

City of Greenville Enterprise Resource Planning (ERP) System Selection Project Charter

VISION STATEMENT:

The project will provide an integrated enterprise financial system that will support City staff in the delivery of Government services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of the City's customer service and business processes.

PROJECT OVERVIEW:

The City will assess its needs and select a new Enterprise Resource Planning (ERP) software system environment by December 2012. The project is focused on replacing current legacy systems which provide ERP functions and that are not meeting the City's needs, as well as determining a preliminary plan of action for integration of other key City systems.

PROJECT PURPOSES:

- a. Assess the City's software needs and replace certain core business systems and shadow systems with a modernized transaction based, integrated ERP system, where appropriate.
- b. Improve City-wide communication through improved access to financial information.
- c. Have more effective business processes and maximize the replacement of paper-oriented processes using e-forms and workflow.
- d. Improve ability for City employees to perform self-service actions related to financial information.
- e. Provide better front-end services by improving the City's back-end services and systems.
- f. Replace the legacy City systems which are not currently meeting the City's needs.

PROJECT OBJECTIVES:

The City hopes to accomplish the following objectives with the successful completion of this project:

1. Incorporate "best business practices" where possible.
2. Develop a system that is user-friendly and empowers departments to improve their business processes.
3. Add and improve functionality in back-office functional areas.
4. Improve quality and accessibility of information for decision support.
5. Eliminate paper-based workflow processes and forms where possible.
6. Reduce redundant "shadow systems", data entry, storage, and paper processing.
7. Improve operational effectiveness and productivity.
8. Enable e-Government initiatives, including enhanced customer service and web self-service.
9. Reduce the number of systems the City owns and supports with their related costs by consolidating into one integrated ERP system.

10. Inventory all existing legacy “systems” and tools in order to identify areas of functionality that must align with the needs of the organization.
11. Specifically address gaps where the current ERP system does not provide an option to meet the City’s immediate needs; assess and recommend a solution to meet business requirements as part of an integrated/expanded ERP or interfaced standalone system.

BUSINESS DRIVERS:

- a. Increase collaboration and access to data.
- b. Eliminate conflicting information, shadow systems (spreadsheets, multiple systems with the same basic functionality, etc.).
- c. Significantly reduce process time through making better software functionality available to perform business process reengineering and implementation of best practices.
- d. Provide better visibility to customers regarding the status of their business transaction.
- e. Eliminate paper-based processes and forms.
- f. Expand self service options.
- g. Insure quality is a focal point at the beginning of the business transaction.
- h. Provide technology solutions for areas of business without software/hardware tools.

PROJECT INFLUENCES:

1. Available resources for implementing the selected solution such as staff time and financial resources.
2. Existing processes have been in existence for an extended period of time that are paper-based and are based on existing technology.
3. The project approach focused on the City issuing a single RFP for an integrated Enterprise Resource Planning (ERP) system that incorporates functionality representing best business practices to support City staff in the delivery of services.
4. The RFP will be developed with the intent of maximizing functionality requested from a single ERP vendor thus maximizing vendor relationships to provide a comprehensive response targeted to meeting the City’s business needs throughout all organizational departments.
5. The City does not have a technology strategic plan and is considering assessing its overall technology environment in order to develop a long term plan.

CRITICAL SUCCESS FACTORS:

- a. Ensuring that all of the ERP needs of the City are thoroughly defined, documented and understood by the vendors.
- b. Willingness for business process reengineering during the ERP implementation effort.
- c. Vendor understanding of what the City is trying to accomplish with a new system.
- d. Obtaining buy-in from the departments on the process for defining the needs and selecting a new system.

- e. Gaining ownership by the departments on the selected system.
- f. Ensuring that the selection process is conducted under a sound and unbiased process.
- g. The City providing adequate resources to the selection and implementation of the system.
- h. City staff performing appropriate due diligence in reviewing the potential vendor solutions to ensure that the selected solution will meet their needs.
- i. Having users that are computer literate and can effectively use the system.
- j. Having user support teams and a help system in place to provide quality, timely help to trained users and to provide training to new employees and users.

PROJECT CONSTRAINTS:

1. Staffing resources during the implementation effort.
2. External assistance scoped to control consulting costs.
3. There is no formal training function that currently exists within the City (materials, support staff, etc.).
4. User buy-in and capacity for change during implementation. Employees having the attitudes, conditions and resources to overcome a resistance to change. Enabling employees to overcome resistance by creating capacity and preparing them to manage change.
5. Adhering to the guiding principle of utilizing Commercial Off The Shelf (COTS) applications to their fullest extent possible. Resisting the temptation to customize applications rather than configure.

