understanding of the new system and within adoption of the Munis platform.

Action Requested

The as-is and to-be workflows must be documented, compared, and contrasted as soon as possible. I recommend employing a use case format that elicits and describes the as-is process/workflow and then compare and contrast that use case against the Munis process/workflow to provide a better framework for understanding the delta between the two (2) systems. The use case format should contain:

- The Purpose of the Use Case
- The roles involved (there is always a system actor within the flow. Also, this will aid in eliciting user roles for security definition purposes.)
- Any preconditions needed for the workflow
- Triggers that initiate the workflow
- The "normal" workflow
- Any Alternates to the normal workflow
- A flowchart illustrating the workflow – this is helpful but not mandatory

I believe that there are staff within the City (Debi, Chuck) that can lead this effort and, while it may seem arduous, when done correctly, the use case creation session should last approximately one hour. I am more than happy to assist in this process.

7 Appendix B: Project vs. Program Memo dated 10/16/18

To: Mary McCoy, Finance Director; Bernadette Salazar, HR Director, Joshua Elicio, ITT Director.

From: Juan Blea, IV&V Analyst.

Item & Issue
Project Andale method of management

Background & Summary
The purpose of the IV&V effort is to determine the effectiveness of the software and its implementation methodologies as they pertain to Project Andale. However, the challenge that has emerged and must be addressed is that Project Andale is not a "project" in the strictest sense of the word, but rather, a "program" of associated and coordinated projects. This distinction is neither semantic nor trivial and speaks to the root cause of the "crisis" state that Project Andale now faces.

According to the Project Management Institute, "A project is chartered to create a specified 'deliverable' as efficiently as possible. Programs focus on the coordination of a number of related projects and other activities, over time, to deliver benefits to the organization" (reference). Understanding the differences in how projects and programs are managed, the distinction between a project and a program could have alleviated the challenges the City of Santa Fe now faces.

For example, the three (3) core projects currently under the IV&V umbrella are: Munis HCM, Munis Financials, and Energov. These efforts are clearly projects, as each will produce a clear deliverable: An implemented software package. Furthermore, the Munis products are managed and tracked one way, while Energov employs distinct tools and methods for managing and tracking its progress. When other initiatives are factored into the overall effort (such as Organizational Change Management and Adobe eSign), then it becomes clear that the complexity and predictability of Project Andale requires a very distinct method of management that accounts for unpredictability and resources across the program.

However, because the City of Santa Fe appears to be managing a program as though it were a project, significant challenges have arisen. The PMI "best practice" for managing projects versus programs states, "While it is absolutely possible and often desirable to contract a project to an independent third party (e.g., the developer of a shopping complex can easily contract the building of the center to a construction company), it is virtually impossible to effectively contract out the program management role. The program manager must be an integral part of the organization's strategic business" (reference). The reason for this distinction is that, while projects within the program can have different methodologies and frameworks, there should be a single channel of coordinating the projects that can navigate the internal resources needed within the projects that compose the program.

In the case of Project Andale, this distinction must be addressed as soon as possible. When a program begins to impact itself due to lack of clarity about its component projects, then its overall success will come into question. Furthermore, trying to manage a program budget as though it were a project budget also adds significant complexity because the program may derive and use funding sources in varying and distinct ways. The project silos are fine as long as they are producing results on time and within their respective budgets.

However, when the silos cannot be accounted for and tracked with a singular eye towards the overall program, then they will fall apart as the program is crushed under its own weight.

Action Requested

Project Andale must be collected into and managed as a program as soon as possible. In doing so, the overall program needs can be assessed holistically and realistically. Furthermore, once the program is established, operational activities can also then be accounted for, as the program evolves over time.

The Tyler aspects of Project Andale can be measured, albeit with pending issues. However, because other projects under the umbrella of Project Andale are presenting challenges (and may present as Tyler dependencies, such as the Adobe eSign project), they must be collected into a single program for comprehensive and systemic management. Until complete, Project Andale will compete with itself for resources.

