



City of Stamford

BOARD OF REPRESENTATIVES FISCAL COMMITTEE

ERP PROJECT CURRENT STATE ANALYSIS AND RECOMMENDATIONS

22 March 2021

imagine your future®

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Critical First Step

On September 21, 2020, the Fiscal Committee took the critical 1st step in this important project by unanimously approving the ISG Project Manager Contract

In addition, there has been significant board participation in the project thus far

- Geoff Alswanger – Board of Finance
- Andy George – Board of Education
- David Watkins – Board of Representatives



Enterprise Resource Planning (ERP) Project Overview

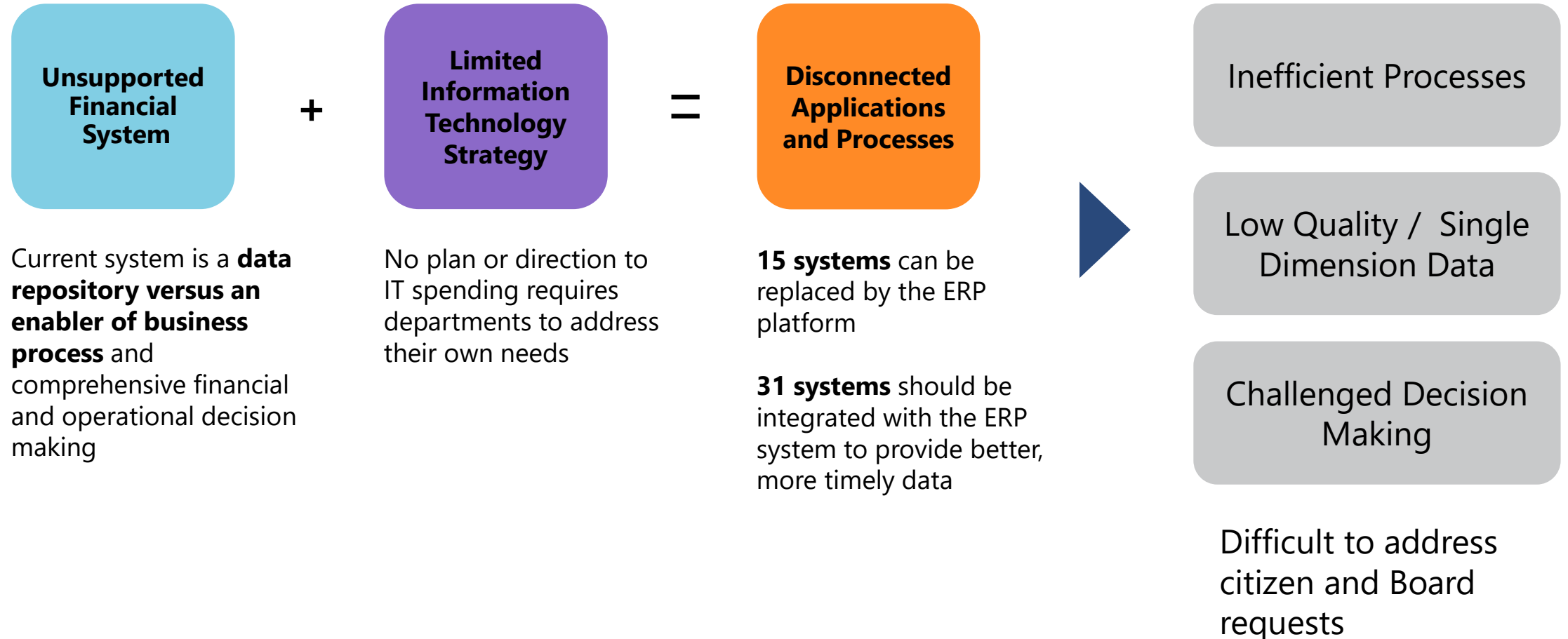
The City established the ERP program to address the:

- Risks present with relying on an outdated and unsupported financial system implemented 25+ years ago
- Limitations on City operations and organizational effectiveness that attend a system that lacks functionality and comprehensive financial data

Program Objectives

- Move the City to a **responsive, evolving, and fully supported** technology platform
- Provide **meaningful financial and operational data** to support Executive, Board, and managerial decision makers
- **Replace departmental systems used to track their budget (shadow systems)** and integrate operational systems with the ERP system
- Drive process **standardization and automate** routine tasks
- Support new citizen and Board requests
- Improve employee **user experience** and effectiveness

