

CITY OF GREENVILLE NORTH CAROLINA



PROJECT COMPLETION REPORT

BUSINESS APPLICATIONS NEEDS ASSESSMENT (BANA)

March 6, 2014

200 W. FIFTH STREET
GREENVILLE, NC 27858

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PROJECT SUMMARY

The goal of the Business Applications Needs Assessment project was to assess our business financial systems and to select an ERP system that will replace our current legacy software systems. The current legacy software systems provide ERP functions that are not meeting the City's needs. The City contracted with Plante & Moran to perform a business applications needs assessment and to develop a Plan of Action to replace our current legacy software systems. In February 2014 the project was officially closed as a result of the successful negotiation of a contract for the implementation of the Tyler Munis software system.

PROJECT TEAM STAFFING

The Business Applications Needs Assessment Project consisted of a skilled and knowledgeable team. The chart below provides information about the team members:

Name	Title	Project Role	Contact
Bill Ale ¹ (Eric Griffin serves as interim Chief of Fire/Rescue)	Chief of Fire/Rescue	Executive Steering Committee	bale@greenvillenc.gov
Fran Bland	Senior Administrative Assistant	Project Administrator	fbland@greenvillenc.gov
Kimberly Branch	Senior Financial Services Manager	Team Lead\EPMO	kbranch@greenvillenc.gov
Angelene Brinkley	Purchasing Manager	Team Lead\EPMO	abrinkley@greenvillenc.gov
Gerry Case ¹ (Leah Futrell serves as Director of Human Resources)	Director of Human Resources	Executive Steering Committee	gcase@greenvillenc.gov
Cecilia Cutler	HR Specialist I	Team Lead\EPMO	ccutler@greenvillenc.gov
Bernita Demery ² (Bernita Demery served in a project sponsor role during RFP submission/Pre-Bid meeting)	Director of Financial Services	Executive Steering Committee	bdemery@greenvillenc.gov
Les Everett	Chief Building Inspector	Team Lead\EPMO	leverett@greenvillenc.gov
Gary Fenton	Director of Recreation and Parks	Executive Steering Committee	gfenton@greenvillenc.gov
Merrill Flood	Director of Community	Executive Steering	mflood@greenvillenc.gov

	Development	Committee	
Leah Futrell ²	Director of Human Resources	Executive Steering Committee	lfutrell@greenvillenc.gov
Scott Godefroy ²	Civil Engineer	Executive Steering Committee	sgodefroy@greenvillenc.gov
Chantae Gooby	Planner II	Team Lead\EPMO	cgooby@greenvillenc.gov
Nancy Gossett	Systems Analyst IV	Project Manager\PMO	ngossett@greenvillenc.gov
Eric Griffin ²	Interim Chief of Fire/Rescue	Executive Steering Committee	egriffin@greenvillenc.gov
Steve Hawley	Communications Manager/PIO	Team Lead\EPMO	shawley@greenvillenc.gov
Jon Hoggard	Systems Analyst IV	Project Manager\PMO	jhoggard@greenvillenc.gov
Ken Jackson	Public Works Operations Manager	Team Lead\EPMO	kjackson@greenvillenc.gov
Renee W. Jones	Database Administrator	Project Manager\PMO	rwjones@greenvillenc.gov
Barbara Lipscomb	City Manager	Project Sponsor	blipscomb@greenvillenc.gov
Thom Moton ¹ (Barbara Lipscomb serves as City Manager)	Interim City Manager	Project Sponsor	tmoton@greenvillenc.gov
Kevin Mulligan	Director of Public Works	Executive Steering Committee	kmulligan@greenvillenc.gov
Chris Padgett ²	Assistant City Manager	Project Sponsor	cpadgett@greenvillenc.gov
Frank Salvato	Benefits Manager	Team Lead\EPMO	fsalvato@greenvillenc.gov
Ted Sauls ²	Deputy Chief of Police	Executive Steering Committee	tsauls@greenvillenc.gov
Gwen Turnage	Administrative Assistant	Team Lead\EPMO	gturnage@greenvillenc.gov
Debra Vick	Staff Support Specialist III	Team Lead\EPMO	dvick@greenvillenc.gov
Chris Viverette	Police Corporal	Team Lead\EPMO	cviverette@greenvillenc.gov
Rex Wilder	Director of Information Technology	Executive Steering Committee	rwilder@greenvillenc.gov

Rob Williams	Police Captain	Team Lead\EPMO	rwilliams@greenvillenc.gov
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¹ Not currently employed by the City but served as a project team member with the designated role.

² Served in an interim role on the Executive Steering Committee.

The project team was comprised of functional managers and senior leadership in various roles. There were several additional sub-groups that were defined within the project team that were used to focus on core project deliverables. Those sub-groups were utilized for project management related to the business process deliverable areas. Those sub-groups are defined below.

PMO - Project Management Office

EPMO - Extended Project Management Office

PROJECT DELIVERABLES (PLANNED VS. ACTUAL)

The Business Applications Needs Assessment Project has been completed obtaining its final goal of a negotiated and signed contract. There were planned deliverables for each phase of this project as well as for the completed product. This section highlights the planned deliverables and compares them to actual deliverables as they occurred.

