



Munis ERP Assessment

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Presented By



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Summary

The City of La Crosse is the county seat of La Crosse County and the largest city on the Wisconsin western border. The City provides services to a population of more than 50,000 residents, is home to two universities and one college, and the headquarters of multiple corporations. A City of this size requires robust tools to support its personnel in providing services to its residents and businesses.

The City of La Crosse implemented the Munis ERP system to obtain these tools to support its personnel 18 years ago. The primary benefits to having an ERP system is that it provides a centralized database of information with applications and modules that are tightly integrated. ERP systems, especially those tailored to municipalities, such as Munis, contain features and functionality to support the specific process and interoperability of municipalities. In other words, it is specifically designed for the work and processes done by La Crosse personnel to provide services to La Crosse's constituents.

Since the initial implementation, the City of La Crosse has experienced challenges with its Munis ERP system. The City has not been receiving the benefits expected from the system. Rather, La Crosse expressed that it was experiencing several challenges and inefficiencies with the setup and therefore La Crosse requested an assessment of the Chart of Accounts and General Ledger modules within Munis.

The primary challenges that prompted La Crosse's request include:

- The inability to easily look up and find information within the system
- A lack of financial reporting
- The chart of accounts was unnecessarily complex, inconsistent and large, impacting the City's ability to use the system effectively
- The lack of tools to track and manage some of the City's processes and activities.

Baecore Group has been supporting municipalities with the selection, implementation, integrations, and refining of ERP systems, including Munis, for more than 15 years. We serve, exclusively, municipalities and public sector entities. Our team of consultants are municipal experts. We understand the departments' functions, processes, the tools they use and challenges they face. Having worked side-by-side with our municipal clients, we understand the inter-connectivity of the City's departments and how information flows between them to provide services to its internal customer and citizens and as a result Baecore Group recommended an assessment of all Munis modules and related systems.

Based on our deep understanding of the departments' processes and functions and the connections between departments, we recognize where the connections need to occur within the Munis system to allow information to flow to where it's needed to provide services to both the City's internal and external customers. We can design system configuration and process flows necessary to provide access to information, transparency and excellence in customer service.

Baecore Group conducted a two-day assessment of the processes and current configuration of the Munis ERP system. The assessment was focused on gathering information for analysis to identify the current challenges and issues the City of La Crosse is facing and to provide recommendations for a course of action to resolve the issues. The assessment included the following functional areas:

- | | | | |
|---|---------------------|---|-----------------------|
|] | Chart of Accounts |] | Bid Management |
|] | General Ledger |] | Grant Management |
|] | Budget |] | Fixed Assets |
|] | Treasury Management |] | Inventory |
|] | Accounts Payable |] | Requisitions |
|] | Purchasing |] | Tax Billing |
|] | Contract Management |] | Tyler Form Processing |
|] | Project Accounting |] | TCM |
|] | Payroll | | |

Assessment Findings Overview

Initial Implementation

In 2000 the City of La Crosse implemented the Munis ERP system to support its personnel in providing services to its constituents. The key feature of an ERP system is that it provides a centralized, shared database that supports multiple functions used by departments across the City. With a single system, departments have the tools and applications to support them in providing services to Citizens. Information entered in one module or application flows into a centralized location and becomes available to all City personnel. For example, when one department requests updated insurance information for leases, from a resident, that information is available to personnel in another department that needs it. This prevents the customer from receiving multiple requests for the same information from different departments in the City.

Munis is a robust ERP solution that provides programs, automation, and workflows designed specifically for municipalities. The modules and applications within the ERP are designed specifically for the responsibilities and activities performed and the functions completed by the departments within the City. It contains functionality and features that make it easier and faster to track and manage information, provide services and assistance to the City's residents and businesses, and obtain access to information needed by City personnel to complete their work. It was a solid solution for the City at the time of the initial implementation and is an even better solution today, with more and improved functionality and capabilities.

When the Munis ERP was implemented 18 years ago, the City did not implement all the modules and functionality available in the system. This is not uncommon for an ERP implementation project for a city of La Crosse's size. Project teams can feel pressured and decide to leave modules or functionality for "after go live". Unfortunately, system vendors will support this approach. However, in almost every case, without scheduling when the remaining functionality and modules will be implemented, municipalities end up never implementing the functionality.

By not implementing all the modules and functionality available in Munis, the City was unable to obtain the maximum value from the system's capabilities. Therefore, the City did not maximize the potential improvement through increased efficiencies, access to information, reporting, and improved customer service. With some portions of the system left unimplemented, there were gaps. Some of the activities performed by the various City departments were not completed in Munis. Some of the information that the City wanted to track ultimately didn't get a "home" in the ERP system. The City started, from the day they went live, with personnel using "work arounds".

Workarounds provide what appears to be immediate relief to an issue but can hide a problem that will grow, hidden, and reappear under the weight of increased activity which comes with organizational growth. They are commonly manual, relying on spreadsheets, paper, or other external systems. By their nature, workarounds take place outside of the system and therefore negatively impact transparency and controls for those activities.

Lack of System Maintenance

In the last few decades, technology has greatly improved¹. Tyler Munis specifically has continued to expand its system capabilities. It has added features to improve processing and added mobile apps to increase efficiency. Munis has added functionality to make using the system more efficient and searching for information faster and easier. Munis has continued to

¹ When the Munis ERP was first implemented, the iPhone didn't even exist. It wouldn't be until *seven* years after the implementation that the first iPhone model was released in 2007.

enhance its municipal expertise and update the system to align even more closely with municipal processes.

However, since the system was implemented 18 years ago, La Crosse has not taken advantage of these improvements. The City has installed limited upgrades, with up to four years without upgrading the system. Without these upgrades, La Crosse has not been able to incorporate the expanded features into its workflow. Nor has the City been able to use these expanded features to eliminate work arounds and close some of the implementation gaps.

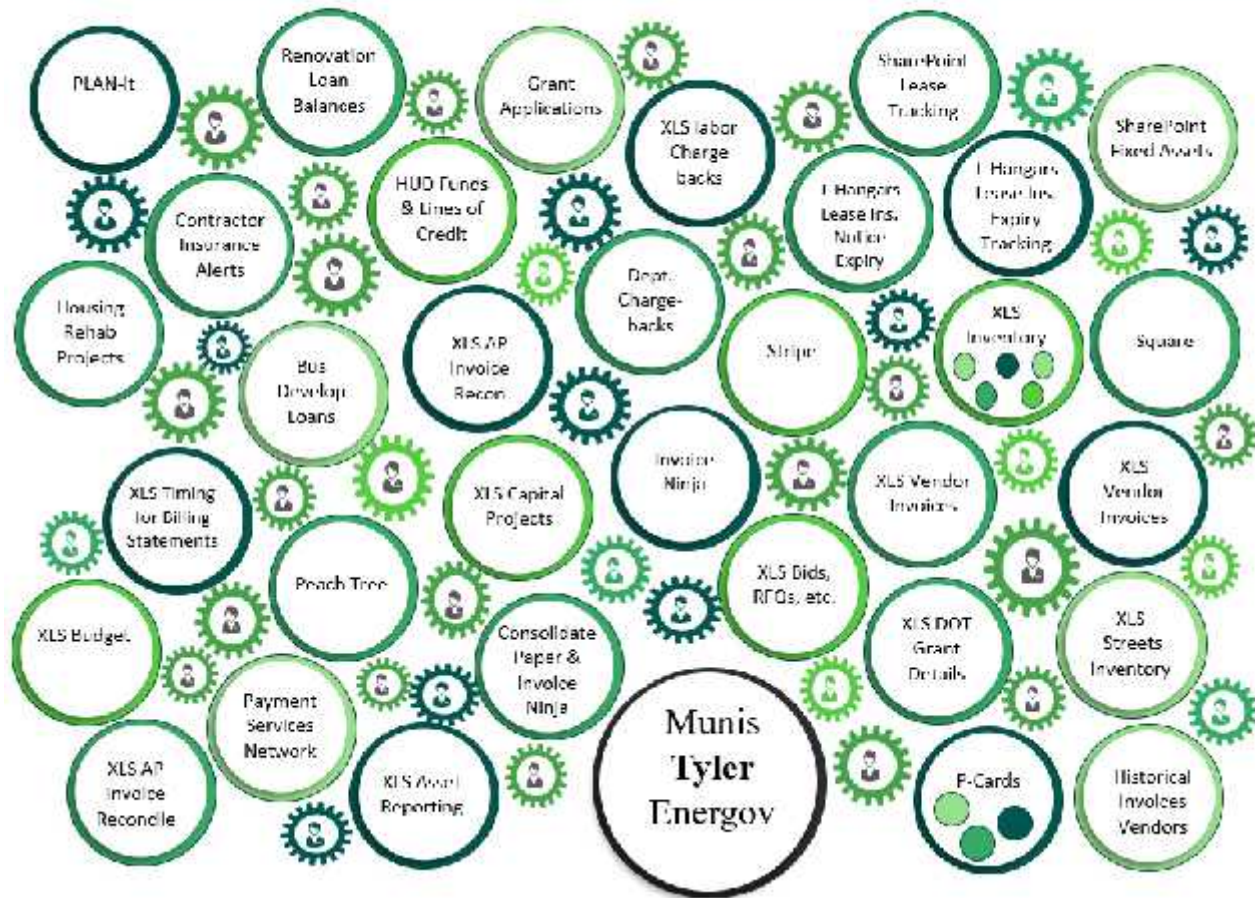
Under-Utilization of the ERP

As La Crosse never completed the initial implementation and hasn't been incorporating the improved functionality through regular maintenance, much of the City's processes occur outside of the ERP system. La Crosse's needs for systems have grown and evolved since 2000 when the ERP was implemented. As new needs arose or changed, based on the information provided by La Crosse personnel, it appears that the City has embarked on creating or installing external solutions outside of the ERP system. These solutions further fragment data and information across the City and create "breaks" in information and process flows. This exacerbates the manual effort required by personnel and results in department personnel duplicating work as the same information is manually tracked in multiple locations.

By implementing external solutions for individual department challenges or needs instead of taking a holistic approach to adjust the Munis configuration or complete the setup of unimplemented modules, La Crosse has been taking advantage of less and less of its ERP system. This has resulted in increased cost of maintaining these external solutions, of inefficiencies and duplication of work thus further eroding the City's return on investment of the Tyler solution.

Disconnected Data Silos & Manual Tracking

Currently, there are more than 50 separate systems and spreadsheets used and updated by personnel in departments across the City to carry out their day-to-day activities. Each department utilizes several systems and spreadsheets to track component parts of information for an activity or create a duplicate record of information entered in another system. Across departments, personnel are collecting and maintaining the same information, duplicating efforts and creating silos of information inaccessible to other personnel within the City and that are entirely unconnected to the Munis ERP system. As depicted in the image below this causes information to be manually transferred between departments and across multiple systems.



In addition, with information spread across so many isolated locations, reporting of information is time consuming and results in duplication of effort as individuals in each department re-enter information in their own isolated locations. A vast majority of the more than 50 systems and spreadsheets currently used by the City Departments are recreating functionality that is available within the City's Munis ERP system

As a result of the large number of disparate systems, the City is incurring significant costs in the form of personnel time and expense to maintain these systems as well as personnel time spent collecting and maintaining the information within these systems. Typically, this additional effort is spent on duplicating the same information for another department in their “personal” system.

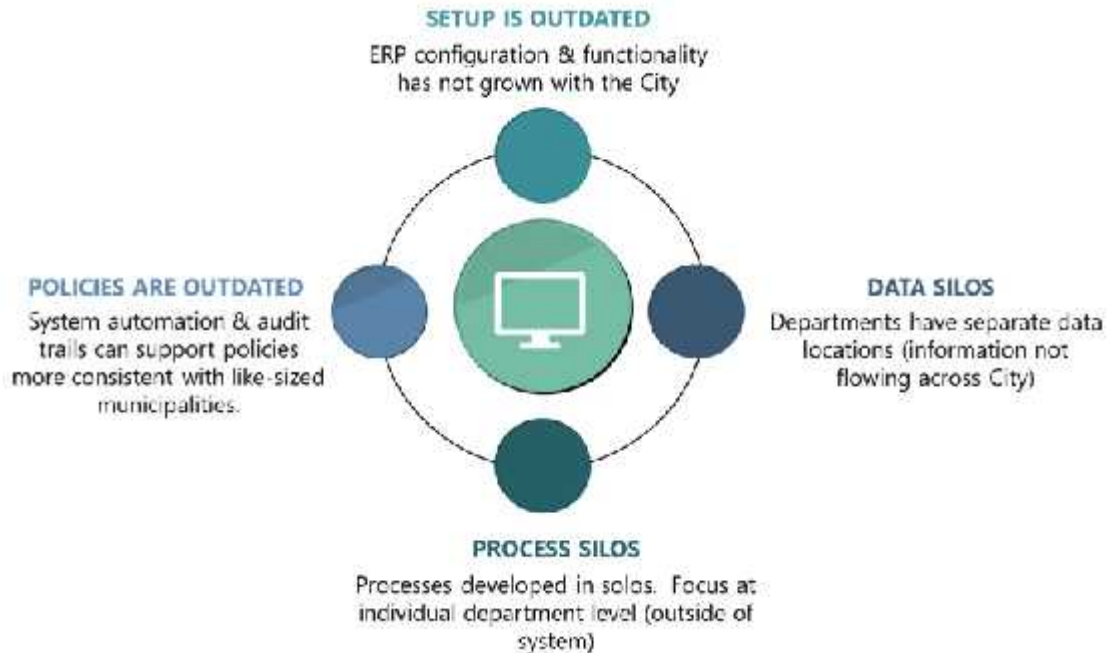
Revenue Transactions Occur Outside of the ERP System

Multiple revenue transactions occur outside of the Munis ERP system. In each instance, the system in which the transaction occurs is not directly integrated with the financial system. The lack of integration requires a manual process to transfer the information from the system in which the transaction is entered into the Munis system. During this period of manual processing, there are no system controls in place and, due to the large number of systems and number of transactions, this makes reconciliation across the systems complex and time-consuming. The combination of manual manipulation required to record the revenue transactions, difficulty of reconciling the transaction detail, and lack of controls between systems creates the opportunity for and increases the risk of fraud and mishandling of revenue.

