



IGFOA ANNUAL CONFERENCE

Moving into the Future with Purpose

Springfield, Illinois
September 9-11, 2024

ENTERPRISE APPLICATIONS MANAGEMENT BEST PRACTICES - MAXIMIZING UTILIZATION

Presented by

David Krout, Managing Partner
ClientFirst Technology Consulting

September 10, 2024

Presenter



***CLIENT*FIRST**
TECHNOLOGY CONSULTING

David Krout, CPA *(inactive)*

Managing Partner

ClientFirst Technology Consulting

- National, Local-Government Focused Consulting & Advisory Firm
- Worked with over 140 agencies and thousands of department users
- ClientFirst - Over 500 Agencies, Over 3,500 Projects
- ClientFirst - **Dozens of Illinois Agencies Served**

Doug's Not Here!

This Time

Presenting as a Case Study



Doug Kappel

*Enterprise Applications Manager
City of Carlsbad*

- Over 30 years experience
- Leads the Enterprise Application Support Division of IT which is focused on making IT hAPPen



Today's Topics

- Typical Agency Utilization
- Roadmap to Improved Application Utilization
- Best Practices
 - Application Roles & Responsibilities
 - Module Teams
 - Needs Assessments and Process Reviews
 - Project Resourcing
 - Business Analysts

Typical Agency Utilization



Streamlined Processes	Reduces Errors
Increased Data Accessibility	Enhanced Reporting
Improved ROI	Increased Transparency



Typical Agency Utilization

- Using a fraction of the existing system capabilities
- Shadow Systems (Excel, Access, paper, other)
- Workarounds - Manual process or reconciliations surrounding core software modules
- Lack of integration between other systems/modules
- Limited/Poor Reporting



STARTLING STATISTICS:

- Only 32% of projects are on time, within budget, deliver all required features and functions, and achieve measurable business and stakeholder benefits.
- Approximately 44% of projects are "challenged" (late, over budget, and/or have less than the required features and functions).
- 69% of project failures are due to a lack of and/or improper implementation of project management methodologies.
- Nearly 40% of those surveyed said that a "lack of employee buy-in and executive support" was the biggest challenge facing a successful implementation.
- A recent customer survey shows that enterprise implementation projects:
 - Have only a 7% chance of on-time implementation.
 - Will likely cost more than estimated.
 - Will likely deliver unsatisfying results (only 21% will realize half or more of expected benefits).
- In a past study of local government enterprise implementations published in *Government Finance Review*, it was found that the average project was 176% over budget and 243% beyond the planned implementation timeline.

Reasons For Limited Utilization



Limited Training

Under Scoped Implementations
Staff Turnover



Lack of Business/Application Analyst Support (skills) in IT Department



Challenged Implementations

Limited selection/procurement due diligence
Neglecting opportunity for process streamlining and automation
Under-staffed/scoped implementation services
Lack of ownership by core module leads and users
Budget/Resource limitations

What Does Effective Utilization Look Like?

- Well-trained users
- Reduction of Excel and shadow-systems for reporting and processing
- Elimination of duplicate data entry
- Workflow and Automation capabilities
- More integrated solutions application suites and processes
- Personalized Dashboards and reporting shortcuts
- All required reports available to users
- Document archiving online