Project Phase: Project Initiation		
Planned Deliverable	Actual Deliverable	Summary
Initiate the project and develop project components such as organizational structure, project charter and project plan.	Developed project components such as organizational structure, project charter and project plan. Established a project collaboration SharePoint site called ShareNET BANA.	Plante and Moran developed project components with City assisting. A project plan was developed and guided the project activities from the project kickoff.

Project Phase: Project Management		
Planned Deliverable	Actual Deliverable	Summary
Provide ongoing project management through the project lifecycle.	Provided project management assistance.	Plante and Moran along with City project managers provided assistance to manage all aspects of the project.

Project Phase: Needs Assessment

Planned Deliverable	Actual Deliverable	Summary
Review City documentation and assess technology infrastructure. Develop a plan of action.	Conducted interviews for specification gathering and development of a requirements document. Plante and Moran developed comprehensive specifications for the replacement of core and extended financial system applications with feedback provided by City employees. Developed a plan of action document.	Provided a Plan of Action document to the Executive Steering Committee.

Project Phase: RFP Preparation

Planned Deliverable	Actual Deliverable	Summary
Development of the Request for Proposal document including the system specifications.	Developed solution selection criteria and decision making process. Conducted specification review and refinement sessions.	Developed complete RFP document and released to public for proposals.

Project Phase: Additional Due Diligence Activities

Planned Deliverable	Actual Deliverable	Summary
Analysis of feedback derived from the customer reference checks.	Analysis of feedback derived from the customer reference checks. Submitted questions and engaged in open discussion to gather information.	Provided summary of feedback to the decision makers.

Project Phase: Selection of a Preferred Vendor		
Planned Deliverable	Actual Deliverable	Summary
Conduct review and analysis of all information provided from candidates. Systematically apply the selection methodology to determine a preferred vendor.	Reviewed, analyzed and summarized data for decision makers. Conducted 2 rounds of vendor scoring based on selection criteria. Determined a preferred vendor.	Selected a preferred vendor.

Project Phase: ERP Solution Selection		
Planned Deliverable	Actual Deliverable	Summary
Manage ERP vendor questions and conduct vendor demonstration materials. Analyze feedback from vendor demonstrations.	Conducted the vendor pre-proposal meeting and vendor demonstrations. Analyzed demonstration scoring by City participants.	Managed the vendor relationships through the vendor selection phase. Summarized the results of the vendor demonstrations.

Project Phase: Contract Negotiations		
Planned Deliverable	Actual Deliverable	Summary
Negotiate a contract with the preferred vendor to implement an ERP software system.	Conducted numerous contract review sessions and applied updates to the agreement.	Negotiated a contract for the implementation of the Munis software system.

In summary all documented project deliverables have been met. Primary stakeholders have been made aware of the project status.

TRANSITION INTO REGULAR OPERATIONS

The Business Applications Needs Assessment project was completed with signing of the contract. Two deliverables came out of the BANA project: the Munis ERP system and the EnerGov Permitting system. The ERP project has started and the EnerGov project will begin in a few weeks.

PROJECT COSTS

The budgeted cost for the Business Applications Needs Assessment Project was set at \$105,525. This cost was broken out by project phase in the following chart with actual costs compared to the planned/budgeted cost.

Project Phase	Budgeted Cost	Actual Cost	Comments
Project Management	\$13,950	\$13,950	Ongoing project management support.
Needs Assessment / Plan of Action	\$20,700	\$20,700	Delivery of the Plan of Action which incorporated results of the Needs Assessment.
Request for Proposal Preparation & Distribution	\$25,425	\$25,425	Development and distribution of the Request for Proposal.
Solution Selection	\$27,450	\$27,450	Selection of a preferred vendor and software solution.
Statement of Work and Contract Negotiations	\$18,000	\$18,000	Review and comments on Statement of Work development. Assistance regarding negotiation of final contract.

Total actual costs of the Business Applications Needs Assessment Project amounted to \$105,525. The Business Applications Needs Assessment project did not meet 100% of its deliverables on time per the original project plan, however, the project was completed within budget.

PROJECT SCHEDULE

The Business Applications Needs Assessment Project schedule called for a one year project with initiation beginning on January 2, 2012 and project closeout ending on December 21, 2012. The chart below shows each phase of the project lifecycle, the planned schedule dates, and the actual completion dates of each phase.

Project Phase	Scheduled Completion	Actual Completion	Comments
Project Initiation	01/20/2012	01/20/2012	Completed
Project Management	01/09/2012	07/24/2013	Completed
Needs Assessment	01/23/2012	05/09/2012	Completed
RFP Preparation	05/10/2012	09/11/2012	Completed
ERP Solution Selection	09/11/2012	01/18/2013	Completed
Additional Due Diligence Activities	02/08/2013	03/11/2013	Completed
Selection of a Preferred Vendor	02/13/2013	06/13/2013	Completed
Contract Negotiations	06/14/2013	01/23/2014	Completed
Project Close	01/02/2014	03/06/2014	Completed