La Crosse personnel reported that customer payments are taken through more than a half dozen merchant service providers. Many of these transactions occur outside of the ERP system. Due to a lack of integration with the merchant service providers and online portals through which the payments are made, the files containing these transactions are manually entered into the ERP system through the entry of AP invoices by the entity to track to the revenue.

Under-Utilization of Enterprise System: Impacts

Due to the current configuration of the ERP system and unused applications, departments have obtained more than 50 separate systems and spreadsheets to fill in perceived gaps in functionality. This has caused departments to independently address their needs, resulting in the creation of silos of information. With these silos of information, departments have developed their own processes for tracking and maintaining this information.

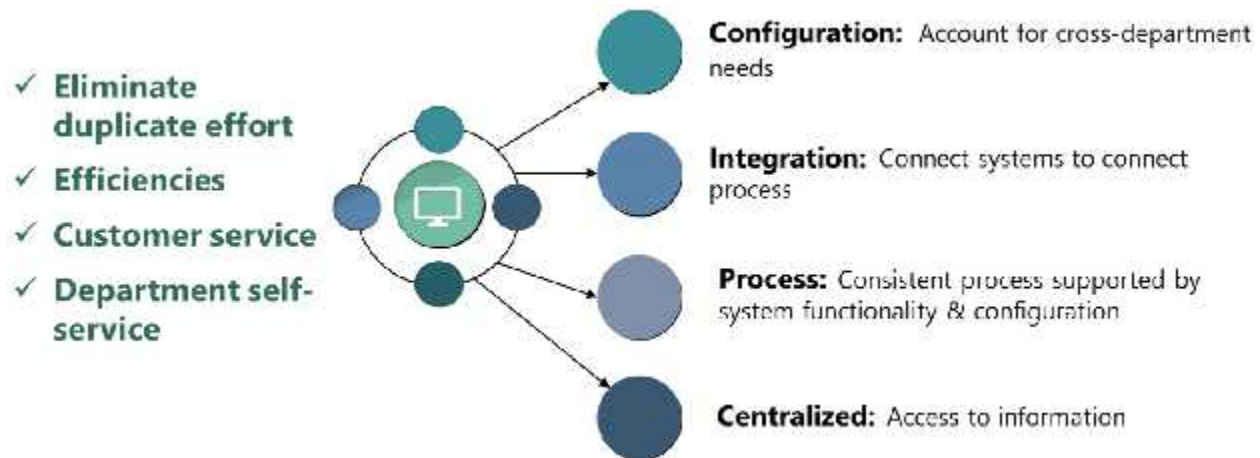


The large number of systems, data silos, and process silos result in:

-) Personnel time is spent manually creating reports from information across multiple systems due to the lack of a consolidated system of record;
-) Increased expense to maintain multiple redundant systems that provide functionality available within the Munis ERP system;
-) Increased cost to maintain the large number of systems used to track transactions and information within the City;
-) City personnel duplicate efforts tracking information in multiple locations within the ERP system and one or more of the many other systems used;
-) Multiple isolated systems used to track revenue reduce controls and create the opportunity for and increased risk of fraud;
-) Disparate systems and data silos reduce personnel access to information, resulting in increased personnel time spent searching for information in multiple locations

Recommendations: Detail

Due to the items noted above, it is our opinion that the City can reduce the time and cost of maintaining systems and increase operation efficiencies with increased system functionality and automation. La Crosse can eliminate duplication of personnel effort and increase financial controls over activities.



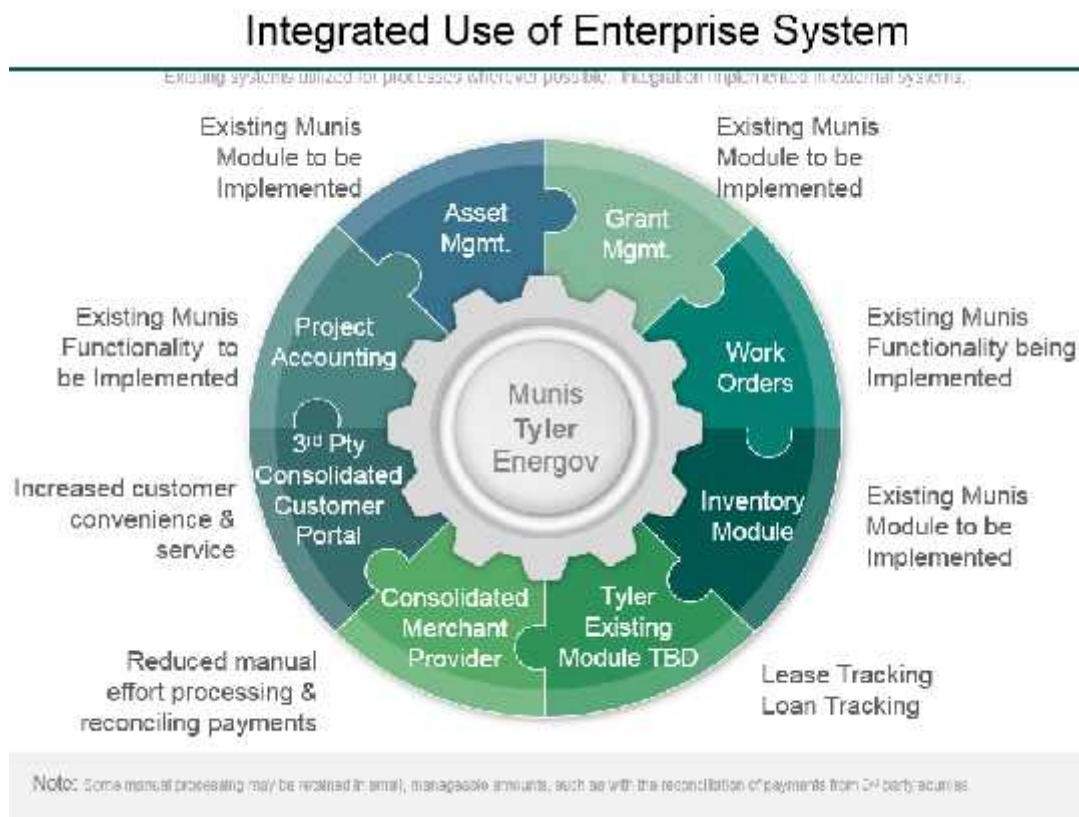
Impact of Improved Configuration, Process, and System Consolidation

Through the re-configuration of existing Munis applications, implementation of available but as-yet unused ERP applications, and consolidating the number of systems used, La Crosse will increase system controls, take advantage of system automation, and establish consistent processes across departments. The recommendations provided within this assessment provide the opportunity to:

-) Prevent the additional expense required for the maintenance of duplicate and redundant systems;
-) Eliminate personnel time spent maintaining redundant systems;
-) Prevent the manual personnel time spent creating reports;
-) Establish system controls for financial transactions reducing the opportunity and risk of fraud;
-) Remove the impediments to City personnel's access to information;

-) Increase automation of processes;
-) Eliminate significant personnel hours duplicating effort to track information in multiple locations;
-) Customer service excellence through reduced time providing information and service to customers;
-) Providing customer online access to information and payment capabilities;
-) Increase transparency

In contrast to the image depicting personnel manually transferring information across systems and departments, the image below depicts the consolidated, integrated and automated system obtained through these recommendations. By implementing the configuration recommendations, integrations, centralization and improved processing, the City can expect to have connected solutions thereby eliminating most if not all the manual and duplicate processing and reporting currently managed by the City personnel.



Primary Priorities

The recommendations below address challenges La Crosse personnel identify as priorities to be addressed or which, based on Baecore Group's experience with Munis implementations and re-configurations, are necessary to achieve the City's desired outcomes.

For clarity, each functional area is presented separately, describing the issues and recommendations to resolve those issues. However, as described above, the Munis ERP system is designed to be a centralized and tightly integrated system. While there may be a specific challenge with one area of the system, under-implemented functionality in another part of the system may be a factor or additional cause to the issue. For several of the issues identified, the core challenge can be addressed, but to achieve long term results, contributing factors from system configuration, process or policies in other related areas, must also be addressed.

Chart of Accounts

One of the primary concerns for the City of La Crosse is its chart of accounts. The current chart was designed during the initial implementation of Munis. At that time, the chart design contained a large number of funds and accounts in an attempt to obtain detailed financial reporting.

At the time of the initial implementation, several Munis modules were not implemented including: Grant Management, Project Accounting, and Work Orders, among others. The current version of these modules provides the ability to track detailed information and provide robust reporting without depending on the chart of account structure. This allows for a streamlined chart of accounts while providing detailed financial reporting.

Since the initial implementation, the City has added more fund, account and project codes. One of the primary drivers for these additions was the continued perceived lack of tools available to track information. For example, separate funds were created for grants, business loans, rehab loans, and other programs in the City. In place of utilizing the functionality available in the Grant Accounting module, the chart of accounts has continued to be used as a work-around.

Similarly, accounts and project codes were added to track detailed information the Water Utilities department needed for state required reporting. The Munis ERP contains a Work Orders module able to track cost and expense details back to specific assets and equipment as well as a Project Accounting module capable of providing detailed tracking of capital projects in sub-ledgers outside of the chart of accounts. However, as with grant tracking, work around accounts and project codes were added to accommodate tracking this detail.

These additions to the chart of accounts were created on an as-needed basis as work arounds to resolve individual issues as they arose. With each addition being focused on the individual need at the time, without a holistic perspective of the overall system functionality or chart schema, the additions were inconsistent with the initial numbering and description schema.

Challenges

- Account numbering schema is inconsistent across accounts.
- System cannot produce required depreciation reports due to current account setup.
- Chart contains a large number of accounts that are no longer used.

These additions to the chart have increased its complexity and, currently, **the chart contains 300 funds, 1500 org codes, and over 15,000 accounts.**

Impact

The complexity, size, and inconsistency of the chart of accounts results in:

-) **Increased personnel time** spent looking for the correct account to use on transactions.
-) **Reduced department self-service** inquiring on account information.
-) Finance department **personnel time spent locating and reporting information** to City departments.
-) **Time consuming manual creation of reports** as the current chart of accounts structure does not support the needed reporting.
-) **Increased risk** the wrong account will be selected for transactions (reducing the accuracy of the financial reporting).
-) **Increased number of external and redundant spreadsheets** created to track information difficult to access in the ERP system.

-) **Personnel time spent duplicating efforts** and **manually tracking redundant information** contained in the financial system due to the difficulties for the finance department and most departments throughout the City, accessing information in the system.
-) Increased **information tracked outside the financial system** by departments throughout the City.
-) **Increased personnel time spent** maintaining permissions and security to the extensive chart of accounts.

Recommendation

Based on the challenges noted above, Baecore Group recommends the City re-design and re-implement the chart of accounts.

Next Steps

The steps to design and implement a streamlined chart of accounts eliminating personnel inefficiencies, increasing transparency, improving department self-service and increasing access to information include:

Baecore Group Responsibilities: As municipal experts with more than 15 years of experience working with Tyler Technologies and Munis ERP, Baecore Group will complete the following while providing a holistic view of the interoperability of the chart, general ledger, and other modules in the ERP.

-) Provide oversight and management of the project, including coordination, follow up, and escalation with Munis as necessary, ensuring the outcome meets the City's project objectives.
-) Conduct a detailed analysis of the existing chart of accounts and develop a schema reducing the complexity and size of the chart while meeting the City's reporting needs.
-) Identify information that can more easily be tracked in other modules within the system providing increased access to City personnel.
-) Map the current chart of accounts to the newly designed chart to allow the historical information to be converted with the new chart design.
-) Complete verification of the converted chart of accounts to ensure the new chart is accurately converted into the ERP.

Munis Responsibilities:

-) Convert the new chart of accounts into the Munis ERP system.

City of La Crosse Responsibilities:

-) Attend the assessment meetings with Baecore Group to provide information about reporting and processing needs.
-) Attend sessions with Munis to provide information necessary to complete the chart of accounts conversion and implementation.
-) Review and test the new chart of accounts, with Baecore Group, to provide final approval and acceptance.