Current State Observations



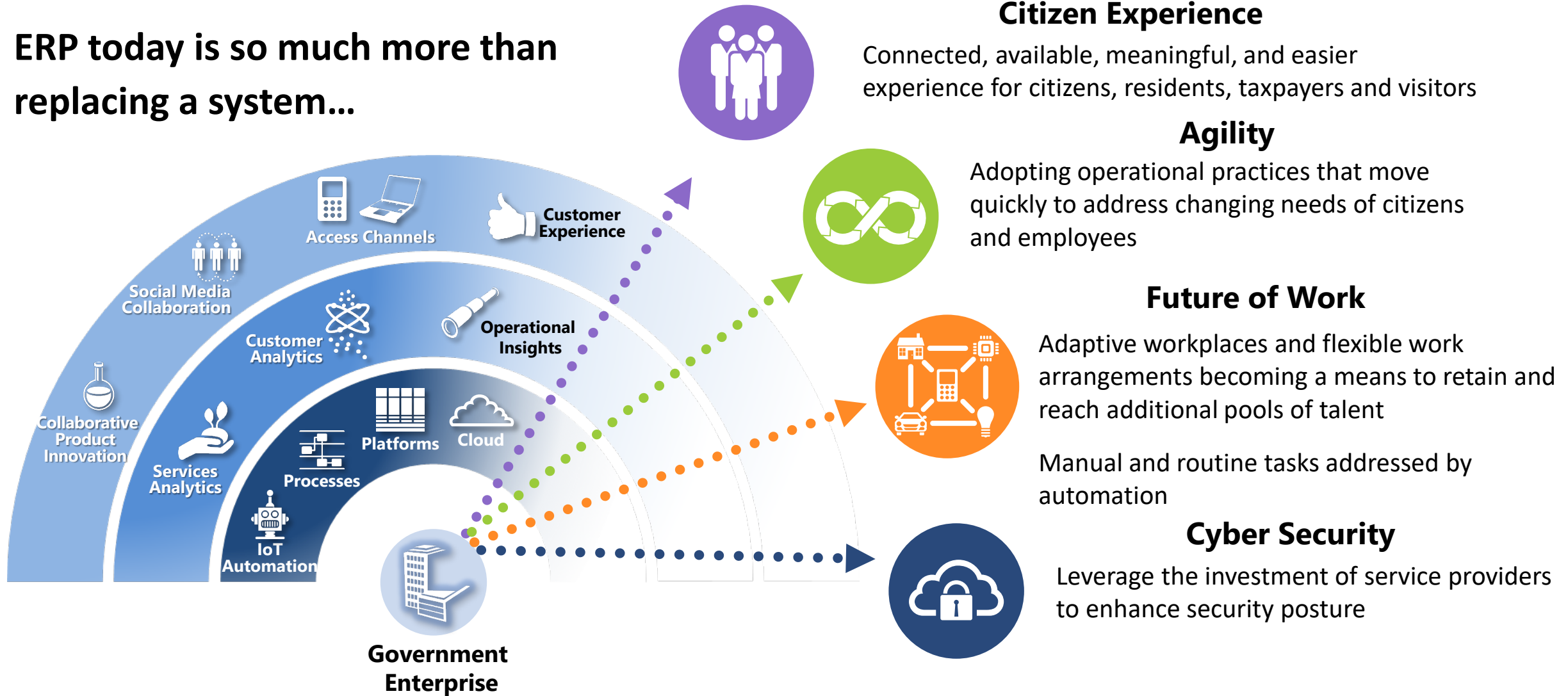
ISG's Perspective

Through the completion of the assessment activities, ISG would like to share two perspectives

- Confirm the City's decision to acquire and implement a new ERP financial system
 - Address the risk of an unsupported financial system
 - Bring better decision making to operations and financial management
 - Deploy platform designed to evolve
 - Avoid costs of duplicate systems
 - Improve operational performance
- To take advantage of this and future transformations, we have identified the need for a Chief Information Officer to lead and direct the City's IT strategy and have accountability for applying technology to achieve results for City's leadership