8 Appendix C: IV&V Survey Results

Question 1: What is your role within Project Andale?
PR/HR FUNCTIONAL LEADER PR/HR CORE USER
Attended 3 trainings: * Employee Building Process * Workflow & Personnel Actions * Applicant Processing Setup & Training
HR Functional Lead
HR Functional Lead
I am the Functional Lead of the Contracts Management module. I am responsible for coordinating with Tyler Munis, Barry Dunn, Project Andale Managers and my Subject Matter Experts (SMEs) and make configuration determinations and set-up decisions for the CM module. I consider myself to be part of the project management team.
Department Director
Project Andale Dept. Ambassador
User-Kronos
General billing setup.
System Implementation
Executive Steering Committee
Steering committee. Was Land Use sponsor for approx 7 weeks.
Expert Subject Matter
Project Leader
Accounts Payable Expert Subject Matter
FL on Budget, and I created/maintain the chart of accounts for MUNIS
Subject matter expert
Project Mgt Team member
Executive Steering Committee
Executive Sponsor
Functional Lead.
Functional lead on three modules and a SME on an additional module
At first I was part of the initiation of the project. Then I was removed when the Finance Director assigned lead roles and supporting roles. Many employees that were assigned lead and supporting roles had very little experience in accounting principles, ERP systems and the current JD Edwards system. Some of them had been with the City for a short period of time. There was much confusion about why those individuals were chosen. My experience in accounting and working with complicated accounting software was overlooked. In addition to experience I posses an MBA.
I just got invited to be apart and just attended my first training. My Role will be in helping run Parallels and making sure Payroll runs correctly with regards to PA Entry

I am part of the Change Management team, I also help with the Billing section set up. I assisted with Kronos timekeeping, training and setting up the Kronos System. I am the lead for Telestaff at the Police Department.
New GL lead.
I am a SME
PMT Member and Contract Manager
I am part of the Project Management Team
Subject Matter Expert/IT support and administration
Before being removed from project, I was acting as PM for EnerGov and a SME for Munis (Contracts module)
Currently acting in a support role ensuring ITT resources are available for Project Andale
IT business liaison and primary technical support to Kronos, Munis HR and Munis Finance.

Question 2: What are and have been Project Andale's strengths?
Collaboration/Communication of City Departments - Wish List Weekly/Monthly meetings Follow up after training implementation
great on hands training. easy to follow, and instructor was very knowledgeable
Program efficiency as well as workflow tasks
Giving us the tools we need. This helps make us more knowledgeable about the software.
Strengths ... let's see ... in the beginning of the project, or at least when I became involved in January 2018, there was clear communication from Renee Martinez to me about expectations of me in my role as Functional Lead. I appreciated the clarity that she provided to me about my responsibilities in the form of a memo which also provided me with a pay raise for my efforts. (More on this below in the field below.) So, at times, this project has had good, solid management and attention from the highest levels of the team and when that has been afforded, progress has occurred. Also, the project has had some great workers investing their time and energy into configuring and testing their modules. These employees put their heads down, ignored all the distracting, political, nay-saying noise and just did great work. That effort and work ethic has been a significant strength of this project.
Not sure.
Meetings, having employee's informed
what has been rolled out has improved payroll efficiencies
Other than the business analysts, such as Chuck Bear, Debi Croney, and Vincent Montoya assisting in the set up, I can't think of any other strengths.

Ability to design and re-design process for the city. The opportunity to fix or create processes that could help all with their job. Most importantly better customer service.
Employees working to get things done. My belief is the end result will be a strength.
I do not have the most complete picture because I joined well after it has begun. It appears that some groups have been very well-managed. The police department comes to mind. I believe the steering committee has good competent people on it
Cannot think of any strengths at the moment.
Having Debi Croney and Chuck Bear on project. They are very intelligent and helpful.
Controversy and speculation.
Staff dedication and hard work, and the support of management
Employee participation.
The team members have pulled together for the sake of the project.
A true desire to upgrade the ERP software and business processes.
The benefits of the project to the city are significant. We have some dedicated staff who have been working hard for several months and making considerable progress. The Tyler software was specifically designed for cities our size and is a proven solution. The implementation of Kronos Workforce Central was a considerable success, on budget and schedule. The Tyler EnerGov phase of the project is on schedule and the support from the new Land Use Department Director is great.
Its breadth and depth.
The biggest strength of the project is consolidating many systems into one. Currently we have several different systems for cash collections, however, they do not communicate with each other and it's very time consuming to reconcile. It requires a Financial Analyst to piece the fallen items back, which can lead to more errors.
The Strengths are in the Forward Movement of the City and the Desire to fix long time problems, data integrity, streamlining processes, providing a system that can produce reports.
Automation of time keeping, hopefully we can get Police and Fire automated with time keeping soon. One centralized rule book to follow. I hope better reporting functions and quicker response times for finalized contracts.
I have not witnessed any to date. Kronos is fickle and rarely lets me log in. It usually takes Vincent Montoya to unlock my account because I have had over three failed log in attempts. I have seen no actual use of the Munis product for accounting. Hear good things, has seen nothing.