It's All Connected

Re-designing and re-implementing the chart of accounts will provide immediate improvement, increasing personnel efficiencies recording transactions, reducing risk of the wrong accounts being used, and improving department access to information. However, ERP systems are, by design, interconnected. Therefore, without addressing the root issues that prompted the City to use the chart and project codes as a work-around, the gains in this area will be lost, as departments request accounts and project codes to track information within the system.

To maintain the gains obtained through the above recommendation and keep the chart streamlined and effective, it is recommended the following areas are also addressed:

-) The grant tracking module is currently unimplemented, and grants are tracked outside of the Munis ERP system in multiple locations.
-) Leases are currently tracked outside of the financial system in multiple systems and spreadsheets.
-) Loans are currently tracked outside of the financial system in multiple systems and spreadsheets.
-) The work orders module (currently being implemented, or soon to be implemented by the City) is configured to provide enough reporting detail. To get the most out of the work orders module, it is recommended that the Chart of Accounts redesign is completed prior to the implementation of the work order module. This will prevent re-configuration of the work order module as it relates

to any financial impact due to changes made in the chart of accounts during the redesign.

-) The Project Accounting module is currently unimplemented, and multiple project codes are used within the general ledger to track project information.
-) The Contract Management module is currently unimplemented and multiple project codes are used within the general ledger to track contract information.

General Ledger & Treasury Management (Pooled Cash)

When the City of La Crosse first implemented the general ledger in the Munis ERP system, the pooled cash functionality was not implemented. The pooled cash functionality brings the information from the cash accounts together into a pooled cash fund providing the ability to easily see cash inflows, outflows and total balance across all cash accounts.

The City currently has 20 separate bank accounts. Without pooled cash implemented in Munis, Finance department personnel are manually bringing this information together to provide a single view of cash transactions and total cash balance to manage cash flow. Munis receipt and disbursement transactions are entered into a spreadsheet and, on a daily basis, the totals are compared to and reconciled against all of the cash account balances in the general ledger. At the end of the month, Finance Department personnel record manual journal entries to eliminate due to/due from account balances between funds.

In other words, Finance Department personnel are manually processing items that, if the pooled cash functionality had been implemented, Munis would do automatically thereby improving controls and reducing the risk of error inherent with large volumes of manual processing and data entry.

Challenges

- Receipt & disbursement is manually recorded in spreadsheets.
- GL cash account balances are manually reconciled daily
- Manual journal entries created to clear DT/DF account balances between funds (monthly)
- Bank account interest is manually entered at month end
- 20 bank accounts & all cash GL accounts reconciled in single process

Impact

The lack of access to the automation and functionality available with the pooled cash feature in Munis treasury management results in:

-) ***Duplication of personnel effort*** manually recording receipts and disbursements entered in Munis into an excel spreadsheet.
-) ***Increased personnel time spent*** reconciling the manually created spreadsheet against the cash accounts in Munis.
-) ***Time-consuming manual process*** to record due to/due from clearing entries.
-) ***Increased risk of error with recording or reconciling*** the manually created spreadsheet of receipts and disbursements.
-) ***Lack of access to accurate, real-time*** cash flow information.
-) The process to reconcile bank accounts is ***complex and time consuming***.

Recommendation

Based on the City's stated objectives, and the information described above, Baecore Group recommends the City implement the pooled cash functionality in Munis treasury management.

Next Steps

Outlined below are the steps necessary to obtain the increased efficiencies, eliminate duplication of effort, and improve access to real-time cash flow information.

Baecore Group Responsibilities:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing processes and develop process recommendations that incorporate the available pooled cash functionality and automation.
-) Develop an implementation blue print providing clear guidance on the configuration necessary to support the process recommendations and ensure the City gains the desired improvements.

-) Complete process testing to validate the system setup meets the City's documented outcomes and requirements.
-) Complete or provide support to make updates or adjustments to the system setup following validation testing.

Munis Responsibilities:

-) Conduct discovery to gain an understanding of the City's requirements and desired process flows.
-) Provide training, coaching, and guidance of how the pooled cash system functions, the setup required, and impact of setup decisions.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Attend and participate in Munis sessions.
-) Complete initial review and test the initial updated processes, with Baecore Group, and provide final approval and acceptance of the re-configuration direction.
-) Final review and testing of the completed configuration and sign-off/acceptance of the configuration.
-) Attend and participate in training sessions to learn processes and management of system.

Customer Self-Service

During the assessment, La Crosse personnel reported that one of the City's goals is to implement an online customer portal to provide its businesses and residents with the ability to look up their account information and pay their bills online. Over the past decade online self-service tools have become the norm. From online banking, to shopping online, municipalities lacking online self-service tools are increasingly hearing requests from their residents to provide these options. These tools improve customer service, providing residents with on-demand, self-service for information about their accounts and the convenience of paying bills on their schedule.

Baecore Group recommends the City have a detailed assessment of its functional requirements for a customer portal and evaluate the available solutions. On selection of a solution, it is recommended the City implement a consolidated customer portal able to operate City-wide and integrate with Munis. The City creates customer bills in several systems including Munis, EnerGov, Bill Master (Utility Bills), and Square, to name a few. With a consolidated system, the objective would be to incorporate as many systems into one central online customer portal as possible, simplifying the customer experience with cost-effective tools. A consolidated system is more convenient for customers, letting them pay any number of different types of bills in one place. A consolidated system also reduces the amount of personnel time required to manage and maintain the system by reducing the number of files needing to be imported into the financial system to record transactions.

Integration between the online portal and the Munis ERP system would be critical to reducing manual and time-intensive processes for City personnel. Currently, at the request of its customers, the City provides a paperless billing and online payment system for the Airport T-Hangar lessees. However, this is a stand-alone system not integrated with the Munis ERP financial system and requires a significant amount of time to maintain.

T-Hangar lease bills are created in Munis for customers who choose to not have paperless billing. Bills for customers electing **paperless billing are entered in a separate system**, Invoice Ninja. Airport **personnel manually create and maintain a spreadsheet in order to have a consolidated list** of all outstanding customer invoices. There is additional manual entry required for bills paid online. Because the online payment system is not integrated with Munis, any bill initially generated in Munis and paid for online, requires City personnel to **manually adjust the bill out of Munis** in order to prevent bills erroneously remaining in the financial system in an unpaid status as the online payment is not applied against the open invoice.

Challenges

- Large number of duplicate Munis customer records
- Customer bills created in multiple systems (not just in Munis)
- Separate system required for paperless billing (T-Hangar bills)
- Bills created in multiple systems (Utility bills, T-Hangar, Permits, etc.)
- Manual adjustment in Munis if paid online T-Hangar bills

Note: La Crosse has purchased the Munis Customer Self-Service portal, however, as it is a Munis product, the portal may not accommodate bills created in systems other than Munis (such as Bill Master utility bills and Invoice Ninja). In addition, La Crosse personnel report Munis currently contains duplicate and triplicate records for the same customer. This may present challenges to providing the customer with a single view of all their outstanding bills in

the Munis Self-Service portal as customers may not be able to access the invoices spread across all their customer records without finding and linking all their separate customer records together in order to see all their bills.

Recommendation

Based on the City's stated objectives, and the information described above, Baecore Group recommends the City evaluate solutions provided by 3rd party consolidated, integrated online customer portals to identify a system with more flexibility than we feel the Tyler Citizen Self-Service portal provides.

Next Steps

Outlined below are the steps necessary to obtain and implement a consolidated, integrated customer portal solution.

Baecore Group Responsibilities: Based on our experience assisting our clients with the evaluation and selection of systems and providing support for the implementation of online customer portals, we will complete the following activities.

-) Meet with City personnel to facilitate the selection of a solution, providing analysis and information based on demonstration scores.
-) Identify viable online payment portal solutions for City to evaluate.
-) Schedule, manage logistics, and facilitate vendor demonstrations.
-) Develop demonstration scripts tailored to La Crosse's objectives and requirements to provide the City with an objective basis in order to select an online payment solution.
-) Assist the City with the negotiation of the agreement and statement of work for the selected solution.

City of La Crosse Responsibilities:

-) Attend the meetings with Baecore Group to provide information about reporting and processing needs.
-) Attend and actively participate in vendor demonstrations.
-) Complete vendor scoresheets and provide feedback on demonstrated solutions where applicable.

) With the assistance and guidance of Baecore Group, select a solution.

Fixed Assets

One of the City's key concerns, and an initial reason for requesting this assessment, is the inability of the Munis system to create necessary financial reports for fixed assets. Through this assessment, Baecore Group uncovered a combination of unimplemented system functionality in the ERP as well as outdated policies and procedures, resulting in departments throughout the City manually performing several processes and tracking information outside of the Munis system.

The current setup of the Munis fixed asset module fails to incorporate the full functionality and automation available in the system resulting in nearly every activity related to the capture, tracking and reporting on asset information requiring a time-consuming manual process. When implemented 18 years ago, the system was setup with basic functionality to provide for the entry and depreciation of fixed assets. Since the initial implementation, module functionality, efficiencies, workflow, automation and ability to support the City needs have improved. Although the module has the ability to provide enhanced

Challenges

- Time consuming process to enter fixed assets at year end
- System cannot produce required depreciation reports
- Manual process to identify disposed fixed assets
- Configuration does not support parent/child records
- Useful life is out of date
- Warranty tracking is not supported
- Insurance tracking is not supported
- No access to electronic supporting documentation

functionality the City's system has not been maintained, the additional features have not been implemented, processes and procedures have not been updated and the staff has not had the associated training.

With the fixed asset application remaining static over the last 18 years, the City's policies and procedures for fixed asset processing are out of date. Currently, the City's policy is to capitalize assets of \$5,000 or more. This threshold, lower than commonly set by other municipalities, requires a high level of maintenance since the number of items to be entered, tracked, and maintained is far higher. The higher volume of assets tracked by the City at this low rate exacerbates and increases the time spent by Finance personnel manually identifying, entering, and tracking asset information.

Similarly, as no tools were available, when Munis was implemented in 2000, to support inter-department communication of the acquisition, modification, improvement, or disposition of assets, the City does not have clear policies and procedures to inform when and how

departments communicate this information. This results in Finance Department personnel having to research purchases in Munis and then check whether the purchased item should be tracked as a fixed asset. In addition, the Finance Department doesn't receive any information on whether assets have been improved or modified resulting in incomplete information in the financial system. Similarly, without a clear process to communicate when an asset has been transferred to another department, sold, or otherwise disposed of, the City relies on a time-consuming manual inventory of items. Each department receives an extensive report of all assets in the Munis system for which they are responsible, conducts an inventory, and provides an update for any assets the department no longer has. City personnel reported the spreadsheet often contains items that have been disposed of and is missing assets the department has.

With the current implementation of the asset module, the City's investment (of the purchase and ongoing maintenance) in the system is lost. A re-implementation of the City's fixed asset module and establishing updated policies and procedures aligned with the automation, workflow, audit trails and transparency currently available in the fixed asset module is necessary for La Crosse to receive the full benefits of its software and provide more complete support to La Crosse personnel.

Impact

The unimplemented functionality available in the fixed asset module and absence of clear, up-to-date policies and procedures results in:

-) **Increased personnel time spent** researching, identifying, entering, and maintaining the large the number of fixed assets.
-) **Increased risk** assets are not recorded in the fixed asset module and included in the City's financial reporting.
-) **Unnecessary expense** for repair or replacement of items under warranty.
-) **Increased manual effort** by departments city-wide to record, track, and locate insurance information for assets.
-) **Duplication of staff effort** tracking insurance information in **redundant systems and spreadsheets**.
-) **Increased risk** asset modifications impacting asset value or useful life **are not recorded in the financial system**.

-) Increased **information tracked outside the financial system** by departments throughout the City.
-) **Time-consuming processes** for City personnel to conduct asset inventories and update asset information.
-) **Time-consuming manual process** for Finance Department personnel to enter and track the disposal of assets.
-) **Decreased ability to track asset details** due to the inability to track parent/child asset records.

Recommendation

Based on the challenges noted above, Baecore Group makes the following recommendations the City:

-) Re-configure the fixed asset module to take advantage of the available automation and functionality in order to better track asset information.
-) Update the policies and procedures for fixed assets to align with the updated technology.
-) Install and setup the “cubes” reporting functionality for fixed assets.

Next Steps

To re-configure the Munis fixed asset module, update the City’s policies and procedures, and gain access to automated reporting to increase personnel efficiencies, the following steps are necessary:

Baecore Group Responsibilities:

-) Provide oversight and management of the project, including coordination, follow up, and escalation with Munis as necessary, ensuring the outcome meets the City’s project objectives.
-) Conduct a detailed evaluation of the City’s existing processes for fixed assets and develop process recommendations maximizing the City’s return on its investment in the ERP system through incorporating the full range of module functionality.
-) Develop policy recommendations aligned with the updated technology, automation, and transparency to eliminate manual processes.