PROJECT SCOPE:

- This project will impact the business processes that the City employs to accomplish most financial and human resources related tasks. Many City employees will be affected as current paper-based processes are moved to the new ERP system including the following areas:
 - Accounts Payable
 - Bank Reconciliation
 - Budgeting (including Position budgeting)
 - Business Licensing
 - Cash Management
 - Cash Receipting
 - Payroll (including time entry) and Human Resources
 - Debt Management
 - Capital/Fixed Assets
 - General Ledger & Financial Reporting
 - Investment Management
 - Miscellaneous Billing and Accounts Receivable
 - Planning & Zoning
 - Permits
 - Inspections & Code Enforcement
 - Project & Grant Accounting
 - Purchasing and Inventory
 - Request for Service / CRM
 - Work Order Processing
 - Fleet, Equipment & Facilities Management
 - Master Address and Land Use Management
 - Cost Recovery and Special Assessments
 - Integration of ERP to other City software

- Parks and Recreation
 - Others
- The project scope will include the evaluation and assessment of the existing software interfaces to our SunGard HTE system. The work effort will include evaluating the use of our currently interfaced software in order to make recommendations on incorporating into a new ERP system. The following areas are included in this specific scope of work:
 - Click2Gov
 - Selectron IVR
 - Payroll and Payables Direct Deposit
 - E-Procurement Card
 - Automated Time Sheet
 - Code Enforcement
 - Parking Ticket Processing
 - ESRI & Geographical Information Systems
- The project scope will include the evaluation and assessment of existing standalone software that is not currently interfaced with our SunGard HTE system. The work effort will include evaluating the ability to use standalone software to effectively integrate into an ERP system and identify the components required for a successful integration. The following areas are included in this specific scope of work:
 - EMS Billing
 - Recreation & Parks
 - Registration
 - Reservation
 - Point of Sale
 - Refuse Billing
 - Stormwater Billing
 - Document Management System
 - Automated Time Sheet
 - Public Safety
 - Computer Aided Dispatch (CAD)
 - Records Management System (RMS)
- The project scope will include the evaluation and assessment of potential areas of software need. The work effort will include the identification of missing or needed software functionality in order to address deficiencies noted within the current systems or processes. The following areas are included in this specific scope of work:
 - Citywide Work Orders
 - Grant Administration
 - Debt Administration
 - Project Management and Scheduling/Estimation
 - Community Development
 - Employee Benefits and Administration
 - Professional Development and Training
 - Minority and Women Business Enterprise Tracking and Reporting
 - Customer Resource Management
 - Travel Authorization with Expense Tracking
 - Recreation & Parks Facility Reservation (online)
 - Recreation & Parks Membership Application (online)
 - Time and Attendance
 - TeleStaff (proposed)

GUIDING PRINCIPLES:

The City shall adhere to the following principles throughout the planning, design and implementation of the project:

1. Information is a City asset to the extent that it is not confidential or private.
2. Establish common processes and practices across the City, wherever possible.
3. Focus on process and transaction quality; build quality at the source.
4. Provide relevant, timely, and consistent management information.
5. Minimize resources allocated to transactional activities; focus more on information to run the business.
6. We will embrace process improvement strategies and shall encourage the implementation of out-of-the box functionality (what is normally termed in the industry as "vanilla") and best business practices embedded in the software. We will use the functionality provided by the software "out-of-the-box". There will be virtually no customization (we modify the source code) of the software; it will be considered only as a last resort with Steering Committee approval. We will configure the system to meet our unique needs within the options offered by the product.
7. The Steering Committee shall be composed of select department leadership staff or other City executives who are committed to dedicating appropriate staff resources to ensure the success of the project.
8. The City shall embrace financial accounting best practices.
9. Decisions related to project activities and system implementation shall be developed for the betterment of the entire City.
10. Department needs shall be given adequate consideration in the development of project policies and activities.
11. The project shall minimize system interfaces, and prioritize integration over best-of-breed solutions, unless significant, mission-critical reasons exist for not doing so.
12. The City shall commit to providing adequate staffing and financial resources to ensure the success of the project, during and after its completion.
13. The Steering Committee commits to ensuring that adequate training is available to project team staff and City system users during the implementation, prior to placing the system into production, and after the system is in production.
14. The project shall strive to decentralize operational responsibilities and approvals to the degree reasonable and possible.
15. The City's IT architecture and standards shall be followed and will be communicated as "high priority requirements" in the system RFP.

