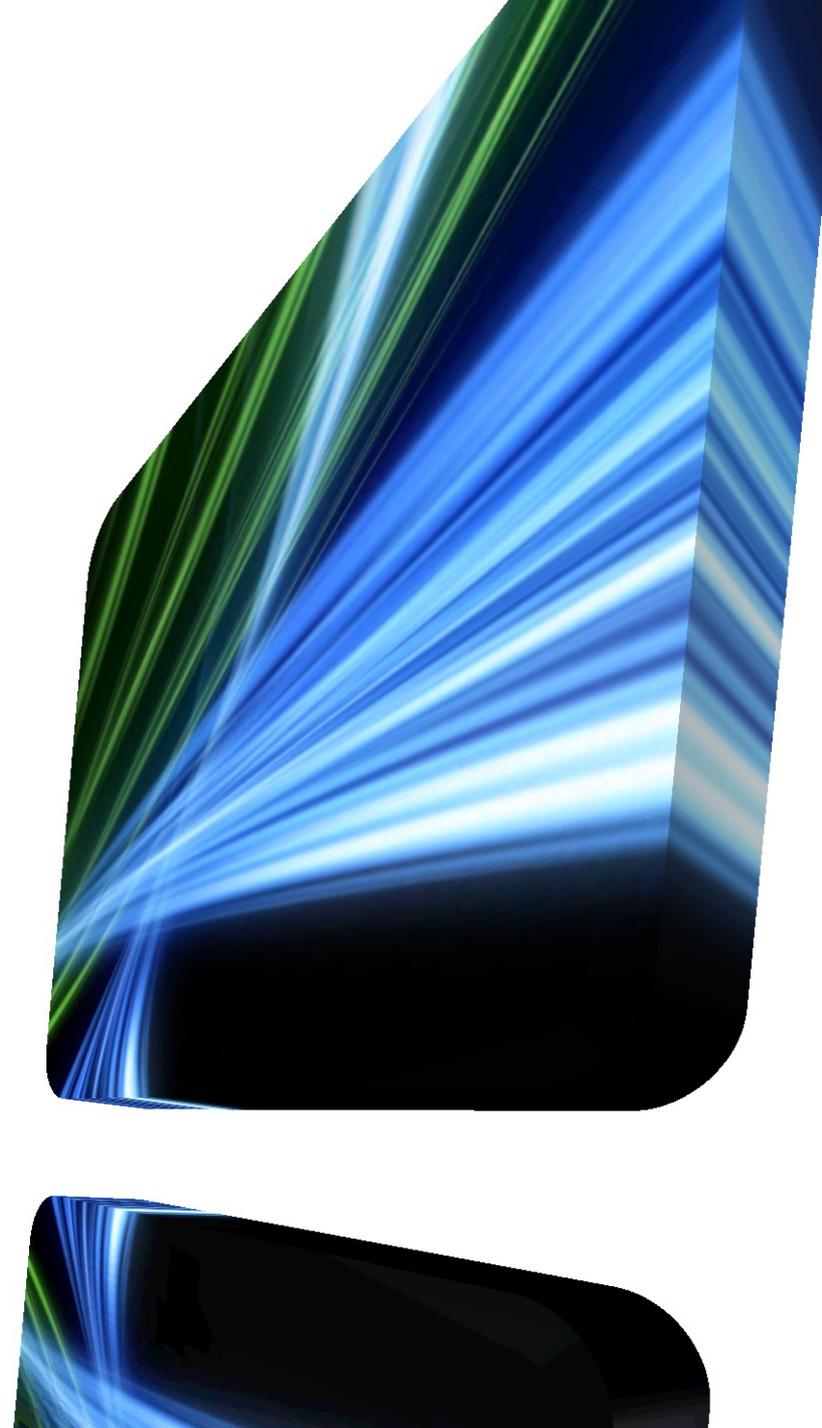
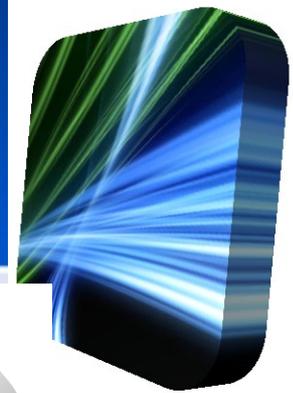