-) Develop an implementation blue print providing clear guidance on the system configuration necessary to support the recommended processes and ensure the City gains the desired improvements.
-) Complete the configuration of the module to achieve the recommended processes and desired process improvements.
-) Conduct a knowledge transfer workshop to show Finance Department personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system going forward.
-) Conduct a workshop for Finance Department personnel to test the solution setup to ensure it meets the City's needs.

Munis Responsibilities:

-) Provide support and guidance to La Crosse personnel to re-configure the fixed asset module.
-) Install data "cubes" for the fixed asset module.
-) Provide training to La Crosse Finance Department personnel responsible for generating of automated fixed asset reports.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Attend sessions with Munis to provide information necessary to complete the fixed asset re-configuration.
-) Complete initial review and test the initial updated processes, with Baecore Group, before providing final approval and acceptance of the re-configuration direction.
-) Perform a final review and testing of the completed re-configuration with the re-designed processes and sign-off/acceptance of the re-configuration.

It's All Connected

The implementation of updated policies and procedures as well as the re-configuration of the fixed asset system will address the City's challenges. However, there are several

other modules that, if not addressed, will erode the improvements achieved by the City. To maintain the benefits and efficiencies gained, it is recommended the City also address:

-) Automation available in the accounts payable module is currently unimplemented and, if not implemented, will require Finance Department personnel to manually initiate fixed asset records.
-) Modify the policy for accounts payable p-card purchases to support the use of the Munis system in a way that takes advantage of the tools available to streamline and automate the tracking of fixed assets.

Accounts Payable

During the assessment, it became apparent that for the City to obtain the full benefits of any solution resolving fixed asset issues, the City would need to address existing challenges in the configuration, processes and policies for accounts payable. In addition, Baecore Group recognized several opportunities for the City to improve access to information, improve FOIA response time, completeness and accuracy of responses, improve spending transparency and accountability, increase staff efficiency, eliminate duplicate tracking of information and conflicting data sources.

Currently, there are two main methods by which La Crosse personnel make purchases: (1) direct invoice and (2) p-card. With the direct invoice process, City personnel order items and, the only transaction recorded in the Munis financial system is the vendor invoice. P-cards were issued by the City to many personnel. City personnel can make purchases with these cards at retail stores, online and while on city authorized travel for travel related expenses. The limits for p-cards vary widely with some as high as \$10,000. Similarly, it was reported that controls using the NAICS commodity codes have not been implemented to restrict the types of purchase that can be made by type of position. For example, Finance staff shouldn't buy tires but those in the city garage could.

La Crosse personnel reported the initial process, which used purchase orders, was cumbersome and time consuming. P-cards and the direct invoice method of purchasing was implemented to streamline the purchasing process.

Implementing the p-card process was reported to have reduced the amount of time required for entering purchases into Munis, however, it did not reduce the amount of manual tracking or entry overall. La Crosse personnel reported that many departments are still using some method of pre-purchase approval (paper-based) and employing a paper-based method of tracking

receipt of purchases. This tracking is still taking place, but it is outside of the Munis financial system.

P-card purchases may reduce the amount of entry for vendor invoices, making the up-front component of the purchase easier. Conversely, use of p-cards make other activities more time consuming while reducing access to information, transparency and reducing the controls in place over the process as the transactions recording p-card purchases do not contain line item detail.

In other words, the Munis financial system p-card purchase records only contains the name of the vendor, the amount of the purchase and a general description of all of the items purchased in the transaction. La Crosse personnel reported this prevents them from being able to research purchase history to identify vendors from whom they purchased a specific part or item, when they need to re-purchase it. FOIA requests are time-consuming and difficult if not impossible in some instances. In addition, the limits for p-card purchases, in some cases are as high as \$8,000 - \$10,000, and therefore fixed assets can be, and are, purchased with p-cards. As a result, finance department personnel spend additional time researching p-card purchases greater than \$5,000 in order to attempt to determine whether the item purchased should be entered as an asset. With only general descriptions of the purchase, it can be impossible to identify an asset from a p-card purchase in the system.

In addition, the process for entry and approval of the AP invoices is manual and paper-based. Invoice approvals and historical invoices are retained on paper. This results in significant personnel time spent managing, maintaining, and retrieving the paper files. Furthermore, the information stored in paper files is outside of the financial system and not readily available to City personnel. La Crosse personnel reported in most departments, a separate copy of the invoice is retained resulting in duplicate filing systems of the same information. Multiple features available in the accounts payable could provide automation to reduce personnel time spent processing invoices and maintaining duplicate files.

Challenges

- Inconsistent approval process across departments
- Paper-based process: Finance review & add warrant # to invoices
- Invoices stored in duplicate locations across departments
- AP batch scanning setup attempted/rejected as too burdensome
- Inconsistent receiving process across departments
- Paper-based receiving outside of Munis
- Online orders manually tracked outside of Munis
- More than \$5.9 million purchased on p-card in 2018
- Reported lack of clarity of p-card policy (processing charge)
- P-card limits vary widely (\$8k - \$10k);
- P-card transaction not contain line item detail

The Munis ERP system is, by design, a centralized and integrated system. The development of policies, processes, and configuration design of the accounts payable module incorporating the available functionality and considering functionality in other integrated modules able to provide the efficiency desired by the City, eliminate duplication of effort, and both centralize and increase access to information while also maintaining system controls.

Impact

The unimplemented functionality available in the accounts payable module and existing purchase processes and procedures result in:

-) ***Duplication of staff efforts City-wide*** from need to maintain invoice files in multiple locations.
-) ***Increased personnel time*** manually transferring paper approvals and invoices for processing.
-) ***Increased personnel time*** spent locating and retrieving paper invoice records.
-) ***Increased Finance Department personnel time spent*** retrieving historical invoice records for other departments.
-) ***Limited system controls*** to prevent payment of invoices for purchases not yet received by the City.
-) ***Increased personnel time*** spent manually reconciling paper receiving records to vendor invoices.
-) Lack of detail on p-card transactions within Munis ***limits purchase information on more than \$5.9 million worth of transactions for the first ten months of 2018.***
-) ***Approvals*** for purchases are ***maintained outside of the financial system.***

Recommendation

Based on the challenges noted above, Baecore Group recommends the City:

-) Modify the accounts payable module to take advantage of the available automation and functionality for processing accounts payable invoices.
-) Implement Tyler Content Manager to provide ready access to historical invoices.

-) Update the policies for p-card purchases to align with the available functionality within the ERP system.
-) Update the accounts payable procedures to align with the available functionality within the ERP system.

Next Steps

The steps to modify the accounts payable configuration and update the accounts payable/p-card policy and procedures to increase access to information and improve staff efficiencies:

Baecore Group Responsibilities:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing purchasing process and develop process recommendations maximizing the City's return on its investment in the ERP system through incorporating the full range of module functionality.
-) Develop policy recommendations aligned with the updated technology and automation to eliminate manual and redundant processes as well as increase system controls.
-) Develop an implementation blue print providing clear guidance on the configuration necessary to support the recommended processes and ensure the City gains the desired improvements.
-) Conduct a workshop for La Crosse personnel to test the solution setup to ensure it meets the City's needs.
-) Complete the configuration of the module to achieve the recommended processes and desired process improvements.
-) Conduct a knowledge transfer workshop to show Finance Department personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system in the future.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Perform an initial review and test the initial updated processes, with Baecore Group, prior to providing final approval and acceptance of the re-configuration direction.
-) Complete final review and testing of the completed re-configuration with the re-designed processes and sign-off/acceptance of the re-configuration.

It's All Connected

To take full advantage of the system functionality, automation, and opportunities to increase personnel efficiencies, the resolution of other challenges, and setup of other modules is necessary:

-) The accounts payable module is integrated with the contract management module automatically aggregating invoices under the contract as part of day to day processing. The contract management module has unimplemented functionality able to increase access to and centralizes information eliminating need for duplicate staff efforts tracking information.
-) The accounts payable module is integrated with the inventory module (to be implemented by the City). Unimplemented functionality within the accounts payable module will reduce the benefits and efficiencies gained from an implementation of the inventory module.

Purchasing

The purchasing module in La Crosse's Munis ERP systems is largely unused. The purchasing module was configured during the initial implementation of the system, however, La Crosse personnel in nearly every department reported the outcome was cumbersome and time consuming. This resulted in the City generally using the module only to create purchase orders for those purchases requiring Council approval or for which a contract was created. However, most departments reported maintaining the activities for which the purchasing module was designed: purchase approvals and budget tracking. Without a module in the ERP system to support these activities, they now take place outside of the Munis financial system.

The initial implementation of the purchasing module, as reported by La Crosse personnel, did not take advantage of the full system capabilities. This resulted in a manual and time-consuming process unable to be maintained by the City. Since the initial implementation, the module configuration was not re-evaluated or maintained.

La Crosse implemented a new policy for how purchases are made within the City. However, the key functions of the purchasing module are still required by City personnel. In the absence of a tool able to support these activities, departments developed their own processes for obtaining pre-approval of purchases. This has resulted in inconsistent purchasing approval processes throughout the City. In addition, La Crosse personnel manually track information related to quotes and bids in inaccessible data silos. Having these external processes and silos of information reduces La Crosse's return on investment of its ERP system.

Challenges Addressed

- Purchase orders created for purchases requiring Council approval or associated to contract.
- Some departments have a paper-based PO-type process for purchase approval.
- Purchases of software are made without IT Department aware
- Department personnel manually track historical quote and bid information in spreadsheets

Impact

The unimplemented functionality available in the purchasing module and current purchase processes and procedures result in:

-) **Increased manual personnel effort** to track and maintain a paper approval process in most departments.
-) **Increased manual personnel effort** to track quote history.
-) Purchasing approval and history is **tracked outside of financial system**.
-) **Lack of communication with IT department** for IT related purchases.

Recommendation

Based on the challenges noted above, Baecore Group recommends the City:

-) Modify the purchasing module to take advantage of the available automation and functionality for processing accounts payable invoices.
-) Implement Tyler Content Manager to provide ready access to historical invoices.

-) Update the policies for p-card purchases to align with the available functionality within the ERP system.
-) Update the accounts payable procedures to align with the available functionality within the ERP system.

Next Steps

The steps to modify the purchasing module configuration and update the purchasing policy and procedures to increase access to information and improve staff efficiencies include:

Baecore Group Responsibilities:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing purchasing process and develop process recommendations maximizing the City's return on its investment in the ERP system through incorporating the full range of module functionality.
-) Develop policy recommendations aligned with the updated technology and automation to eliminate manual and redundant processes as well as increase system controls.
-) Develop an implementation blue print providing clear guidance on the configuration necessary to support the recommended processes and ensure the City gains the desired improvements.
-) Conduct a workshop for La Crosse personnel to test the solution setup to ensure it meets the City's needs.
-) Complete the configuration of the module to achieve the recommended processes and desired process improvements.
-) Conduct a knowledge transfer workshop to show Finance Department personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system in an ongoing basis.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Complete an initial review and test the initial updated processes, with Baecore Group, before providing final approval and acceptance of the re-configuration direction.
-) Perform a final review and testing of the completed re-configuration with the re-designed processes and sign-off/acceptance of the re-configuration.

It's All Connected

The implementation of updated policies and procedures as well as the re-configuration of the purchasing module will address the City's challenges. However, there are several other modules that, if not addressed, will erode the improvements achieved by the City. To maintain the benefits and efficiencies gained, it is recommended that the City also address:

-) The City is currently using the purchase order module as a work around to track contract information. The functionality needed by La Crosse is built into the contract management modules. Unimplemented functionality within the contract management module has ability to both increase access to and centralizes information while eliminating duplicate staff efforts tracking information.
-) The City's current p-card policy was implemented in order to streamline and reduce inefficiencies in the p-card process. However, without addressing the current p-card policy, La Crosse personnel will continue to rely primarily on p-cards for a significant number of purchases. In the first 10 months of 2018, more than \$5.9 million in p-card purchases were made.
-) To effectively use the purchase order module, a maintained vendor database is necessary, currently importing p-card purchases results in the creation of duplicate vendor records in the database. Addressing this issue is recommended to maintain the benefits of implementing the purchase order module.

Contract Management

When the Munis ERP was first implemented, the City of La Crosse had, but did not implement, the contract management module. Without access to the functionality and tools within the module, departments city-wide developed their own independent solutions to tracking contracts and contract related information. Despite having a centralized and integrated ERP system with a module designed to track contracts, contract information has become decentralized, fragmented, and in many cases, duplicated throughout the City, thus exposing the City to unnecessary costs concerning contract management practices.

Currently, the Finance Department uses the purchasing module to encumber funds and track the contract budget/limits. The contracts themselves are tracked separately in binders located in the Finance Department. This renders the contract information inaccessible to personnel in any other department. As the only department with access to the “master” record for contract information, Finance Department personnel are responsible for entering all vendor invoices for any purchases related to contracts for all departments within the City. Contract renewal information is manually **entered and tracked in a third separate location** that must be manually reviewed for each contract payment.

Without access to the contract records and information, many departments throughout the City have **created a duplicate file of contracts** for their departments. Department personnel then **duplicate personnel efforts** by re-entering the invoice information into spreadsheets to track the contract limits.