Roadmap To Higher Utilization

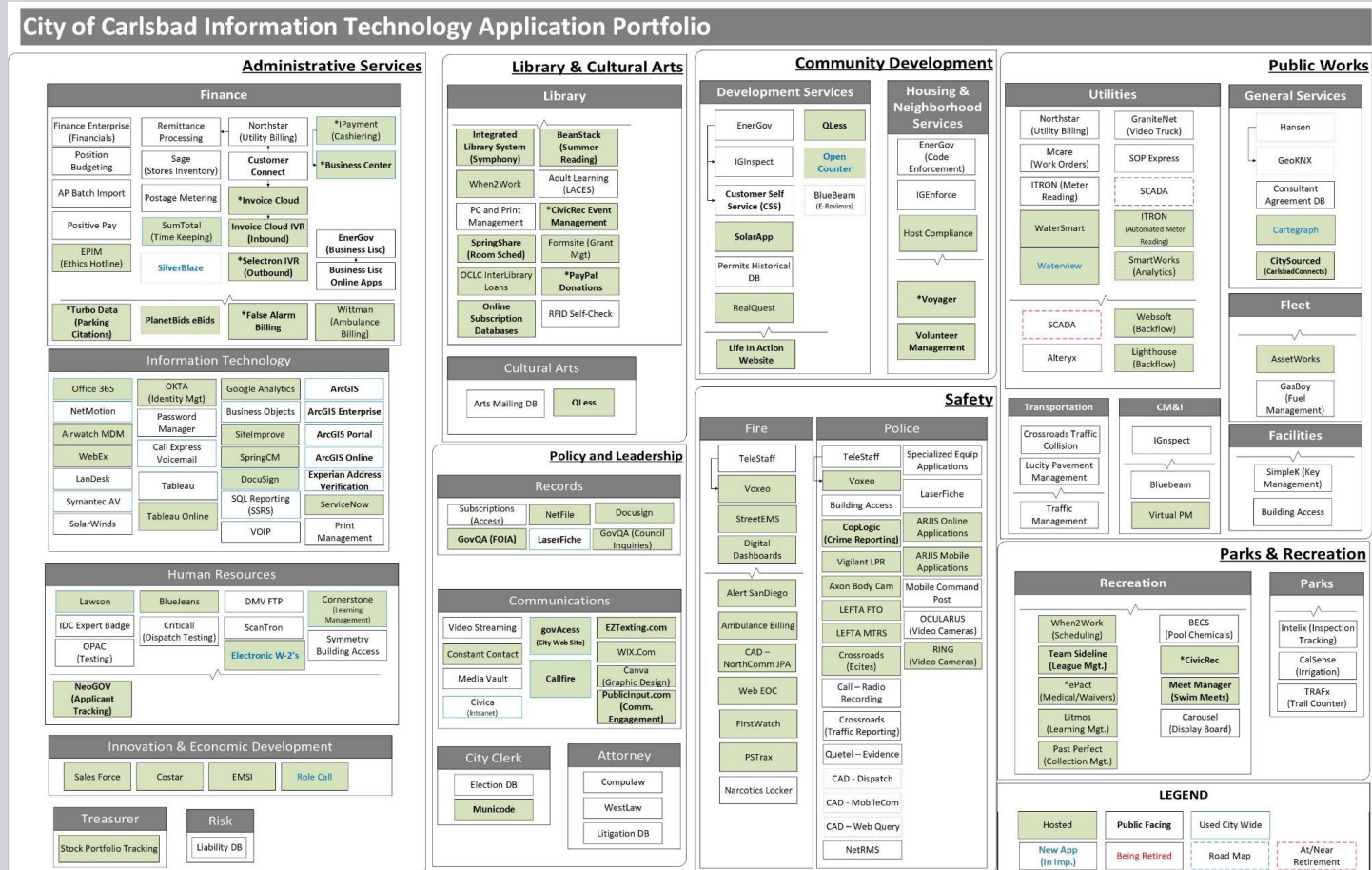
- Departments taking ownership of applications and processes with IT support, if available
- Business/Application Analyst Support Staff (IT or some Depts.)
- Module Teams (Collaborative SMEs)
- Periodic Process Reviews, by module/functional areas
- User and Reporting Needs Inventories
- Ongoing Training