PROJECT MILESTONES AND TIMELINE:

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|--|------------------|
| • Plan of Action | Mid-April – 2012 |
| • Review Plan of Action by City | Late-April 2012 |
| ○ Evaluation of Needs: Upgrade or Replace? | Late-April 2012 |
| • Recommendation to Council | Late-April 2012 |

- Software Selection Phase:
 - Release of ERP RFP: May 2012
 - Select Preferred Vendor: October 2012
 - Negotiate ERP Contract: December 2012
- Implementation Management Phase: TBD. Target phased implementation 2013-2014

Note: See Project Schedule in SharePoint for the most current and complete schedule information.

PLAN OF ACTION DELIVERABLE

The project will include the development of a Plan of Action report which will provide an overall initial assessment of strengths, weaknesses, opportunities and threats (SWOT) on the existing key ERP system in order to assist the City with justifying the project to City Council. To assist with requesting project funding, the Plan of Action will include rough order of magnitude cost estimates for the single vendor ERP software system, which the City will later update when more definitive cost information is collected from vendors as part of their proposals. The Plan of Action will provide an inventory of all key *current* software systems in use to support the areas in scope for the project, categorized as to the level of availability in ERP systems available in the marketplace to similar size governments, as follows:

*Application Availability in the ERP Market		
Legend Code		Description
G	Generally Available	The module is generally available from most / many providers of ERP solutions to similar size entities
B	Best of Breed	The module is not generally available from most / many providers of ERP solutions to similar size entities and is typically selected and implemented as a separate best of breed system, then later integrated to ERP, as feasible, based on available funding and skills.
E	Expanded ERP	The module is available from certain, select providers of ERP solutions to similar size entities and if not selected and implemented as part of the integrated ERP system, would need to be obtained by the City from a separate best of breed system, then later integrated to ERP, as feasible, based on available funding and skills.

The Plan of Action will also identify key software systems and / or modules which have *not* been automated within the current ERP or standalone software systems in the scope of the project. Each of these “missing” software systems or modules will be similarly categorized based on their availability from ERP vendors. For each best of breed system, the City will address as part of other City technology planning and deployment plans which may be developed in the future. Additionally, each application will be categorized as follows:

*Legend for Current Applications		
Legend Code		Description
R	Replacement	The City is intending on replacing this application with the selected solution.
C	Consider	The City is considering replacing this application with the selected solution, based on the strength of the finalist vendor offering and cost / benefit of the replacement module
M	Maintain	The City is intending on retaining the application, not replacing it thru this effort
I	Interface	The City is intending on keeping the application and interfacing/integrating it with the selected solution.

For each interface required, the project will define a general interface description, interface direction and guidance on the need in the future environment. The interfaces will be included in the RFP for vendors to provide integration services pricing as part of the implementation effort.

PROJECT ORGANIZATION STRUCTURE

The following are the roles that will be employed for the City's Business Application Needs Assessment and System Selection phase of the project. These roles are essential for the success of the project and are intended to define the project reporting structure and lines of authority for decision-making. This structure will be modified once the selected vendor solution has been made and the implementation phase of the project begins.

The management component of the project consists of the Project Sponsor, the Steering Committee and Project Managers. The Project Managers report directly to the Steering Committee. Leadership is further broken down into Process Area Team leads and during the implementation may include the need to develop team leads for Communications and Change Management. Further description of the teams, membership and responsibilities are outlined in the following table:

Role	Employee Type	Responsibility
Project Sponsor	Interim City Manager - Thom Moton	<ul style="list-style-type: none"> ■ Assist in development of the project charter ■ Maintain the project vision ■ Act as the project champion ■ Be visibly committed to the project ■ Identify and support the City project managers ■ Lead the Steering Committee and remove project roadblocks ■ Provide comments/analysis of BANA reports ■ Approve action plans ■ Participate in contract negotiations ■ Obtain the necessary City resources to meet the project objectives ■ Provide a strategic perspective when defining the needs for a future ERP and associated processes, where appropriate