As with most of the other modules in the Munis ERP system, the contract management module was not sufficiently implemented to provide La Crosse personnel with access to the available tools and functionality to support their activities and was not maintained following the initial system implementation. Individual departments developed their own solutions to address a lack of access to needed system functionality. A holistic approach to developing processes and configuring the contract management module, as is the case with all modules, within the Munis system would provide robust tools to support La Crosse personnel, centralize and improve access to data and eliminate redundant data sources and tracking.

Challenges

- Purchase Orders are used to encumber funds for contracts
- The City has purchased the contract management module (unimplemented)
- Contract information is tracked in paper binders outside of Munis
- Contract renewal information is manually tracked
- Department personnel maintain separate set of contract records
- Finance personnel enter all AP invoices related to contracts for all departments

Impact

The lack of access to the tools and functionality in the unimplemented contract management module results in:

-) **Increased personnel time** spent transferring vendor invoices to the Finance Department for entry.
-) **Increased Finance Department personnel time** entering and maintaining contract invoice information for all City departments.
-) **A lack of access to contract information** throughout the City.
-) **Duplication of staff effort** spent re-entering information, maintained in Munis, into department spreadsheets.
-) Finance department **personnel time spent locating and reporting information** to City departments.
-) **Increased personnel time spent** creating and maintaining redundant paper contract records.
-) **Increased number of external and redundant spreadsheets** created to track information difficult to access in the ERP system.
-) **Increased risk of payments toward expired contracts** due to the manual process required to identify contract renewal dates.
-) **Increased risk contracts will expire without renewal** due to the manual process required to identify contract renewal dates.

Recommendation

Based on the challenges noted above, Baecore Group recommends La Crosse implement the contract management module.

Next Steps

The steps needed to fully implement the contract module providing increased access to information, eliminate redundant contract files, eliminate duplication of staff efforts and increase automation of tasks include:

Baecore Group Responsibilities: Baecore Group has extensive experience providing project management, process and policy design, and implementation of ERP contract modules, specifically within Munis. The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing purchasing process and develop process recommendations to maximize the City's return on its investment in the ERP system through incorporating the full range of module functionality.
-) Develop policy recommendations aligned with the updated technology and automation to eliminate manual and redundant processes as well as increase system controls.
-) Develop an implementation blue print providing clear guidance on the configuration necessary to support the recommended processes and ensure the City gains the desired improvements.
-) Conduct a workshop for La Crosse personnel to test the solution setup to ensure it meets the City's needs.
-) Complete the configuration of the module to achieve the recommended processes and desired process improvements.
-) Conduct a knowledge transfer workshop to show Finance Department personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system post-implementation.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Perform an initial review and test the initial updated processes, with Baecore Group, and provide final approval and acceptance of the configuration direction.
-) Complete a final review and testing of the completed configuration and sign-off/acceptance of the configuration.

Duplicate Financial Tracking

The La Crosse Civic Center and the Parks and Recreation department utilize software other than Munis to track certain transactions. The Civic Center uses Square for bar concession sales, tracking inventory, entering payments, and reservations/rentals of the center. This stand-alone system is entirely unconnected from the Munis ERP system, the City's financial system. The process to transfer financial information from Square to Munis is manual.

In addition to the Civic Center, La Crosse Parks and Recreation use RecTrac, a specialized system for Parks and Recreation related activities to track and manage a number of activities.

RecTrac is a common system used in municipalities to track this information.

However, RecTrac is not integrated with the City's Munis ERP system.

To record the transactions from these systems, department personnel create an accounts payable invoice in Munis. Finance Department personnel then "pay" the City of La Crosse through the accounts payable process.

Challenges Addressed

- La Crosse uses RecTrac for registrations, marina, boat houses, and other transactions
- Civic Center uses Square for concession, inventory, bar sales, and rentals
- Square & RecTrac are not connected to Munis

Baecore Group recommends an analysis is completed to evaluate whether the Civic Center stand-alone system is duplicating functionality existing in other systems used by the City and evaluate integration of the stand-alone systems with the City's Munis ERP system.

Impact

The lack of integration between the stand-alone systems and the Munis ERP system results in:

-) **Increased personnel time** spent transferring information between the stand-alone systems and Munis.
-) **Duplication of personnel effort** re-entering information into Munis previously entered into the stand-alone system.
-) **Limited reconciliation of financial transactions** across multiple systems.
-) **Increased personnel effort** to reconcile revenue deposits.

Recommendation

Baecore Group recommends that the City of La Crosse, based on the challenges noted above, evaluate opportunities to integrate disparate systems with the Munis ERP system.

Next Steps

The steps to evaluate opportunities for integration with the Munis ERP system include the following:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing processes and use of the systems.
-) Document the specific implementation objectives and desired implementation outcomes.
-) Evaluate the use and functionality of existing (non-Munis ERP) systems used for expense and revenue tracking.
-) Develop recommendation for integration plan between external systems and Munis ERP.
-) Develop a blue print for the setup required for the integration.
-) Meet with City personnel to deliver integration recommendations.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Attend meeting to receive delivery of the integration recommendations.

Duplicate Vendors

La Crosse personnel reported the Munis system contains a large number of duplicate vendor records. Based on the information provided by La Crosse personnel, this was primarily caused by the import of p-card transactions. When a file of p-card transactions is imported into Munis, if the unique ID for the vendor does not exactly match an existing record, the Munis system will create a new vendor record. It is not uncommon for p-card import files to have a missing or transposed number and result in the erroneous creation of a duplicate vendor record.

Currently, Finance Department personnel manage duplicate vendor records through a manual review of the import files to prevent duplication of existing vendor records. This process is time-consuming and tedious with the risk that, despite all due attention, a duplicate record might be created.

Having duplicate vendor records in the database increases the risk purchase histories can be split across multiple records, reducing the utility of a centralized vendor database within the ERP system. Departments have compensated for this by manually tracking the vendor IDs for Munis vendor records to ensure they consistently use the same record when entering transactions.

Challenges

- Munis contains duplicate records for the same vendor
- Department personnel manually track vendor IDs to use a consistent vendor record for purchases
- P-card purchase import files create new vendor records without manual review.

In addition to the impacts for La Crosse personnel, having duplicate vendor records within the Munis vendor database can impede the City's ability to implement the online vendor self-service portal. With duplicate records, vendors may need to create multiple log ins to see the information associated with each ID. This diminishes the portal's utility which is to provide a central location for vendors to see the status of their outstanding invoices and look up AP check information for their invoices that have been paid.

Impact

Having duplicate vendor records in the central vendor database within Munis results in:

-) **Increased personnel time** spent manually maintaining vendor information.
-) **Increased personnel time** spent researching historical purchase information across multiple vendor records in the system.
-) **Decreased personnel access to information** through the fragmentation of purchase transactions across multiple vendor records.

-) **Increased personnel time spent** manually reviewing p-card import files to prevent duplication of vendor records.
-) **Increased personnel time spent manually** researching information to respond to FOIA requests.
-) **Precludes the ability to implement vendor self-service.**

Recommendation

Based on the challenges noted above, Baecore Group recommends La Crosse:

-) Complete a vendor data “cleanup”, identifying duplicate vendor records and inactivating duplicate vendors to prevent their continued use and perpetuating the issue.
-) Implement an automated process to validate vendor records on p-card import files.
-) Update the process for maintaining vendor records to prevent duplication and clean up issues as they arise as the maintenance of a clean database is less time-consuming than the cleanup of the entire database.

Next Steps

The steps to implement the recommendations to resolve the duplicate vendor records include:

Baecore Group Responsibilities:

-) Incorporate vendor record maintenance process recommendations in the Accounts Payable Policy and Process Consulting (*see also Accounts Payable*)

City of La Crosse Responsibilities:

-) Evaluate the existing vendor data base to identify vendors with duplicate records and identify the scope of the issue.
-) Develop a timeline to complete the vendor data cleanup.
-) Review the duplicate vendor records and inactivate redundant records.
-) Evaluate development of an automated process to validate vendor records on p-card import files.

Secondary Priorities

The recommendations outlined below address challenges reported most frequently, for which the City has the highest risk exposure, or for which City personnel spent the most significant manual effort to complete activities.

Grant Management

The grant management module was not implemented when the Munis ERP was initially implemented 18 years ago. As with other unimplemented modules in the system, City personnel developed individual department solutions to resolve the lack of access to the tools and functionality needed to track grant information. This has resulted in grant information tracked across multiple systems with most of the information tracked outside of the ERP financial system.

Additionally, during the initial implementation, without implementation of the grant management module, project codes were used to group and attempt to report on grant activity. This practice exacerbated the City's challenge with its already complex chart of accounts.

The Munis ERP system the City implemented is designed to provide a centralized and integrated system accommodating transactions and tracking information for departments across the City.

One of the key benefits of an ERP system is the centralized access to information. When an ERP system is properly set up and utilized departments across the City enter and share data within the system, requiring the information to be entered a single time.

Without maintenance of the system to incorporate the available and improved functionality (from upgrades), Department personnel do not take advantage of the automation, reporting capabilities, and centralized information. The result is behaviors and processes *as if* an ERP system was not in place, focused on individualized solutions and resulting in data silos.

Challenges

- Grants tracked using project codes in general ledger
- Lack of tools to track/manage grant compliance
- Lack of tools to track grant reporting dates
- Lack of tools to generate grantor required reports with sufficient expense detail
- Lack of system controls to prevent overspending for expense categories
- Grant information tracked in multiple systems

Grant information is tracked by La Crosse personnel in multiple systems. The information is inaccessible to personnel outside the department. La Crosse implemented a work around, using project codes in the general ledger in Munis to track some of the information. However, the system is not setup to support other grant details. As a result, department personnel need to reference multiple systems to find grant information and manually create reports.

Impact

The lack of access to the tools and functionality in the unimplemented grant management module results in:

-) ***A large number of project codes are added to the chart of accounts*** tracked in the general ledger making ***reporting and entry of information more time consuming***.
-) ***Increased personnel time and duplication of effort*** spent manually reviewing grant transactions to ensure compliance with grant requirements.
-) ***Increased risk*** that grant expenditures are not in compliance with grant requirements (resulting in the inability to receive or use the grant funds for the expenditure)
-) ***Increased risk of overspending in*** expense categories (resulting in the expenses not being eligible for the grant funds)
-) ***Increased personnel time and duplication of effort City-wide*** entering, maintaining, and retrieving grant information across multiple systems.
-) ***Significant personnel time spent manually*** creating grant expense detail reports.

Recommendation

Based on the challenges noted above, Baecore Group recommends La Crosse implement the grant management module.

Next Steps

The steps to implement the grant management module to eliminate data silos, manual creation of reports, and duplication of staff effort include:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.

-) Conduct a detailed evaluation of the City's existing grant tracking processes and develop process recommendations that maximize the City's return on its investment in the ERP system through incorporating the full range of module functionality.
-) Develop policy recommendations aligned with the updated technology and automation to eliminate manual and redundant processes as well as increase system controls.
-) Develop an implementation blue print providing clear guidance on the configuration necessary to support the recommended processes and ensure the City gains the desired improvements.
-) Conduct a workshop for La Crosse personnel to test the solution setup to ensure it meets the City's needs.
-) Complete the configuration of the module to achieve the recommended processes and desired process improvements.
-) Conduct a knowledge transfer workshop to show La Crosse personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Perform an initial review and test the initial updated processes, with Baecore Group, and provide final approval and acceptance of the re-configuration direction.
-) Complete a final review and testing of the completed configuration with the re-designed processes and sign-off/acceptance of the configuration.

Lease Tracking & Management

Multiple departments within the City are responsible for tracking and maintaining lease information. Each department responsible for tracking this information has developed their own processes and obtained their own tools for this function. La Crosse personnel reported this has resulted in lease information being tracked in multiple locations, within different

departments, comprising **six separate and disconnected systems or spreadsheets** resulting in time-consuming manual processes to keep track of lease information and activity outside the ERP system.

La Crosse owns both the Tyler Technologies Munis ERP and EnerGov systems. Both systems are robust and full-featured and provide integration with the general ledger. While neither may have a specific module exclusively for tracking leases, the functionality available in these systems can support these processes. Some of the core requirements include tracking lease expiration dates, lessee insurance information, and lease requirements. Both systems have capabilities to generate invoices for lease payments.

Acquiring stand-alone systems, as has been done previously for other process areas, not integrated with the Munis financial system, perpetuates and reinforces unconnected silos of information. These data silos reinforce isolated and inconsistent processes unique to one specific department. By conducting an in-depth evaluation of the functionality available in these stand-alone systems and then incorporating the processes and functional activities currently used by various City departments within the ERP system or related integrated system, the City can avoid diluting its investment in Munis.

To gain the full benefit of its investment in these ERP systems, and eliminate tracking information across multiple redundant systems, it is recommended the City evaluate the modules in both systems (Munis and EnerGov) and select a module to track leases.

Challenges

- Lease information is manually tracked in excel in multiple departments
- Lessee insurance information tracked manually in multiple systems (e.g., Outlook tasks, spreadsheets, etc.)
- Lack of tools to track lease terms (e.g., City vs lessee responsible for mowing)
- Manual process to identify lease payment notices need to be sent
- Manual process to identify periodic bill needs to be sent to lessee

Impact

The lack of access to the tools and functionality to track lease information results in:

-) ***La Crosse customers are asked to provide the same insurance information multiple times*** by different departments due to the unconnected silos of information currently in place.