Good Contract Management, PMT organization, Good fixed cost contract, Well thought deliverables and milestones.
when allowed, utilizing the institutional knowledge of staff to help shape the software and move us in the right direction.
Some good people working hard to get things done, with little management support at times.
Land Use staff stepped up to do the preliminary work to prepare for the project (by mapping their current processes) and define requirements for their functional area in the surveys completed for assess and define.
1. City Management commitment to the project 2. ITs commitment to improving processes 3. A core group of individuals wanting to see success. 4. Strawman structure in managing the project. Elements are there for success.
Examing processes that haven't been looked at in years. Getting to ask Why are we doing it that way? Is that an industry best practice or just something we have been doing? Bring core technology more up to date. Pulling Excel and smaller databases into a larger and more standardized database.

Question 3: What are and have been Project Andale's weaknesses?
Not having all staff within the department involved in training or follow up with the department staff regarding the progress. Collaboration/Communication should be held with departments throughout from the beginning to the end when we go live.
not sure, have been involved in the process
I think training could have been given a little differently
Taking us back and for forth from a user point of view to an administrators view. When they mix it up, it can get confusing. It would be easier if us "The User" would just see what we are going to be doing,

Weakness # 1 - we have had significant staff turnover in key positions on this project which have led to confusion, shaky hand-offs and inefficiencies with staff time. Weakness # 2 - Staff assigned to this project do not seem to have the time to fulfill the tasks that are assigned to them. Weakness # 3 - Staff are unable to attend meetings due to other priorities or assignments and the meetings continue without their input and this causes issues down the line when configuration is not completed properly due to the right people not being involved from the beginning. Basically, the weakness here is not having the correct people in the room to offer their expertise and own their set up decisions. Weakness # 4 - As mentioned above, the managers of this project initiated a pay increase for Functional Leads and SMEs. The increase was in effect for a short time, after which our names and salaries were published in the newspaper which was embarrassing. There was some confusion as to whether the Project leaders were in favor of keeping the raises in place because of the importance of this project and they ended up taking the raises back and management did not follow up with staff on this issue. I think this had a negative impact on the staff involved in this project.
Poor readiness assessment. Lack of acknowledging impact of election and the number of new department heads and the need to bring them up to speed. Lack of attention to budgeting and resources needed to maintain current operations. Lack of appreciation of the number and extent of "special" projects being launched at the same time, such as Results Based Accountability.
I haven't notice weaknesses. The team is doing the best they can.
lack of continuity of members; inadequate input from key workers, not enough check and balances to see if what is being rolled out is going to work
Not having the functional leads for each area/functional zone (ie, billing, A/P, etc) remain in contact with the team members; lack of meeting on a more regular basis; not giving feedback as to where the project status is (it would be nice to receive a follow up after each meeting to indicate to everyone where we are lacking or if we're ahead of schedule in the tasks that Munis trainers have given us)
Not enough staff assigned at the correct times. Staff being told to re-prioritize multiple items with all being top priority.
I have not understood the full scope of work being done. I have not understood all of the complexities of the budget and expenditures in general. It feels like the scope has changed many times.
Project management. Participation from staff required to do the substantive work. Communication from vendors often seems to lack clarity, sufficient analysis, and slow decision-making I suspect in many instances we have not designed an optimal workflow, and therefore are likely to implement the same or similar processes that are already flawed. Insufficient cross-functional collaboration at the staff level on design