# State of the City's Systems

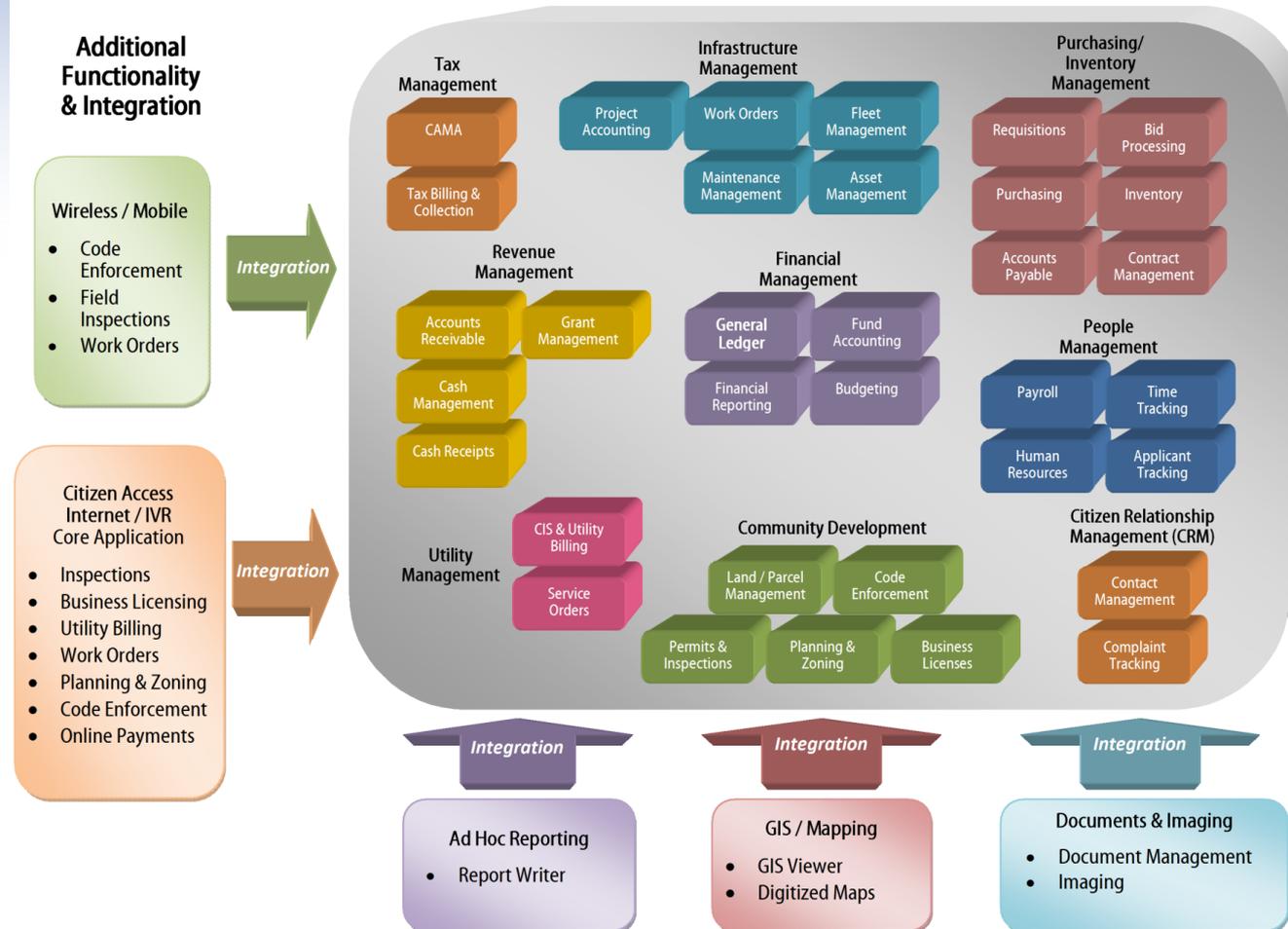
**Status and Directions**



# Systems over view – what I am talking about

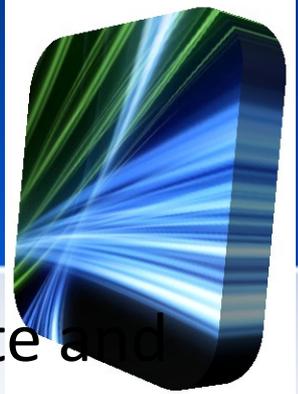


## ENTERPRISE SOLUTION – PUBLIC ADMINISTRATION



# Background

- The systems that the City relies on are old obsolete and inefficient:



# Background



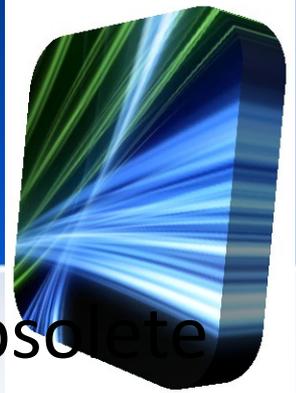
- The systems that the City relies on are old obsolete and inefficient:
  - The City’s financial System
    - Is running on 12 year old servers – Average lifespan of a server is 5 years.
    - Is on a 10 year old version that is not supported by the vendor
    - We must rely on a 3<sup>rd</sup> party vendor to support regulatory changes
    - This vendor will only commit to support the system until July 2016
    - Many staff members feel SAP is not user-friendly and intuitive (primarily non-Finance)
    - Difficult to manage from an Information Systems
    - Has many modules that were never implemented or are not used
      - Budgeting, Human Resources, Project Accounting for Capital Projects, Grant Accounting, Cash Management, Investment Management, Employee Self-Service, SAP Time Entry, Training and Certification, and full automation of the Human Resources.

# Background



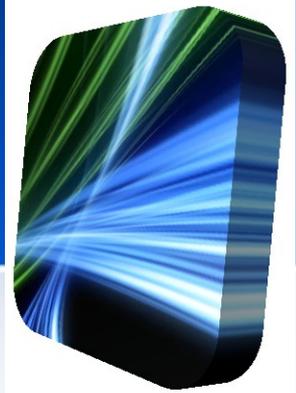
- The systems that the City relies on are old obsolete and inefficient:
  - The City's Permitting System
    - Is running on 7 year old servers – Average lifespan of a server is 5 years.
    - Is on a 6 year old version
    - The system was designed in the 80s using old technology
    - It is difficult to change, integrate with other systems and create reports
    - The City has many paper based work around for tasks that could and should be automated
    - Extremely limited integration with the City's financial system
    - Existing Permitting and Inspections solution requires an unusual and unnecessary amount of manual effort, duplicate entries, and shadow systems
    - Permits Plus is no longer available as a new product in the marketplace
    - Limited capability for Planning and Code Enforcement

# Background



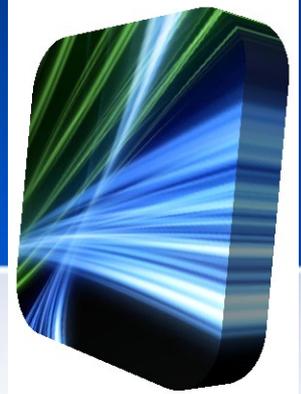
- The systems that the City relies on are old obsolete and inefficient:
  - The City's Work order management system (Hansen)
    - Is running for Water and is successful for that division
    - Takes a large amount of time from Water to customize/maintain
    - Has never been implemented for SAN, fleet, maintenance streets, etc.
    - Is not integrated into financial system for asset management, work orders, labor costs, etc.
    - Is expensive
    - Is running on 7 year old servers – Average lifespan of a server is 5 years.