Role	Employee Type	Responsibility
Project Manager(s)	Jon Hoggard Renee Jones Nancy Gossett	<ul style="list-style-type: none"> ■ Participate in managing the City staff responsibilities and the City's use of the Plante Moran consulting services defined in the consulting agreement ■ Act as the key liaison to the outside consultant. ■ Ensure that prompt and clear communications to City department staff is conducted ■ Oversee planning activities associated with project ■ Work with the Steering Committee and other City department leaders to coordinate City resources to meet the project objectives. ■ Manage City participation in project activities ■ Ensure that project deliverables are reviewed by appropriate City staff ■ Provide progress updates to City management, City Council and other interested stakeholders ■ Participate on the Project Steering Committee ■ Participate in contract negotiations ■ Develop and execute selection and implementation plans for non-ERP technology and process improvements
Project Administrator	Fran Bland	<ul style="list-style-type: none"> ■ Schedule various meetings ■ Act as a liaison between the outside consultant and the City related to various project logistics ■ Take minutes at meetings ■ Ensure project communications are distributed ■ Tabulate vendor demonstration evaluation sheets

Role	Employee Type	Responsibility
Project Executive Steering Committee	BANA Executive Steering Committee, to include: <ul style="list-style-type: none"> • Ken Jackson • Gerry Case • Bernita Demery • Gary Fenton • Merrill Flood • Rex Wilder • Chief Bill Ale • Capt. Rob Williams • Thom Moton 	<ul style="list-style-type: none"> ■ Assist in development of the project charter ■ Work with the City departments to ensure that all needs are identified ■ Work with City staff to make project decisions ■ Obtain the necessary City resources to meet the project objectives. ■ Determine vendor selection criteria ■ Review and provide feedback on project deliverables ■ Review and provide feedback on vendor proposals ■ Participate in proposal analysis meeting ■ Attend vendor demonstrations ■ Conduct reference checking and site visits, if performed ■ Provide input / make timely decision on a recommended final vendor ■ Participate in other project-related meetings ■ Provide a strategic perspective when defining the needs for a future ERP and associated processes, where appropriate
Outside Consultant	Plante Moran	<ul style="list-style-type: none"> ■ Participate in project activities identified in the consulting agreement. ■ Facilitate the needs assessment and selection phase ■ Apprise the City's project managers of current and potential project risks and discusses means of mitigating these risks ■ Work with the City's project managers in scheduling, planning and conducting the on-site visits ■ Provide guidance to the City throughout the project ■ Develop the key defined project deliverables

Role	Employee Type	Responsibility
ERP Process Owners and End-Users	ERP Process Owners and End-Users to include: <ul style="list-style-type: none"> • Lt. J.C. Williams - POL • Lt. Richard Allsbrook - POL • Carolyn Horton - POL • Terry Basden - POL • Rhonda Conner - POL • Cpl. Chris Viverette - POL • D.C. Eric Griffin - F/R • Ann Tess - F/R • Pam Reid - F/R • Kristin Gibson - F/R • B.C. Chuck Owens - F/R • Capt. Calvin Horne - F/R • Capt. Brock Davenport - F/R • Wayne Peaden - F/R • Ken Jackson - PW • Lisa Kirby - PW • Beverly Barnes - PW • Wendy Ross - PW • Colleen Sicley - PW • Les Everett - PW • Tim Corley - PW • Angel Maldonado - PW • Kevin Heifferon - PW • Brian Thompson - PW • Chris Padgett - CD • Elizabeth Blount - CD • Mike Dail - CD • Chantae Gooby - CD • Wayne Harrison - CD • Christian Lockamy - CD • Patrick House - CD • Laura Searfoss - CD • Carl Rees - CD • Sandy Edmundson - CD • Tom Wisemiller - CD • Sandra Anderson - CD • Linda Mims - CD • Betty Mosley - CD • Virgil Smith - CD • Mike Watson - CD • Karen Gilkey - CD • Sylvia Brown - CD • Gwen Turnage - CD • Jon Hoggard - IT • Kyle Pitchford - IT • Fran Bland - IT • Bob Coulter - IT • Donna Raynor - CMO • April Spruill - CMO • Steve Hawley - PIO 	<ul style="list-style-type: none"> ■ Provide information on current City processes, systems and shadow systems used ■ Articulate needs and desires for a new ERP and associated processes ■ Develop an understanding of how a future ERP and associated processes might operate ■ Quantify time spent on conducting current process-related activities ■ Review and approve module specifications ■ Review & feedback on appropriate sections of vendor proposal responses ■ Participate in vendor script development activities ■ Participate in software vendor demonstrations ■ Provide demonstration / due diligence feedback ■ Conduct due diligence on software vendors ■ Review project deliverables for accuracy and completeness