Not enough training thus far....training that has taken place unorganized. Lack of communication, lack of leadership, only a select few were chosen to participate - why?
Not allowing key players in Finance like Teresita Garcia, Erica Martinez, and Emily Pisula attend onsite meetings. Their knowledge is valuable!!!
Poor planning. Compensation was given then taken with all the more work stress for end users. There has already be an extensive overturn in lead roles.
Some over-ambitious timelines, and staff vacancies
Contractor's participation.
There has been inconsistent guidance and setting of expectations by parts of management
Turn over and changes within the City and Implementation Team
The weaknesses that are specific to the Tyler Munis Financials phase of the project, which is the one phase of the project that has encountered big challenges, are: consistent project staffing for key functional areas (each Finance Director has changed staff); consistent and strong leadership from key department directors (ITT, Finance, HR); poor management of competing priorities which has resulted in productivity loss; i.e. project staff not attending project work sessions; loss of IT staff from the project.
Starting and stopping and starting again (and maybe stopping again). Assigning Functional Lead roles to newer staff who had no previous involvement or knowledge of how the system had been (or is being) built. Not allowing key staff to attend training. Not using an offline training database that had all the necessary files, structures, and components already built and reviewed ahead of the training by the trainer, and not having a handout with all the step-by-step instructions and screen prints to show from start to finish all the topics that day's training will cover and how to maneuver within all the various modules. Key staff departures, both voluntary and involuntary.
When a question or concern arises the trainer will not address the question or will direct the answer as if the software cannot be changed to fit our needs.
In my position I analyze different funds. I like to see the entire fund at a glance, balance sheet items and income statement items. I'm not sure the new software allows me to look at the fund as a whole.
Communication, lack of worker involvement, unrealistic forecasting. This project could have been a success if, leadership was honest with how bad we are set up. in most cases it would be an easy conversion, but our clean up of the current system is bad, it needs attention, it needs a Ground Zero Initiative with no finger pointing. Our Data is not ready to convert over we are about 6 month to a year off minimum, other wise you move bad data into the new system and we pollute a new system, with old problems.

Change in key personnel setting up the system. No contingency plan for those individuals that have left the City of Santa Fe. No urgency with new department directors to make the system a priority. We need to have dedicated staff to set up the system. Hard to do our job and set the system up correctly. When meetings are scheduled not all employees that have to be there are there to concentrate on the meeting/project.
System is being created by staff. Staff is not experts in accounting software systems, GAAP, GASB and Best Practices (private industry or government). Staff is creating Munis to mirror E-1, because that is what they know how to work in. Therefore, Munis will be just as dysfunctional as E-1, but just in new software. For example: staff is creating the same chart of accounts structure that is flawed by errors in design, same lack of internal controls, same lack to hand shakes between modules, etc.
Endless waste of staff time to absurdly useless meetings that offer no value, no insight and are counter productive.
Poor Invoice payment effort by Finance department. Poor leadership commitment by Finance Directors, Poor Finance functional lead work effort, Poor SME commitment and session attendance. Poor Change management, Poor decision making effort by Finance directors. Poor mayoral commitment, Poor union commitment, Poor City Manager commitment and engagement, poor team member commitment and engagement. Poor IT director involvement, No business process decision and project management support from BerryDunn and city leadership. Inconsistent upper leadership. 3 Finance Directors since project started, 3 IT Directors since project inception. Very Poor IT EAS Support, Felix Herrera actively sabotaging project as a union board member spreading the philosophy that; "employees should let the Project Fail".
not allowing the "right" employees who have the institutional knowledge to work on the project. Also, the lack of a clear direction and support from management.
lack of decision makers in key areas. at times the functional leads are not available or are not engaged and things tend to slow down.
Berry Dunn has not provided project management in the traditional sense and did nothing to ensure Finance and HR staff engagement--in fact they advised that the preliminary work that Land Use did was not necessary for Finance staff for implementation
1. Staffing Resources 2. Organizational Project Structure 3. Lack of Business Process 4. Focus on core modules in ERP as opposed to focusing on all modules at the same time. 5. City culture regarding a hesitation to change. 6. No onsite Project Manager. 7. Duplication of meeting between BerryDunn and Tyler.

Can't get adequate access to finance staff to get the system configured. Finance business process decisions were not made due to lack of Finance Director/leadership. This has caused system configuration and user role work to be far behind schedule. Multiple changes of Functional Leads due to finance staffing. Some configuration models 'what we have now' because can't get internal finance expertise/decisions to make changes.

Question 4: How well do you think the software meets the City's needs (1=not at all; 5= it's a perfect fit)?

1	2	3	4	5	
3	2	9	16	2	
		Weighted Average =			3.2

Question 5: Do you believe Project Andale is a successful project?