# Risks



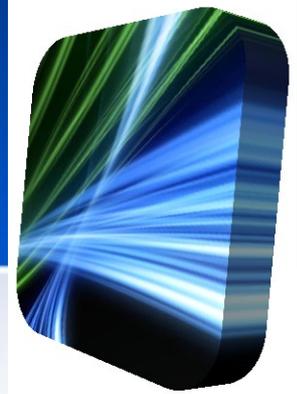
- Loss of productivity and data due to hardware failure
  - It could take 5-10 days to recover from a catastrophic failure of the SAP server.
- Possible issues
  - Unable to process financial transactions after 2016 due to an unforeseen regulatory change that can not be accommodated in SAP
- Loss of institutional knowledge – SAP is not supported by the vendor. “Everything is custom”
- SAP is expensive 10 million over the last 12 years

# Process for changing systems



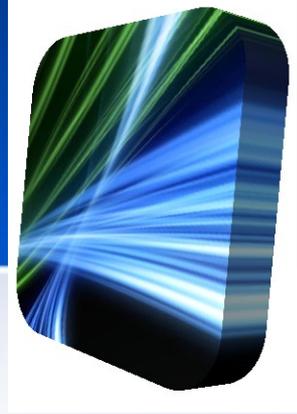
- Analyze needs
- Create RFP Based on needs
- System Selection ←- *we are here*
- Negotiate contract
- Implement
- Continuous improvement

# Process for changing systems



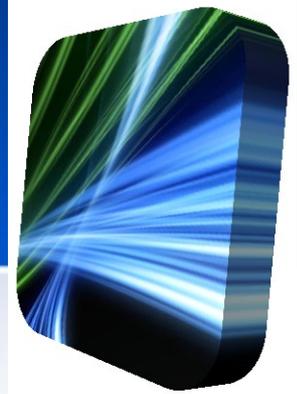
- Analyze needs
  - Current needs
  - Reviewed Processes and Interviewed Staff members on what they do
  - Created comprehensive feature function matrix
- Create RFP Based on needs
  - Utilize feature function matrix to create an RFP
  - Distribute RFP to any vendor who wishes to propose
- System Selection <- *we are here*
  - Create a selection committee
  - Analyze results of vendor responses
  - Narrow vendors from 9 to 3
  - Notify Council of progress
  - Perform demos / additional due diligence
  - Gain consensus on best solution

# Process for changing systems (cont)



- Negotiate contract
  - Software contracts are tricky
- Implementation
  - Install hardware
  - Install software
  - Prioritize needs vs wants for implementation
  - Configure software
  - Convert data
  - Go live
- Continuous improvement / implement again
  - Prioritize needs vs wants for implementation
  - Configure software
  - Go live

# Why Information Systems Projects Fail



- Top Management Support & involvement
  - Every study ever done about system success or failure has identified top management support as a critical success factor. Without full commitment from top management, when problems arise on a project (as they inevitably do), the project will collapse. The management personnel in any organization that undertakes a systems project should be aware up-front that the project will encounter serious setbacks. They will need to be prepared to remain visibly and vocally behind the project, despite these setbacks or else the project is doomed to failure. The participation of an executive sponsor in key operational working sessions is crucial to establish priorities. Project kickoff is the best first meeting, but it doesn't end there. Executive involvement must be targeted for specific status meetings to monitor project progress, particularly in meetings where go/no-go decisions must be solicited.

# Why Information Systems Projects Fail



- Buy a commercial, off-the-shelf package and **customize it ... a lot.**
  - The only successful way for a commercial off-the-shelf (COTS) implementation to be successful is to decide at the outset that you are going to reengineer your business to fit its limitations
- Technical Leadership
  - Just as a building needs an architect, so a software system needs a technical lead. To be successful, the architect or technical lead must be the one in control of the “architecture” of the project, namely the data model and application design. This level of control must be recognized and acknowledged by everyone involved with the project. Otherwise, each portion of the system may be constructed independently by a portion of the team and the pieces won’t fit together at the end.

# Why Information Systems Projects Fail



- Failure to Align With Constituents and Stakeholders
  - This is why we are going through this extensive selection process.
- Poor planning and direction
  - IS projects are painful, take time, resources and planning
- Insufficient Communication
  - Objective/Transparent status reports, frequent contact with sponsors and business users, and involvement of such external parties as the hardware vendor are crucial to avoiding the communication breakdowns that can derail IT projects.
- Lack of Soft Skills or the Ability to Adapt
  - To prevent a situation in which team members lack the necessary skills for the project, utilize a mentoring approach for less-experienced employees. Also, include required education in the overall project schedule. Actively recruit skilled personnel through internal and external routes like jobs systems. A good outcome will not result without sufficiently skilled people.

# QA and Wrap up