One City's Experience

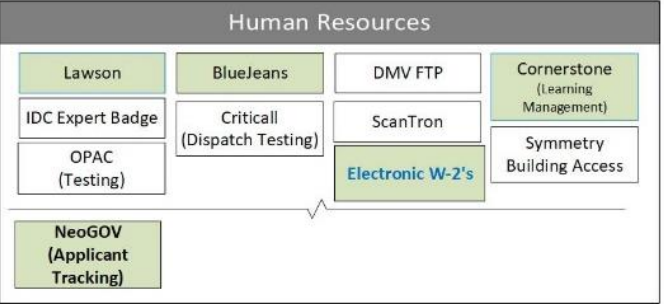
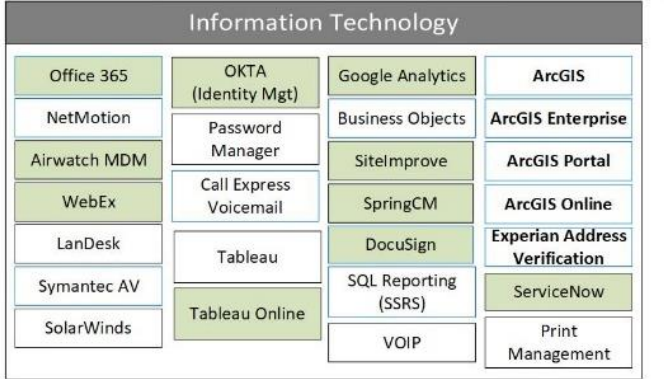
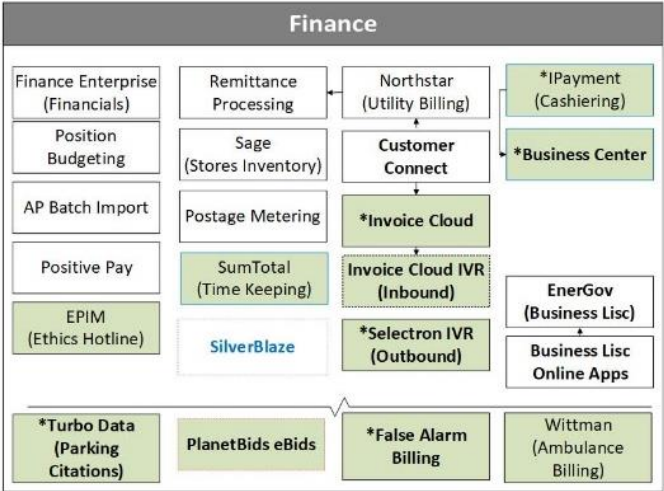


Applications Portfolio Challenges

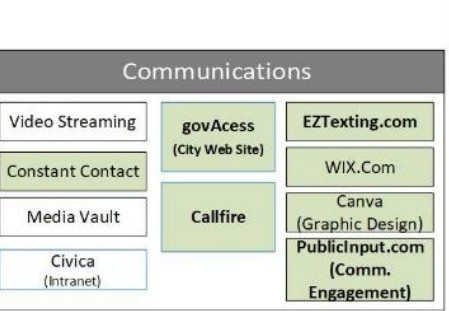
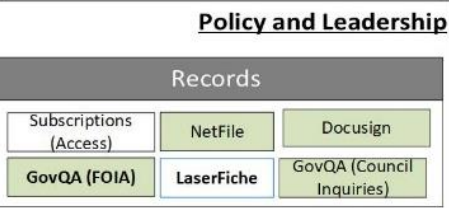
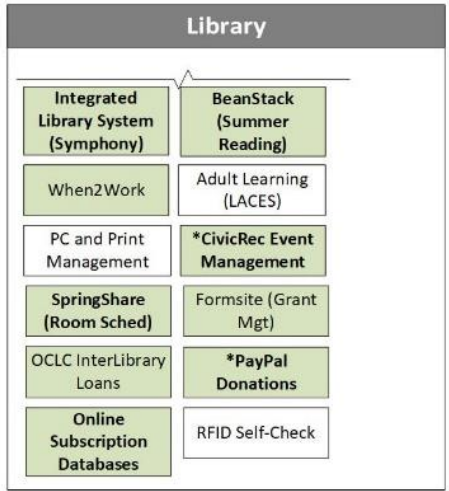


