



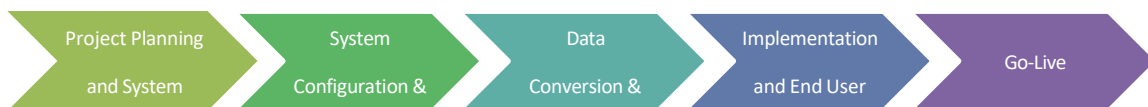
TO: Finance Commission
FROM: Stephanie Beauchaine
SUBJECT: Interim Finance Director

RECOMMENDATION:

Receive and file

Background

On December 29, 2022 the city contracted with Tyler Technologies, Inc. for the purchase of the Tyler Enterprise Resource Planning (ERP) software. Included in this purchase are products and services related to the design and implementation of software modules and features related to conversion, support and training services, as well as recurring licensing agreement costs. The elements of system design, data conversion, implementation serve as pillars that structure the project plan of which milestones, deliverables and deadlines are set and ultimately lay the foundation for the project timeline.



Initial project planning resulted in the selection of software module offerings consistent with current processes, as well as the capability to leverage key features and new modules in alignment with organizational goals and objectives. Those selections include:

Current modules:

- General Ledger
- Cashiering
- Accounts Receivable
- Purchasing
- Accounts Payable
- Project Ledger

New modules:

- Cash Management
- Project and Grant Accounting

- Budgeting
- Data Insights and Analytics
- Human Resources
- Time and Attendance
- Payroll Processing

The original “go-live” date was set for July 1, 2024, and preliminary demo and analysis procedures began January – August 2023. During this time organizational constraints including staffing turnover and resource shortages affected momentum, and that date has been rescheduled for January 30, 2025.

Discussion/Analysis

SDI Presence LLC (SDI has been hired to serve as the City’s Tyler Implementation Project Manager. SDI has worked with more than 200 public sector agencies to plan, procure, implement, and operate technology. SDI has extensive experience serving clients with ERP implementation including the following on the West Coast:

- | | | |
|-------------------|----------------|-----------------|
| • Alameda | • Burlingame | • Carson |
| • Chino | • Chino Hills | • Davis |
| • Dublin | • Fremont | • Fresno |
| • Gilroy | • Glendale | • Half Moon Bay |
| • Manhattan Beach | • Merced | • Ontario |
| • Redlands | • Redwood City | • Rohnert Park |
| • San Ramon | • Sunnyvale | • Vacaville |
| • Walnut Creek | • Yorba Linda | |

As Project management professionals, SDI applies standardized processes to ensure the City’s objectives are met, and their approach will include the following:

- ◆ Use of a structured, proven approach to ensure a comprehensive understanding of the City’s requirements and needs
- ◆ Fully identifying and disclosing potential risks and realistic risk mitigation strategies
- ◆ Managing the expectations of users and stakeholders throughout the process to ensure a realistic level of expectation upon implementation of the enterprise ERP system
- ◆ Minimizing disruption to daily City operations
- ◆ Establishing solid project management practices including schedule, time, and resource management; communications management; issues management; risk management; and quality management

Additionally, Geoff Thomas has been added to the project team to serve as Senior Project Accountant. Geoff comes to us with 20 years of public sector accounting experience as well as extensive Tyler implementation experience, having previously worked on three City implementation projects.

With a new project team in place action is underway to review and update the work completed to date and assess upcoming deliverables. Because of turnover in the Finance Department and on the project team, several deliverables are currently behind, and the team is itemizing those to create an action plan.

The implementation schedule has been paused for 30 days to allow the new team time to review and complete past due assignments while SDI simultaneously works with Tyler to revise the project timeline and training calendar.

The amended implementation date for the financial package is currently scheduled for January 30, 2025, which is an aggressive timeline when considering the project's current progress. It is possible that the team will recommend a later implementation within FY2024-25, but that information remains forthcoming, and we will update the commission when we have a recommended revised project calendar from SDI and Tyler.