-) **Personnel engage in time-consuming manual processes** to enter and track leases across multiple locations.
-) **Increased personnel time** spent manually tracking insurance expiration dates.
-) **Increased risk that tenant insurance expires** without obtaining updated insurance information.
-) **Increased personnel time spent** manually identifying when lease invoices should be sent to lessees.
-) **City personnel take actions (e.g., mowing) that are lessee's responsibility** resulting in unnecessary costs.

Recommendation

Based on the challenges noted above, Baecore Group recommends La Crosse conduct a functionality assessment of the modules in the Munis and EnerGov systems to identify a module to track lease information.

Next Steps

The steps to assess the functionality available in the Munis and EnerGov systems in order to identify a viable solution to track lease information includes:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Meet with City personnel to gather detailed information regarding processes, reporting and functionality needs required for lease tracking.
-) Complete an in-depth assessment of the Munis ERP modules to determine the system capabilities available to meet City requirements for lease tracking.
-) Complete an in-depth assessment of the EnerGov modules to determine the system capabilities available to meet City requirements for lease tracking.
-) Provide advantages and disadvantages of the potential solutions available within Munis and EnerGov modules and present a recommendation as to which, if any, modules provide the best fit for lease tracking by the City.

-) Complete setup of the selected module(s) to meet the City requirements and desired outcomes.
-) Conduct a workshop for La Crosse personnel to test the initial solution setup to ensure it meets the City's needs.
-) Coordinate end-user training for use of the implemented module(s).
-) Develop training materials for end-user training tailored to the City's processes.
-) Lead end-user training sessions for the processes within the implemented module.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Perform an initial review and test the initial updated processes, with Baecore Group, to provide final approval and acceptance of the configuration direction.
-) Complete a final review and testing of the completed and sign-off/acceptance of the configuration.
-) Attend end-user training to learn the processes and use of the implemented module.

Loan Tracking & Management

The City of La Crosse provides a number of housing and business loans to its constituents. Community and Economic Development personnel are responsible for tracking and managing these loans. Currently, there is no dedicated system for managing these activities. Economic Development personnel **track loan information across five separate systems**. This results in time-consuming manual processes, reduces personnel access to information, and prevents personnel from incorporating activities they would otherwise implement (such as assessing late fees). Rather than have the City's needs and process requirements determine the system functionality and configuration, the available tools are dictating City process.

In cases such as this, in which City personnel require tools and systems to track information and manage activities, it is recommended to first evaluate system capabilities within the financial system or systems tightly integrated with the financial system. This approach supports maintaining a minimal number of systems requiring maintenance and support.

As with the lease activities described in the prior section, acquiring a stand-alone system not integrated with the Munis ERP financial system, perpetuates and reinforces silos of unconnected information and inconsistent processes across City departments.

Challenges Addressed

- Loan information is tracked outside of financial system
- Lack of single application to track loans
- Loan information is manually tracked across multiple systems
- Manual process to create loan notices
- Loan recipient insurance information manually tracked in separate system
- Lack of functionality to identify overdue payments
- Lack of functionality to assess late fees
- Payment information is manually entered and tracked in multiple systems

To gain the full benefit of its investment in the existing ERP systems and eliminate the need to track information across multiple redundant systems, it is recommended the City evaluate the modules in both systems (Munis and EnerGov) and select a module to track loans.

Impact

The lack of access to the tools and functionality to track loan information results in:

-) **Duplication of personnel effort** to record loan payments in multiple locations.
-) **Duplication of personnel effort** to enter and maintain loan details in multiple locations.

-) ***Time-consuming manual process*** to enter and maintain loan information in multiple locations.
-) ***Increased personnel time spent manually*** creating payment notices.
-) ***Increased personnel time spent manually*** identifying expired insurance and requesting updated insurance information.
-) ***La Crosse personnel reported City customers are asked for the same insurance information multiple times*** by multiple different departments (due to the lack of centralized access to the information).
-) ***Increased risk*** insurance is expired and not updated.
-) ***Late fees are not assessed*** for overdue payments ***due to the time required*** to identify overdue loans, calculate the late fee and generate delinquency notices.

Recommendation

Based on the challenges noted above, Baecore Group recommends La Crosse conduct a functionality assessment of the modules in the Munis and EnerGov systems to identify a module to track loan information.

Next Steps

The steps to assess the functionality available in the Munis and EnerGov systems to identify a viable solution to track loan information includes:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Meet with City personnel to gather detailed information regarding processes, reporting and functionality needs required for loan tracking.
-) Complete an in-depth assessment of the Munis ERP modules to assess the system capabilities available to meet City requirements for loan tracking.
-) Complete an in-depth assessment of the EnerGov modules to assess the system capabilities available to meet City requirements for loan tracking.

-) Provide advantages and disadvantages of the potential solutions available within Munis and EnerGov modules and a recommendation as to which, if any modules provide the best fit for loan tracking by the City.
-) Complete setup of the selected module(s) to meet the City requirements and desired outcomes.
-) Conduct a workshop for La Crosse personnel to test the initial solution setup to ensure it meets the City's needs.
-) Coordinate end-user training for use of the implemented module
-) Develop training materials for end-user training tailored to the City's processes.
-) Lead end-user training sessions for the processes within the implemented module.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Perform an initial review and test the initial updated processes, with Baecore Group, and provide final approval and acceptance of the configuration direction.
-) Complete a final review and testing of the completed configuration with the re-designed processes and sign-off/acceptance of the configuration.
-) Attend end-user training to learn the processes and use of the implemented module.

Project Accounting

The City of La Crosse had, but did not implement the Munis project accounting module during the initial implementation of the Munis ERP. At that time, the City developed a chart of accounts structure and utilized general ledger project codes to track project information. Since then, the City has continued to use these work arounds in the general ledger and chart to track project information.

The project accounting module provides the ability to track detailed information about a project, including creating and tracking detailed project budgets, milestones, and other project details. The module allows users to track this detail in the project accounting subledger providing for a more streamlined chart of accounts and cleaner financial reporting. Project accounting is tightly integrated with the general ledger ensuring project transactions are accurately captured within the general ledger for financial reporting.

Challenges

- Reliance on manual GL journal transactions to “budget/encumber” project funds
- Department personnel track capital project budgets & expenses manually in spreadsheets
- Department personnel send project expense information to Finance personnel to enter into Munis
- Reliance on Munis system “department” as control method for access to project accounts
- Department personnel reported limited access to view project budget account detail

Since the initial implementation, the City of La Crosse has continued to rely on the general ledger work arounds to track project information. Funds for projects are transferred through the general ledger to specific project general ledger funds. With the data being tracked at the general ledger level, maintaining appropriate security for creating transactions in the general ledger, the entry and maintenance of project information is completed by Finance Department staff. Department personnel have limited access to be able to look up or report on project information and as a result, many departments duplicate efforts and manually create and track project budgets in spreadsheets outside of the financial system.

Impact

The complexity, size, and inconsistency of the chart of accounts results in:

-) **Increased time and manual effort** required to create project budgets
-) **Duplication of staff efforts** manually recording project expenses in Excel and in Munis.

-) **Increased personnel time** spent requesting project information from the Finance Department.
-) **Increased personnel time** spent by Finance Department personnel researching and providing detailed project expense information.
-) **Increased risk** project budgets manually tracked by departments do not reconcile with the Munis account detail (providing departments with an inaccurate view of their actual project budget)
-) **Lack of detailed reporting on projects** including the inability to report on project budgets, budget performance, transactions for individual project phases, or detailed transactions.
-) **Limited budget controls at the individual project level.**

Recommendation

Based on the challenges noted above, Baecore Group recommends the implement the Project Accounting module.

Next Steps

The steps to implement the project accounting module to increase transparency, increase personnel efficiency, improve access to information, increase access to project transaction details, and eliminate duplication of staff effort include:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing project tracking processes and develop process recommendations maximizing the City's return on its investment in the ERP system through incorporating the full range of module functionality.
-) Develop policy recommendations aligned with updated technology and automation to eliminate manual and redundant processes as well as increase system controls.

-) Develop an implementation blue print providing clear guidance on the configuration necessary to support recommended processes and ensure the City gains the desired improvements.
-) Complete the configuration of the module to achieve the recommended processes and desired process improvements.
-) Conduct a workshop for La Crosse personnel to test the solution setup to ensure it meets the City's needs.
-) Conduct a knowledge transfer workshop to show La Crosse personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Perform an initial review and test the initial updated processes, with Baecore Group, to provide final approval and acceptance of the configuration direction.
-) Complete a final review and testing of the completed configuration with the re-designed processes and sign-off/acceptance of the configuration.

It's All Connected

Completing the implementation of the project accounting module is necessary to maintain the gains obtained through the re-design and re-implementation of the chart of accounts and will provide even more benefits to the City through the detailed reporting and tracking of project information.

Payroll

When the City of La Crosse acquired and implemented the Munis ERP system, it did not purchase (and therefore did not implement) the Munis payroll module. The City used an external, unintegrated payroll system. La Crosse continues to utilize an unintegrated external payroll system. When a system, such as the City's payroll system is unintegrated, personnel need to manually move the information between the payroll and financial system. This, combined with the lack of basic functionality required by the City results in a large number of

personnel hours devoted exclusively to manually correcting, and transferring information from and entering information into the payroll system.

The Finance Department's primary concern regarding the current payroll system is its inability to accommodate fundamental components of the City's payroll structure, such as accounting for part time employees (the system will only accurately calculate full time employees) and appropriately allocate payroll expenses to the correct general ledger accounts. These functions are fundamental to ensuring payroll is accurately calculated and the correct general ledger accounts are correctly impacted.

In addition to the basic functionality gaps, the system does not support generating payroll salary and benefit budget projection scenarios to incorporate into the Munis budget module. Finance department personnel manually create scenarios for across-the-board salary increases and performance increases in Excel. These are then manually entered in Munis into each department's salary line.

While the system has an Employee Self-Service portal, it is only partially implemented. La Crosse has been working on the implementation for the past four years. The setup and maintenance of the system's portal seems to be complex. A more user-friendly system allows for the self-service portal to be implemented over a few days.

The lack of integration, the additional lack of automation typical in a modern payroll system and gaps in the basic functionality of the system result in time-consuming manual processes for payroll personnel as well as personnel City-wide as the system required City personnel continue to operate on a paper-based system for timesheets and payroll.

Challenges

- Allocations from payroll system are manually adjusted to accurately import into Munis ERP (GL)
- Lack of interface between payroll and Munis ERP
- Import file requires manual adjustment to be imported into Munis ERP
- Payroll system cannot produce salary and benefit projections
- Lack of interface between Hire Department scheduling system and payroll system

Integrated Functionality (Munis)

- Interface to import payroll hours from external systems
- Development of salary & benefit projections
- Automated posting to general ledger
- Automated creation of payroll vendor checks

It is recommended the City consider purchasing and implementing an integrated payroll system to eliminate manual processing, duplicate entry and to provide greater resources to City personnel to access their pay information.

Impact

The lack of functionality available in the existing payroll system combined with the lack of integration with the ERP financial system results in:

-) **Manual processing and manual adjustment for the payroll process** consumes 11 out of the 14-day period, requiring City personnel to devote their time almost exclusively to managing, correcting, and adjusting payroll.
-) **Duplication of personnel effort** is required to enter Fire Department hours into the payroll systems due to the lack of system automation.
-) **Inability to access information and generate salary and benefit projects for budgeting** resulting from the lack of system integration.
-) **Personnel have limited access to information** for their own pay history.
-) **Increased payroll personnel time** spent answering pay related questions from other City personnel (due to the lack of an employee self-service portal).

Recommendation

Based on the challenges noted above, Baecore Group recommends La Crosse consider purchasing and implementing an integrated payroll system.

Next Steps

The implementation of an integrated payroll system will increase staff efficiencies, empower City personnel to access their own pay history information, and eliminate duplication and adjustment of payroll data requires the following steps:

Baecore Group Responsibilities: Baecore Group has extensive experience providing payroll management, process and policy design, and implementation of ERP payroll modules, specifically within Munis. The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Conduct a detailed evaluation of the City's existing payroll processes and develop process recommendations maximizing the City's return on its

investment in the ERP system through incorporating the full range of module functionality.

-) Develop policy recommendations aligned with updated technology and automation to eliminate manual and redundant processes as well as increase system controls.
-) Develop an implementation blue print providing clear guidance on the configuration necessary to support recommended processes and ensure the City gains desired improvements.
-) Complete the configuration of the module to achieve recommended processes and desired process improvements.
-) Conduct a workshop for La Crosse personnel to test the initial solution setup to ensure it meets the City's needs.
-) Conduct a knowledge transfer workshop to show Finance Department personnel the complete configuration. This helps them understand how the solution is setup and why, so the City can maintain the system.

Munis Responsibilities:

-) Conduct discovery and gain and understanding of the City's requirements and desired process flows.
-) Provide training, coaching, and guidance of how the payroll system functions, the setup required, and impact of setup decisions.
-) Complete conversion of the payroll data.