City of Carlsbad Information Technology Application Portfolio

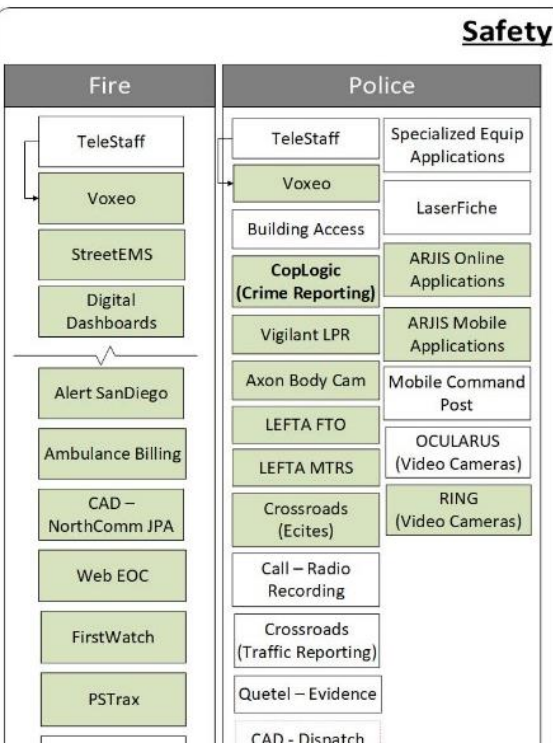
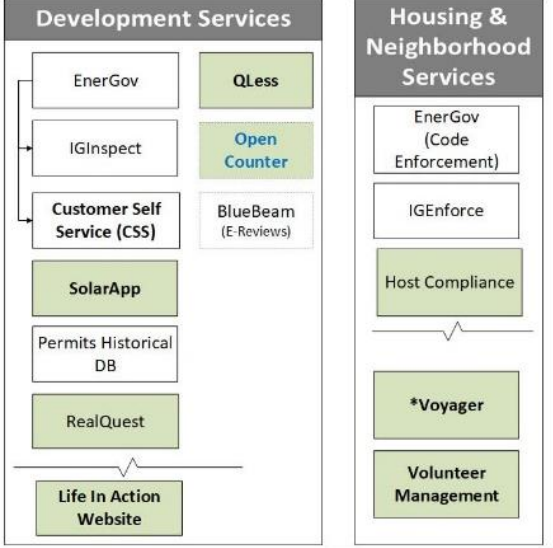
Administrative Services



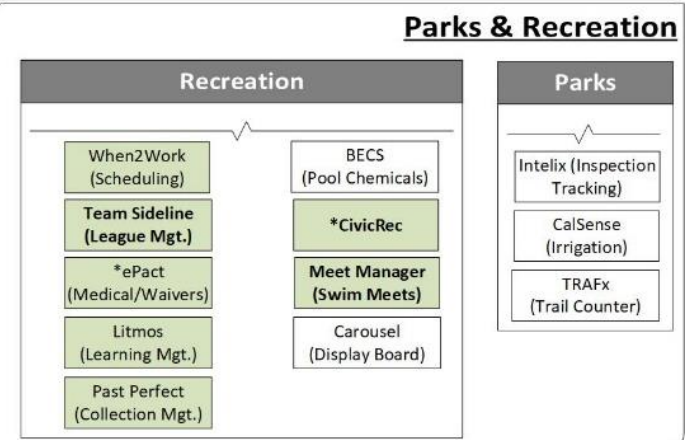
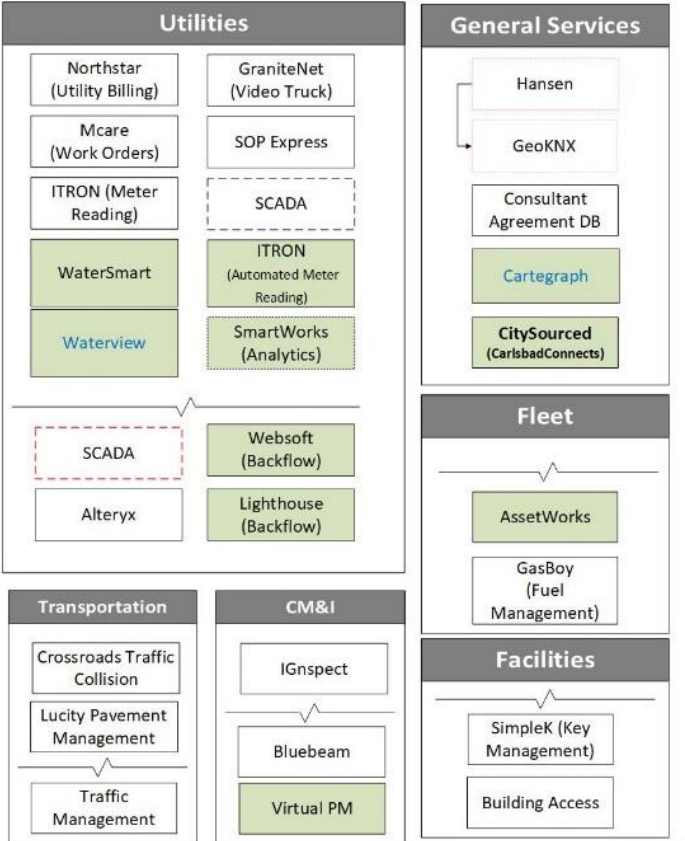
Library & Cultural Arts