ISG Observations of Enterprises (Government & Commercial) Today

**ERP today is so much more than
replacing a system...**



Benefits of a New ERP System

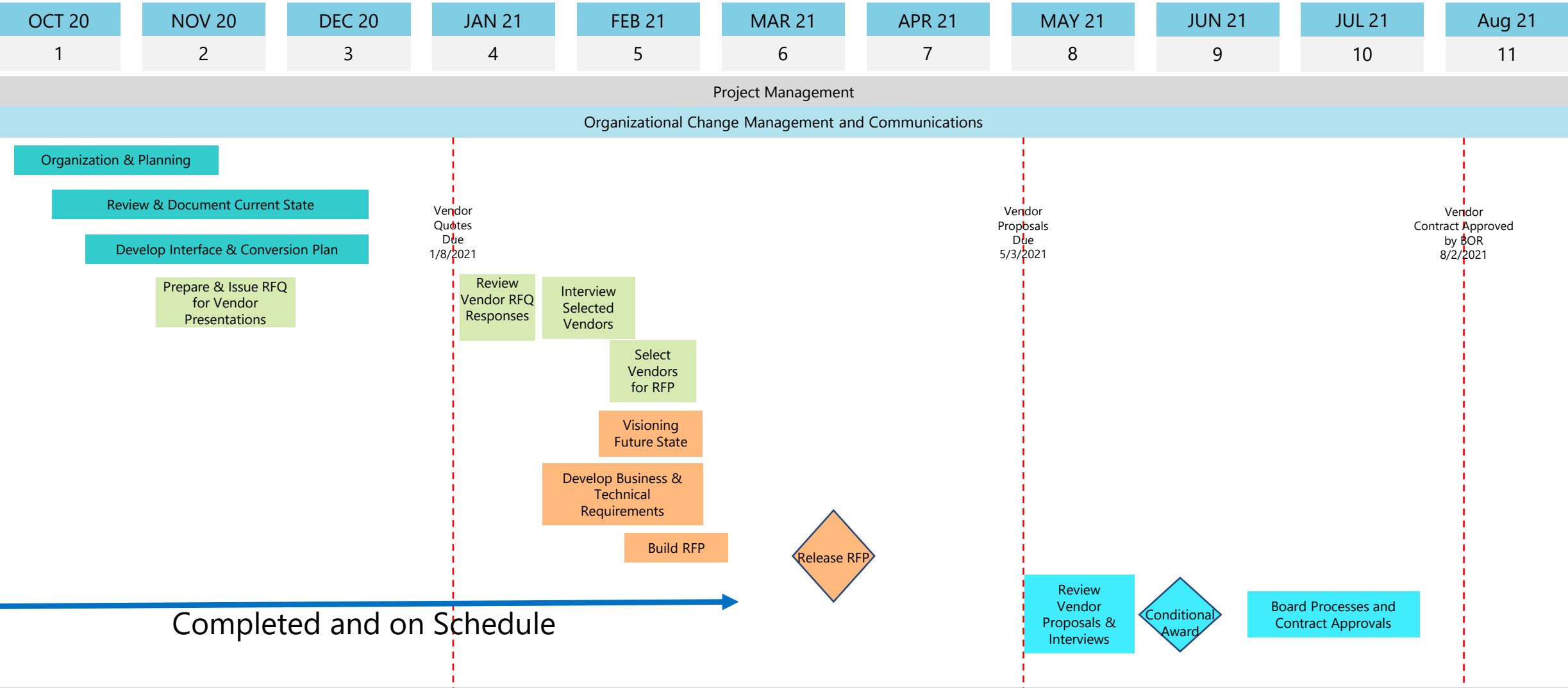
- Significant reduction of the time and effort required to process transactions
- Department approvals through electronic routing and signature, including mobile access
- Relieve the centralized processing bottle neck by most data entry, scanning, and attachment performed within each department
- Controller's office staff can focus on managing transaction exceptions
- Activity-based budgeting and accounting to enable funding decisions to be made based on the fully costed services provided by the City – aggregation of costs across departments will provide a full spending perspective
- Modern reporting and analytic tools to support timely and fully informed decision making
- A new system will provide a pathway to future improvements in business processes and enable the City to take advantage innovative functionality

New Chief Information Officer Position

Without a technology leader managing Citywide technology budgets, technology acquisition, data governance, and setting technology priorities, the City may have a new financial system, but little else will change

- Organize the City's technology investments
- Standardize technology decisions
- Organize the City's technology strategy
- Ensure data governance to align data in systems across the city
- Ensure technology purchases are aligned with the City's goals and objectives
- Implement standards for technology and data to improve service delivery
- Integrate messaging across Citizen Service, the City's web presence, and City departments

City of Stamford ERP Project Preparation & Selection Phase Timeline



Questions



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