Yes	No
14	18

Question 6: How do you rate Project Andale's status?

0	Green: All deliverables and activities are on track per the PMP and project timeline
22	Yellow: Some deliverables and/or activities are behind or at risk of falling behind established timelines
10	Red:The project is at extreme risk of failure and any points of immediate remediation must be addressed

Question 7: From your perspective, how can Project Andale improve?
not sure, haven't been involved in the process. Maybe, just a thought, getting more people involved in the process??
Not sure.

Now that we have new leadership in all the key offices, I think the new department heads in Finance, Legal, HR, Public Works, and Land Use, along with the Mayor, City Manager and Deputy City Manager can all review the findings from the report associated with this survey and determine exactly what needs to be done to proceed with this project. I have faith that these key staffers can start to address the weaknesses above and make sure that we are implementing the correct software, that the appropriate staff are involved and begin to sort out some of the major issues that have prevented this project from running smoothly. In my (humble) opinion, I believe that City departments desperately need to write policy and procedure documents based on governmental best practices and standardize internal operating procedures across the board. It is quite difficult to implement a financial system - or any new system for that matter - without this information. In the immediate, we need an updated Procurement Manual for City staff which is based on State Procurement Law but interprets City procedures for purchases under $20K and $60K. We should have clear procedures laid out for processing City contracts which can be rolled out to all departments in quarterly trainings so that all staff follow the same standards. I can go on and on and we are meeting on Tuesday at 9 a.m. at Market Station so I will tell you more then!
Conduct a new readiness assessment in real life, not just on paper. Assess the organizational health of each department, and determine what resources are needed to maintain operations in addition to the resources needed for successful implementation of Project Andale. There also needs to be an actual project manager, not just a project sponsor, who can assist directors in determining whether their assigned staff are performing as expected.
More hands on learning when system is up and running.
independent assessment of progress and needs analysis
Everyone needs to regroup as a whole team, not just functional zones so we can get status updates as to where the project is at.
Coordinated effort with management and staff to come to decisions and continue moving the implementation forward.
Look at where we are and re-chart the path forward based on current reality; look at expenditures realistically and reform a new budget based on new plan; refocus on a new go-live; refocus the team and its members on the success; stick to one single plan.
Solve the issues are raised above. I did not answer one question because I'm not able to determine if the software is the right one for our needs
I think a lot more employees need to be involved. This is a project that is requiring us to set time aside to complete, IN ADDITION to our daily duties with no incentive. NO MORE EMPTY PROMISES would definitely be an improvement. More communication. Leadership - period.

Having the Finance Experts(the seasoned employees) Teresita Garcia, Erica Martinez, Melissa Ortiz, etc involved in the Project ASAP!! Upper management should embrace their knowledge not shy away from it. They have been through previous ERPs and CAFRS and both have been successful.
Provide fair compensation to those who's job this will effect. Review job descriptions, policy and procedures. We need training, guidance and communication so this project successful instituted.
Greater prioritization by senior management (i.e. not pulling people off during critical training/etc.); also by moving to a more realistic implementation date of July 1
I cannot answer question 6 as I am not the project manager. I feel the project manager does not even know what deliverables and activities have been done. There have been so many questions and none of them have not been answered because we as the employees have been doing all the work to make this work. Why are paying the Contractor's if the employees are basically building the module. What is the Berry Dunn's purpose? The City is paying the Contractor's (Berry Dunn, Tyler Munis) a lot of money and are fulfilling their obligations/Contract terms? Lastly, the City employees cannot keep up with their own work and have to put so much time into this project and we should not be held accountable if this fails - the Contractor should be held accountable.
Being able to dedicate staff to project activities. Other priorities have taken critical staff away from consultant sessions.
A shot of adrenaline. Comprehensive check list of items that need to be completed and assign those tasks with realistic deadline.
Leadership and ownership by the Finance, HR and ITT Department Directors. Fully dedicate high performing employees to the project. Manage competing priorities so that they no longer negatively impact the project. Consider hiring an internal project director to complement the external project consultant (BerryDunn).
Delay the 01/01/2019 implementation to at least 07/01/2019. Allow knowledgeable staff the time and ability to work on the project without the pressure of being expected to complete their regular work or time-sensitive projects. Quit re-assigning Functional Lead roles and trust that the people who built it can carry it through to the finish line. Have Tyler-Munis and/or Berry-Dunn provide real world examples of how other cities have set up all the various components within each of the modules so Santa Fe can learn from their mistakes and not create a system that may look good on paper but doesn't meaningfully function as well as it should once it's implemented.
It would help to have a project manager actually manage the project and address the concerns.