Community Development



Public Works



Applications Portfolio Challenges

Portfolio of over
200 applications
systems and
modules

Data Silos

Redundant Systems

Legacy/Outdated
Technology

Deferred
Maintenance

Log-over-the-Fence
Approach to
Technology Projects

Shiny-Object
Syndrome

“Turnkey” Systems

Strategic Digital Transformation Investment Program (SDTIP)

- Comprehensive approach to planning for and funding digital transformation efforts throughout the organization
- Strategy for evaluating and prioritizing projects
- Strategy for identifying funding



What is Digital Transformation?



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- AI Search – “the process of integrating digital technologies into all parts of an organization to deliver value to customers”



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- Rethink how organizations use technology, people, and processes



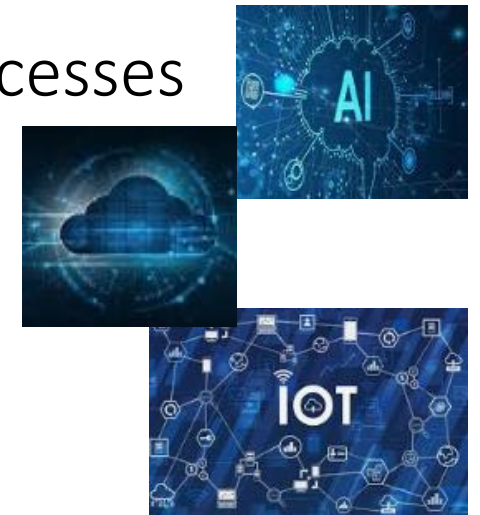
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- Rethink how organizations use technology, people, and processes
- Practicality
 - Using new technology or applications (shiny and/or efficiency)
 - Innovative and Practical
 - Enhancing customer services (internal staff and constituents)



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 - Changing or adding new business process
 - Streamlining and automating processes



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- Changing or adding new business process
- Streamlining and automating processes
- Reducing manual work-arounds and driving down labor hours to allow staff to do more important tasks and analytics (including things that never get done)



Strategic Digital Transformation Investment Program (SDTIP)



Adopt an approach to technology investment like investment in physical infrastructure



Strategic plan for technology and digital transformation



Create a rolling five-year program



Comprehensive and transparent



Ability to update based upon Council approvals, goals, and priorities



Ability to respond to ever changing technology with continuous improvement and evaluation

Best Practices

This Presentation is Entirely
Based on Best Practices

Ignore at Your Own Peril



Key Best Practices

- Application Support Roles and Responsibilities
- Needs Assessments and Business Process Reviews
- New or Existing System Requirements
- Resource Allocations and Project Management