City of La Crosse Responsibilities:

-) Attend the information gathering meetings with Baecore Group to provide information about reporting and processing needs.
-) Attend and participate in Munis sessions.
-) Perform an initial review and test the initial updated processes, with Baecore Group, before providing final approval and acceptance of the configuration direction.

-) Complete a final review and testing of the completed configuration with the re-designed processes and sign-off/acceptance of the configuration.
-) Attend and participate in training sessions to learn process and management of system.

“Quick Fixes”

The recommendations outlined below include those which the City could implement quickly and at little cost to address challenges reported by City personnel.

Access to Information

Throughout the assessment meetings with La Crosse personnel, one of the most common challenges reported by personnel was the difficulty they had looking up and reporting on information in Munis. To overcome this challenge, department staff manually tracked information in spreadsheets rather than use the inquiry functions within the Munis system. Others reported that they manually create reports rather than use system reports. Based on the information provided by La Crosse personnel the primary cause appears to be a lack of training and educating of personnel to effectively use the system.

With the recent Munis upgrade, the City has access to improved customizable dashboard views providing key information in an easy to use format. It is recommended the City configure these dashboards and provide training on the use of these dashboards to City personnel

In Baecore Group’s over 15 years of experience working with municipalities’ lack of or insufficient training and education of personnel in the capabilities of an ERP will reduce the ERP’s value to a municipality no matter how well it is set up. Staff lacking the knowledge of how to run data queries and use the results to create reports will inevitably create work arounds outside of the system in order to create the reports they need. Munis continues to grow and provide increased and new functionality. Ongoing training educating City personnel on functionality changes is essential to keeping processes effective and preventing the system and processes from becoming stagnant.

Challenges

- Department personnel reported inability to look up payment status on customer bills
- Personnel reported challenges looking up & reporting on account information (finding/using)

Impact

La Crosse personnel reported the challenges accessing information in the Munis system result in:

-) **Increased personnel time spent manually** tracking customer bill and payment information in spreadsheets and paper forms in multiple departments.
-) **Increased personnel time spent** attempting to search for or report on information.
-) **Personnel time spent manually tracking** GL account information as a work around for the perceived lack of access in Munis.
-) **Increased personnel time spent manually creating reports** due to the perceived lack of access in Munis.

Recommendation

Based on the challenges noted above, Baecore Group recommends the City of La Crosse implement the new dashboard views available in the recent Munis upgrade and provide training to City personnel.

Next Steps

The steps to implement the new dashboard views and provide end-user training include:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project ensuring the outcome meets the City's project objectives.
-) Coordinate end-user training for use of the implemented modules.
-) Develop training materials for end-user training tailored to the City's processes.
-) Lead end-user training sessions for the processes within the implemented modules.
-) Develop "quick sheet" procedure documents for La Crosse personnel to use at their desks to access and utilize the dashboard.

City of La Crosse Responsibilities:

-) Configure the dashboard views for City personnel.
-) Provide permissions to access the dashboard views for City personnel.
-) Attend end-user training to learn the processes and use of the implemented module.

Tyler Forms

The City of La Crosse has Tyler Forms implemented in the accounts payable module, among others. During the assessment, Finance Department personnel reported that paper copies of vendor invoices are filed and, when the checks are printed, the invoice is manually placed in the envelope with the check.

The Tyler Forms, including the accounts payable check form can be updated to have any number of different fields of data captured within the Munis system printed on the form.

Challenges

- Invoices manually filed in active folder & included with AP check to vendor.

Recommendation

It is recommended that the City modify the accounts payable check form to include additional details on the check stub in lieu of providing a copy of the invoice when mailing the check. This modification would reduce the manual processing required to send accounts payable checks.

Next Steps

The steps to update the accounts payable check form include:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project, including coordination, follow up, and escalation with Munis as necessary, ensuring the outcome meets the City's project objectives.
-) Meet with Finance Department personnel to identify the specific pieces of information to be included on the check stub form.

-) Identify the specific data fields containing the information to be included on the revised accounts payable check form.
-) Coordinate with Munis to have the form updated.
-) Provide data sample files to Munis to produce proofs for testing.
-) Complete initial validation and testing of the revised form.

City of La Crosse Responsibilities:

-) Provide information to Baecore Group regarding the information to be included on the form.
-) Validate, with Baecore Group assistance, the updated Tyler Form.
-) Perform the final testing and accept the updated Tyler Form.

Munis “Cubes”

In multiple sessions during the assessment, City personnel, and most frequently Finance Department personnel reported challenges obtaining reports with the precise information and in the format desired. Personnel either “settle” for the standard report available, or manually create reports outside of Munis in the format desired.

As part of the initial acquisition and implementation of Munis, La Crosse received the Munis “Cubes” function reporting tool. This tool provides increased flexibility for personnel to create a semi-custom report for data entered in Munis. However, this tool is either unimplemented, or personnel are not aware the tool is available.

Challenges

- Finance personnel manually record each invoice number & dollar amount to balance AP invoice batches
- Financial report formatting doesn't meet City needs

Recommendation

It is recommended that the City install the Munis “Cubes” in all modules they are available and schedule staff training from Munis to use this tool to design and create reports with the information and formatting staff desires.

Next Steps

The steps to implement Cubes and receive training include:

Baecore Group Responsibilities: The activities Baecore Group will complete include:

-) Provide oversight and management of the project, including coordination, follow up, and escalation with Munis as necessary, ensuring the outcome meets the City's project objectives.
-) Assess the current installation of Cubes (providing guidance to identify what, if any, Cubes are installed)
-) Meet with City personnel to identify key reports the City would like to create with Cubes.
-) Develop a training agenda for the Munis training tailored to the City's objectives.

City of La Crosse Responsibilities:

-) Assist with the assessment of the current installation of Cubes.
-) Provide information about desired reports.
-) Attend Munis training to learn how to use the Munis Cubes.

Additional Considerations

The City is currently planning the implementation of applications within the Munis system. For these, we have provided some considerations the City may want to incorporate in its implementation or use of the module.

Month End Processing

During the assessment, Finance Department personnel reported a number of challenges with the month end processing. Based on the information provided, and the fact Finance Department personnel are under significant time constraints to complete month end processes, the City may want to consider incorporating the recommendations below as part of its month end process.

Recommended Considerations

-) Develop a checklist of procedures for month end processing.
-) Consider completing analysis of balance sheet accounts on a monthly basis.
-) Consider making adjustments in the application from which the transaction was created rather than as a journal entry to reduce the number of entries. For example, to adjust a miscellaneous bill, complete the adjustment in the miscellaneous billing program rather than through a manual journal entry. The system will create the necessary journal entries for the adjustment.

Inventory

La Crosse personnel reported the City is implementing or plans to implement the Munis inventory module. Based on the information gathered during the assessment regarding department processes, our experience with other Munis implementations and the inter-connectivity of the Munis modules, Baecore Group has identified the following factors the City may want to consider as part of the inventory module implementation.

Recommended Considerations

-) The level of detail inventory information will be tracked in order to allow for job costing in the work order module.
-) The level of detail inventory will be tracked in order to allow for tracking the value of asset components for capitalization of the asset.
-) The process through which inventory is purchased and received including:
 - o Lack of line item detail available for inventory purchases made with a p-card and the potential impact on the automation available in the inventory module.
 - o The automation available through the purchasing module to update inventory order status.
 - o The automation available through the use of receiving records to update inventory status.
-) The potential general ledger impact of inventory “in warehouse” and whether appropriate accounts exist (if needed).

Work Orders

La Crosse personnel reported the City is implementing or plans to implement the Munis work order module. Based on the information gathered during the assessment regarding department processes, our experience with other Munis implementations and the inter-connectivity of the Munis modules, Baecore Group has identified the following factors the City may want to consider as part of the work order module implementation.

Recommended Considerations

-) The level of detail inventory information will be tracked to allow for job costing in the work order module.
-) The process/method by which capitalized assets will be communicated to Finance Department personnel for fixed asset tracking.
-) The potential export of work hours to payroll time entry.
-) The potential interaction between work orders and project accounting for capital projects and project budgeting.
-) The required detail for Water Utilities Department reporting on sub-component costs for capitalized assets.
-) The interim setup for reporting and work order processing for departments with incomplete asset inventories.
-) Development of a “data cleanup” plan to identify, capture, and incorporate consistent asset records into the work orders module.
-) The level of asset sub-component detail for which work orders are associated.

Recommendation: Action Plan

Overview

The issues and challenges identified through this assessment can be corrected, including the core concerns prompting La Crosse to request an assessment. However, due to the interconnected nature of the Munis ERP system, a long-term solution cannot be put in place by addressing any given challenge in isolation. As described in the ERP assessment, implementing siloed solutions *increases* inefficiencies and duplication of effort. To truly resolve the core concerns, it is necessary to implement fixes to the modules which have not been implemented or have been incompletely implemented in order to reduce or eliminate processes in use at this

time which are not integrated into the Munis ERP or with anything outside of the department they reside in. Without a holistic approach and resolving all components of the issue La Crosse will:

- Incur unnecessary expense
- Have reduced efficiency with processes
- Not take advantage of the available opportunities to increase customer service.

Therefore, the recommendation is complex and involves multiple system modules as well as incorporates processes and policies for these modules. While the findings in this assessment were presented in order of La Crosse's priorities regarding the issues the City wants to resolve, the recommendation has been broken down into phases. These phases consider the priority issues and the related interconnected components that also need to be addressed to truly resolve the issues and allow the City to take full advantage of the benefits of the Munis ERP system.

Phase 1

The activities included in Phase 1 of the recommendation include the first steps to resolving La Crosse's primary priorities as well as those components necessary to support the resolution.

- ✓ Chart of accounts conversion
- ✓ Implementation of pooled cash functionality
- ✓ Selection and implementation of a third-party online customer portal
- ✓ Fixed assets: re-configuration & policy and process modifications
- ✓ Accounts payable policy and process modifications
- ✓ Purchasing: re-configuration & policy and process modifications
- ✓ Contract management: implementation & policy and process modifications

Implementing these solutions will provide La Crosse with some immediate relief, improved efficiencies and reporting. However, this phase lays the ground work to the overall solution and should not be considered the overall solution. Failure to implement recommendations in the later phases will result in an erosion of the benefits gained from and re-design of the chart of accounts, continued use of work arounds and processing transactions out side of the system, and ongoing duplication of personnel effort.

Phase 2

Phase 2 builds on the improvements made in phase 1 and enhances the benefits obtained from the Munis ERP. While the chart of accounts is redesigned in phase 1, without addressing the project accounting and grant management modules, the benefits gained will not last. If the City continues to use a combination of accounts to track project and grant information, over time the benefits of the redesign will be eroded.

The activities in this phase ensure long term benefits from the chart redesign and close two major process gaps within the City.

- ✓ Project accounting implementation & policy and process modification
- ✓ Grant management implementation & policy and process modification
- ✓ Lease tracking: solution assessment and implementation
- ✓ Loan tracking: solution assessment and implementation
- ✓ Dashboard and inquiry training for La Crosse personnel
- ✓ Dashboard and inquiry “quick sheet” procedure documentation

Phase 3

With the City’s processes and Munis reconfiguration complete and stabilized, the third phase of the recommendation focuses on incorporating external systems through implementing additional Munis modules or through integration. With external systems reduced, more activities and information will flow through the Munis ERP system. This provides the opportunity for the City to incorporate advanced reporting tools. Phase 3 activities include:

- ✓ External process and system integrations
- ✓ AP Tyler Forms modification
- ✓ Munis Cubes installation and training.

Phase 4

With the City’s processes and Munis reconfiguration complete and stabilized, the fourth phase of the recommendation focuses on Human Resources and the Payroll process. Phase 4 activities include:

- ✓ Munis HR/Payroll implementation
- ✓ HR/Payroll process and policy modification

Budgetary Pricing

The chart below contains pricing for each phase of the project. This includes costs for proposed Baecore Group services as well as quotes from Munis for the activities as described in this assessment.

City of La Crosse Consulting Services ERP Re-Implementation	
Phase 1 (estimated duration: 12 months)	Total: \$317,508
Baecore Group (includes travel estimate)	\$237,180
Tyler Technologies – Munis	\$45,100
Phase I Contingency	\$35,228
Chart of Accounts of Accounts Analysis & System Setup Blue Print for the Munis Chart of Accounts	
Meet with City personnel to gather desired outcomes, reporting needs, and detailed account requirements.	
Develop and document standard object numbers (with description); assign each Fund an Org & Object number.	
Document recommendations for account merges, deactivation & modifications	
Complete conversion mapping in Munis required format for conversion	
Validate chart of accounts conversion passes for accuracy & report identified issues for resolution.	
Project management and oversight*	
Pooled Cash Implementation Assistance for the Munis Treasury Management Module	
Meet with City personnel to gather desired outcomes, reporting needs, and other requirements for pooled cash functionality.	
Meet with City personnel to gather desired outcomes, reporting needs, and other requirements for pooled cash functionality.	
Document specific processes, outcomes, and setup requirements for implementation (Blue print for the implementation).	
Complete process testing to validate the system setup meets documented outcomes & requirements.	
Complete or provide support to update system (post validation) to meet outcomes and City requirements.	
Project management and oversight*	

City of La Crosse
Consulting Services
ERP Re-Implementation

Selection & Implementation of Consolidated 3rd Party Online Customer Portal

Identify and document the City's functional requirements for an online customer portal.