Role	Employee Type	Responsibility
	<ul style="list-style-type: none"> • Kimberly Branch - FS • Angeline Brinkley - FS • Tronette Greene - FS • Linda Roach - FS • Brenda Matthews - FS • Katie Lumb - FS • Tami Harrell - FS • Willie Moye - FS • Robert Jones - FS • Donna Peacock - FS • Debra Hodges - FS • Dora Burton - FS • Denisha Harris - FS • Katherine Lilley - FS • Juracy Lopez - FS • Robert Jones - FS • Donna Peacock - FS • Debra Hodges - FS • Dora Burton - FS • Choyou Gardner - FS • Frank Salvato - HR • Leah Futrell - HR • Cecilia Cutler - HR • Linda McCarthy - HR • Mark Gillespie - RP • Mike Cato - RP • Lamarco Morrison - RP • Dean Foy - RP • Steve Warner - RP • Rene Skeen - RP • Shana Kriewall - RP • Todd Riddick - RP • Kathleen Shank - RP • Dennis Vestal - RP 	
Technical Team	Kyle Pitchford	<ul style="list-style-type: none"> ■ Define technical requirements ■ Review and provide feedback on vendor proposals ■ Conduct due diligence on technical aspects of the vendors' solutions ■ Assess impact of solutions on the City technology infrastructure ■ Ensure vendor solutions conform with City technical standards

PROGRAM MANAGEMENT STANDARDS AND PROCEDURES

It is important to ensure that the entire project team is aware of the project standards and procedures, so that project deliverables are both uniform and easily referenced. SharePoint will be the primary source of project communications and archival of project information throughout the project.

Issues and Action Items Management:

- An issues and action items log will be placed on the project's SharePoint site. The issues database will include a description of the issue, a brief narrative of the potential impact to the project, date reported, date resolution needed, responsible party for follow up, and date resolved.
- The issues log review will be a part of the periodic Project Management meeting.
- The Team Leads will bring to the City Project Managers in a timely manner any and all issues that need approval / resolution.
- So as to not impede the progress of the team, all reported issues should have a 48-hour turnaround for an initial response. Project participants will notify the City Project Managers when an issue has been logged.

Budget Management:

- Budget tracking for the consulting project is anticipated to be limited to the City's engagement with Plante Moran. Tracking of the project budget during the selection phase of the project will be the responsibility of the City Project Managers and reported out to the Project Sponsor and / or Steering Committee on a monthly basis.
- A separate project budget will be developed by the City at the end of the selection project as the new ERP software is selected.

Meeting Management:

The following ground rules should be followed with respect to project meetings:

- Honor other people's time. Be prompt in showing up at meetings (i.e., meetings will start at the scheduled time and end at the scheduled time).
- Attendance is strongly encouraged. If not available, have your back-up attend and debrief your designated back-up prior to the meeting.
- Bring your calendar to the meeting. Keep your Outlook calendar current.
- Pagers/phones off/vibrate. No surfing / emailing.
- Respect everyone's opinion.
- Do not interrupt others while they speak. One person speaking at a time, no sidebars.
- Speak-up, silence is consent. We will either actively contribute to decisions or implicitly agree to the outcome. Strive for consensus.
- Get to the point. Stay focused, stay out of the weeds. Use the parking lot if necessary.
- Keep it functional, not personal.
- Major issues, action items and risks identified during the meeting should be communicated to the City Project Managers for logging purposes.

Decision Management:

- Various types of decisions will be made during the course of the project.
- A decision database will be maintained by the City Project Managers in the SharePoint site to track major decisions made during the course of the project to include:
 - Process-related decisions
 - Policy-related decisions
 - Significant system configuration decisions
 - Other key project decisions
- Significant project decisions will be escalated to the Steering Committee for review and decision-making.
- The results of these decisions will be communicated to and logged by the City Project Managers to the SharePoint site.

Timeline Management:

- Management of the project timeline during the course of the selection project will be the responsibility of the City Project Managers and the outside consultant, Plante Moran.
- Progress against the targeted project timeline will be monitored by the Project Management Team and discussed at the periodic project status meetings. Significant variances to the schedule will be communicated to the Project Sponsor by the City Project Managers.