Put the right personnel in the lead roles.
IT needs to have more minds in it, many of the people who lead the last conversion into E-1 are still very involved in key decision making. There needs to be more thinking outside the box of what they know. Its a little tunnel Vision which means insanity is at risk of setting in, doing the same thing over and over being unsuccessful, doing it again and expecting different results. We need to start looking at other City's who are successful and ask why? We also need to tighten up our ITT Department, a strong Physical Administrator would be a Great resource for them to work in their midst. Stronger locks need to be implemented on the ITT side internally.
I think the priority needs to be Project Andale. I think we need to hire more temps to either back fill for those that need to be dedicated to the project, or pay for the experts to come in and set the system up. The City has always tried to pay the smallest amount and we have failed in the past with a system that doesn't work fully.
A third party evaluator and designer who knows accounting systems/software, Private and Government Best Practices, GAAP and GASB needs to design the system full start to finish. Then roll-out and train staff.
I don't know how anyone could answer the last three questions, because no one at the City has seen this software in action or see its capabilities. How can Project Andale improve.... Fire Berry Dunn and stop the incredible waste of staff time in the endless parade of meetings. Assign a internal project manager who has the capability to develop/manage their budget, process invoices timely, understands account software and what best practices looks like. Staff does not want to recreate the mess it currently has, we want a logical process for doing basic accounting and a robust reporting that you don't need a Phd. in computer science. The biggest problem is that many of the staff not involved do not trust the decisions the involved staff are making about programing the software. Number one fear is that staff is programing in what we have been doing and what we are doing is not best practice, does not take advantage of the software's bells and whistles. No City staff has actually seen the software in action or knows what its capabilities are. Whenever questions are asked, the marketing pitch comes back, and staff wants answers not more marketing. This is not the first ERP change I have been through, it does not seem to have been well thought out, no one knows what to expect or when to expect it.

Consistent senior leadership that makes the project a priority over audits, cafr and all other projects and efforts. Removal of obstructionists; Felix Herrera and any others in Finance department who are trying to make the project fail. Assign engaged FLs and SMEs and keep them the same until the end of the project. Implement accountability, rewards and recognition program. Bonus for all who are engaged and doing the work. Discipline whomever consistently does not show up for sessions and does not meet task deadlines. Engage union to be an ally. Outsource all EAS ITT support. Organize project leadership structure so that executive sponsor has Finance , HR and Land Use as her direct reports. DCM should be able to overrule Directors for the sake of the project. Move it so project leadership have authority to write up and discipline team members. Outsource all Finance duties until the end of project. Assign dedicated project team members.
Management needs to acknowledge the strengths of their staff, allow them to do the work and accept that staff may be correct in some instances and understand that as Managers, they may not have all the answers and need good staff to make this project successful. The line of communication, from the top down, needs to improve DRAMATICALLY!!! if they want this to succeed. It feels as if current management is wants the project to fail. No one communicates and all decisions are reactionary.
I think there sometimes isn't enough buy in or rush to hurry and get the implementation done. There are questions that are unanswered and people are either afraid to ask them or don't think they will be heard. Picking a person as a lead, when they aren't engaged has been problematic and also it has become apparent that people may know their area of expertise but don't know how the rest of the system operates and so that leaves some of the decisions to be made hanging.
It is important to differentiate the EnerGov effort from Munis--as staff engagement and meeting deadlines has been entirely different. Both would benefit from having a full time, on site, PM (city employee) involved
1. Institute policies, processes, and procedures. 2. Proper (new) business processes need to be defined before modules are built. 3. Need to hire dedicated staff to the project. 4. ERP steering committee to provide direction on all critical decisions. 5. Leadership Governance Structure. 6. Institute Internal Project Management Structure.
We need more input from the experts in finance. So whatever can be done to free up those with knowledge for ERP. Make sure that managers/leaders are making decisions so project work can continue. Maybe involve more people from other Departments with area's where they can help finance.