Identify potential solutions for review and evaluation

Coordinate vendor demonstrations for one round of demonstrations (up to four vendors).

Develop demonstration scripts containing functionality required by the City.

Facilitate City selection of system through creation of a demonstration scoring summary and system comparison memo.

Complete system configuration and process testing to validate setup (in coordination with selected vendor).

Demonstrate system configuration and knowledge transfer to Finance department personnel (ensuring City personnel have the knowledge to maintain the system).

Lead a workshop, providing guidance and instruction for City personnel to test system configuration and recommended processes for acceptance of setup.

Project management and oversight*

Fixed Asset Policy & Process Consulting and Implementation Blue Print for the Munis Fixed Asset Module

Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for the following fixed asset processes:

- Acquisition & Entry of Assets
- Inventory
- Transfer/Disposal of Assets
- Modification of Existing Assets

Document City's implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).

Development of recommended processes and policies.

Map recommended fixed asset processes (for the processes outlined above).

Meet with City personnel to deliver recommended process flows.

Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).

Complete setup of the Munis module to meet recommended processes and City requirements.

City of La Crosse
Consulting Services
ERP Re-Implementation

Fixed Asset Policy & Process Consulting and Implementation Blue Print for the Munis Fixed Asset Module (*continued*)

Demonstrate system configuration and knowledge transfer to Finance department personnel (ensuring City personnel have the knowledge to maintain the system).

Lead a workshop, providing guidance and instruction for City personnel to test system configuration and recommended processes for acceptance of setup.

Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.

Development of plan to address items identified during Post Live Meeting.

Complete setup adjustments based on post live action plan.

Project management and oversight*

Accounts Payable Policy & Process Consulting and Implementation Blue Print for the Munis Accounts Payable Module

Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for the following accounts payable processes:

- Vendor Maintenance
- Invoice Entry & Approval
- AP Check Processing
- P-Card Purchases

Document City's implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).

Development of recommended processes and policies.

Map recommended accounts payable processes (for the activities outlined above).

Meet with City personnel to deliver recommended process flows.

Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).

Complete setup of the Munis module to meet recommended processes and City requirements.

Demonstrate system configuration and knowledge transfer to Finance department personnel (ensuring City personnel have the knowledge to maintain the system).

Lead a workshop, providing guidance and instruction for City personnel to test system configuration and recommended processes for acceptance of setup.

Coordinate end-user training and development of training schedule.

City of La Crosse
Consulting Services
ERP Re-Implementation

Accounts Payable Policy & Process Consulting and Implementation Blue Print for the Munis Accounts Payable Module (*continued*)

Lead end-user training sessions for updated processes and module re-implementation.

Development of training manuals for end-user training workshops.

Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.

Development of plan to address items identified during Post Live Meeting.

Complete setup adjustments based on post live action plan.

Project management and oversight*

Purchasing Policy & Process Consulting and Implementation Blue Print for the Munis Purchasing Module

Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for the following purchasing processes:

- Requisition/PO Entry & Approvals
- Change Order Processing
- Vendor Quotes
- Receiving Purchased Items

Document City's implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).

Development of recommended processes and policies for the processes outlined above.

Map recommended processes for the activities outlined above.

Meet with City personnel to deliver recommended process flows.

Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).

Complete setup of the Munis module to meet recommended processes and City requirements.

Demonstrate system configuration and knowledge transfer to Finance department personnel (ensuring City personnel have the knowledge to maintain the system).

Lead a workshop, providing guidance and instruction for City personnel to test system configuration and processes for acceptance of setup.

Coordinate end-user training and development of training schedule.

Lead end-user training sessions for updated processes and module re-implementation.

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Purchasing Policy & Process Consulting and Implementation Blue Print for the Munis Purchasing Module (*continued*)

Development of training manuals for end-user training workshops.

Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.

Development of plan to address items identified during Post Live Meeting.

Complete setup adjustments based on post live action plan.

Project management and oversight*

Contract Management Policy & Process Consulting and Implementation Blue Print for the Munis Contract Management Module

Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for the following processes:

- Contract Entry & Approval
- Contract Renewal & Expiration
- Contract Change Order
- Contract Milestone Maintenance

Document City's implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).

Development of recommended processes and policies for the activities outlined above.

Map recommended processes flows for the processes outlined above.

Meet with City personnel to deliver the recommended process flows.

Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).

Complete setup of the Munis module to meet recommended processes and City requirements.

Demonstrate system configuration and knowledge transfer to Finance department personnel (ensuring City personnel have the knowledge to maintain the system).

Lead a workshop, providing guidance and instruction for City personnel to test system configuration and processes for acceptance of setup.

Coordinate end-user training and development of training schedule.

Lead end-user training sessions for updated processes and module re-implementation.

Development of training manuals for end-user training workshops.

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**Contract Management Policy & Process Consulting and Implementation Blue Print for the
Munis Contract Management Module (*continued*)**

Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.

Development of plan to address items identified during Post Live Meeting.

Complete setup adjustments based on post live action plan.

Project management and oversight*

City of La Crosse Consulting Services ERP Re-Implementation	
Phase 2 (estimated duration: 9 months)	Total: \$144,975
Baecore Group (includes travel estimate)	\$131,795
Phase II Contingency	\$13,180
Grant Management Policy & Process Consulting and Implementation Blue Print for the Munis Grant Management module	
Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information: <ul style="list-style-type: none"> ➤ Grant Application Entry & Tracking ➤ Grant Closure ➤ Grant Reporting ➤ Collecting Grant Related Expenses ➤ Tracking Grant Revenue 	
Document City's implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).	
Development of recommended processes and policies for the activities outlined above.	
Map recommended process flows for the above outlined processes and activities.	
Meet with City personnel to deliver recommended process flows.	
Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).	
Complete setup of the Munis module to meet recommended processes and City requirements.	
Demonstrate system configuration and knowledge transfer to City personnel (ensuring City personnel have the knowledge to maintain the system).	
Lead a workshop, providing guidance and instruction for City personnel to test system configuration and processes for acceptance of setup.	
Coordinate end-user training and development of training schedule.	
Lead end-user training sessions for updated processes and module re-implementation.	
Development of training manuals for end-user training workshops.	
Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.	
Development of plan to address items identified during Post Live Meeting.	
Complete setup adjustments based on post live action plan.	
Project management and oversight*	

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Project Accounting Management Policy & Process Consulting and Implementation Blue Print for the Project Accounting module

Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for the following processes:

- Project Creation
- Tracking Project Expenses
- Tracking Project milestones
- Project Budgeting
- Tracking Projecting Revenues

Document City's implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).

Development of recommended processes and policies for the above outlined activities.

Map recommended process flows for the processes outlined above.

Meet with City personnel to deliver recommended process flows.

Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).

Complete setup of the Munis module to meet recommended processes and City requirements.

Demonstrate system configuration and knowledge transfer to Finance department personnel (ensuring City personnel have the knowledge to maintain the system).

Lead a workshop, providing guidance and instruction for City personnel to test system configuration and process flows for the activities outlined above, for acceptance of setup.

Coordinate end-user training and development of training schedule.

Lead end-user training sessions for updated processes and module re-implementation.

Development of training manuals for end-user training workshops.

Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.

Development of plan to address items identified during Post Live Meeting.

Complete setup adjustments based on post live action plan.

Project management and oversight*

<p>City of La Crosse Consulting Services ERP Re-Implementation</p>
<p>Lease and Loan Tracking: EnerGov/Munis Functionality Assessment & Setup Recommendation Blue Print</p>
<p>Meet with City personnel to obtain detailed information regarding processes, reporting, and functionality needs for lease entry, tracking, billing, and maintenance of required information.</p>
<p>Complete assessment of Munis ERP modules to assess capabilities to meet requirements.</p>
<p>Complete assessment of EnerGov modules to assess capabilities to meet requirements.</p>
<p>Complete analysis of system functionality and develop recommendation.</p>
<p>Meet with City personnel to deliver system recommendation for Lease and Loan processes.</p>
<p>Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).</p>
<p>Complete setup of selected system/module to meet City requirements.</p>
<p>Demonstrate system configuration and knowledge transfer to City personnel (ensuring City personnel have the knowledge to maintain the system).</p>
<p>Lead a workshop, providing guidance and instruction for City personnel to test system configuration and processes for acceptance of setup.</p>
<p>Coordinate end-user training and development of training schedule.</p>
<p>Lead end-user training sessions for updated processes and module re-implementation.</p>
<p>Development of training manuals for end-user training workshops.</p>
<p>Lead a Post Live meeting with City personnel to identify setup issues, challenges, or concerns</p>
<p>Development of plan to address items identified during Post Live Meeting.</p>
<p>Complete setup adjustments based on post live action plan.</p>
<p>Project management and oversight*</p>
<p>Dashboard, Look Up & Inquiry Training Workshops</p>
<p>Development and coordination of training schedule.</p>
<p>Development of training manuals (for use in workshops).</p>
<p>Meet with City personnel to review training agenda.</p>
<p>Hold training workshops.</p>
<p>Project Management & Oversight*</p>

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Dashboard, Look Up & Inquiry “Quick Sheet” Procedure Documents

Develop quick sheet procedure documents tailored to City setup & policies

Complete testing of quick sheet procedures to ensure accuracy

Meeting with City personnel to deliver quick sheet manuals

Project management & oversight *

City of La Crosse Consulting Services ERP Re-Implementation	
Phase 3 (estimated duration: 6 months)	Total: \$53,795
Baecore Group (includes travel estimate)	\$43,205
Tyler Technologies – Munis Cubes (includes travel estimate)	\$5,700
Phase III Contingency	\$4,890
Process & System Integration Consulting & Implementation Blue Print for Integration with the Munis ERP system	
Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for potential integration of RecTrac and/or Square.	
Document City’s implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).	
Evaluate use and functionality of Square used for expense and revenue tracking.	
Develop recommendation for integration plan between RecTrac and Square and Munis ERP	
Develop blue print for setup of integration between RecTrac and Square.	
Meet with City personnel to deliver recommendations.	
Project management & oversight *	
Tyler Forms Modification Assistance	
Meet with Finance department personnel to identify specific AP check form needs.	
Review system configuration and proper fields for forms modification.	
Extract data samples for forms proofs.	
Complete process testing and validate forms accuracy.	
Project management & oversight *	
Cubes Installation & Reporting Assistance	
Assessment of current installation status.	
Develop recommended agenda for cubes training sessions	
Project management & oversight *	

City of La Crosse Consulting Services ERP Re-Implementation	
Phase 4 (estimated duration: 10- 12 months)	Total: \$239,593
Baecore Group (includes travel estimate)	\$69,880
Tyler Technologies – HR and Payroll with ESS	\$122,242
Estimated Tyler Travel – HR and Payroll	\$15,000
Tyler Technologies – Recruiting (optional)	\$10,690
Phase IV Contingency	\$21,781
HR/Payroll Policy & Process Consulting and Parallel Testing Support for implementation of the Munis Human Resources & Payroll Modules	
Meet with City personnel to gather detailed process and reporting needs, desired outcomes, and identify opportunities for increased efficiencies, transparency and access to information for the following activities:	
<div> ➤ Personnel Time Entry ➤ Timesheet Review and Approval </div>	
<div> ➤ Leave Request and Approval ➤ Processing Employee Timesheets </div>	
Document City’s implementation objectives, key processes, and desired implementation outcomes (used to develop a configuration checklist).	
Development of recommended processes and policies.	
Map recommended processes flows for the above outlined activities.	
Meet with City personnel to deliver recommended process flows.	
Develop system configuration checklist (to assist City personnel in testing module configuration meets requirements).	
Attend Munis Discovery/Analysis sessions to facilitate communication to Munis of recommended desired processes & implementation outcomes.	
Review Munis parallel test script and develop comprehensive testing script tailored to the City’s processes.	
Provide guidance and support for parallel testing, assisting in troubleshooting, evaluation of test results, tracking discrepancies, during Munis parallel sessions (two parallel sessions).	
Lead end-user training sessions for updated processes and module re-implementation.	
Development of training manuals for end-user training workshops.	
Lead a Post Live Meeting with City personnel to identify any setup issues, challenges, concerns or modifications.	
Development of plan to address items identified during Post Live Meeting.	
Project Management and oversight*	

*Project Management & Oversight
Development of project schedule.
Coordinate with Munis (or other 3 rd party vendor) to develop schedule of vendor sessions.
Setup and launch of online Project Boards containing the project plan and schedule (interactive 2-way communication tool).
Update and maintain project plan/project boards.
Coordination and scheduling of meetings.
Follow up with project team members (and vendor) on open project tasks.
Provider oversight and follow up with Munis to ensure vendor meets project commitments.
Weekly client status meeting (including providing direction and guidance for cleanup of duplicate vendor records).
Development of weekly project status reports.
Escalate issues as needed.
Provide guidance and coaching to project team members to complete any assigned project tasks.