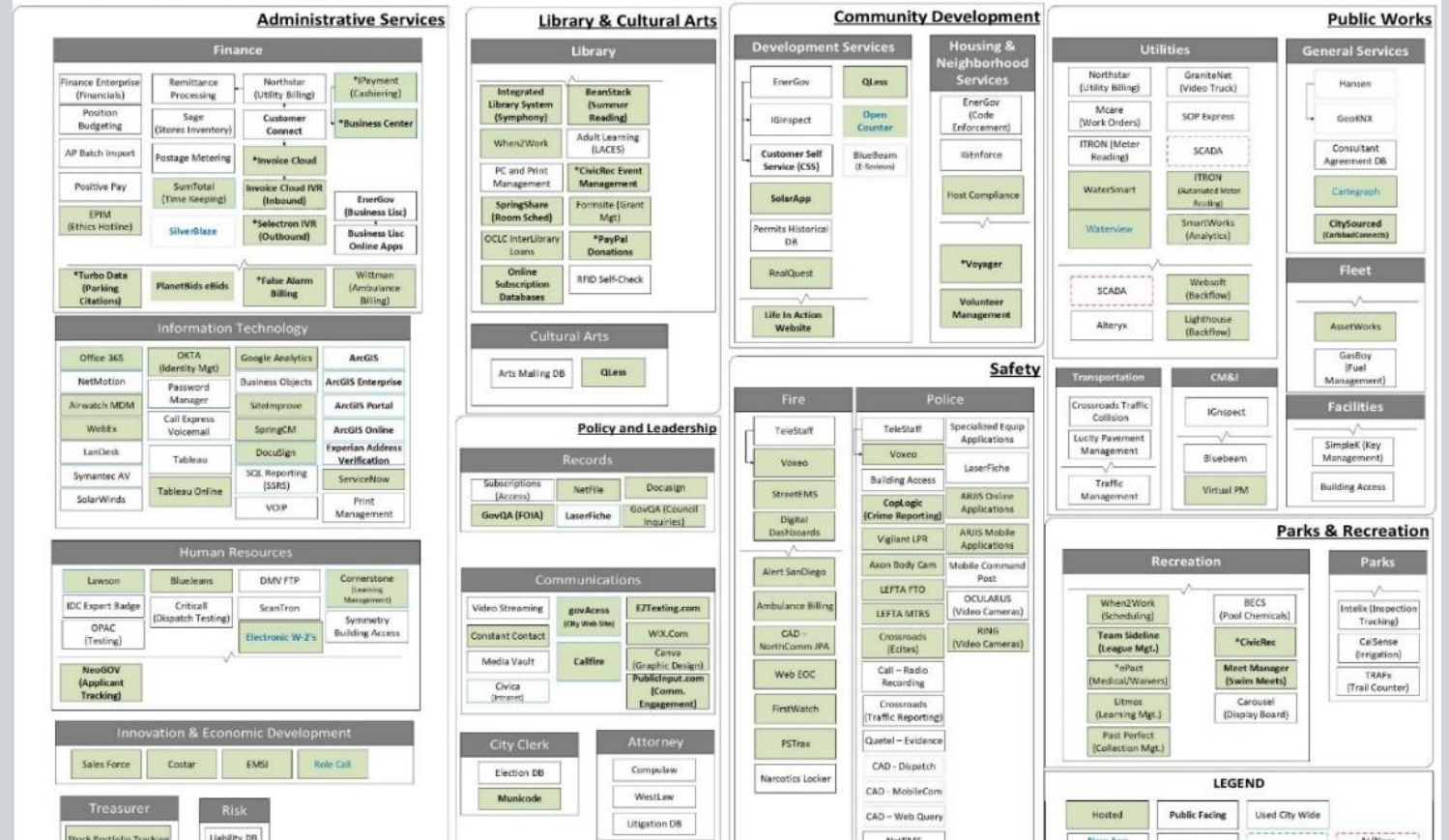


Roles and Responsibilities



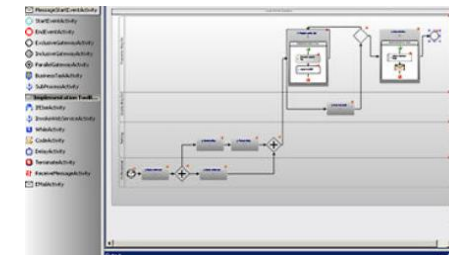
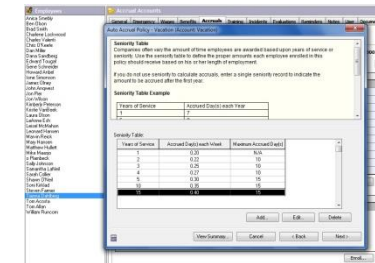
Roles And Responsibilities

- The days of total dependence on IT for 100% of software application maintenance and support is no longer realistic
- Systems and functionality is too broad and in-depth



Application Management Best Practices

- Best Practice for Departments to:
 - Own and maintain their own business processes, therefore own their own application projects
 - More participatory management of application utilization and improvements
 - Understand, document processes, and train staff
 - Define staff Application Roles and Responsibilities by module



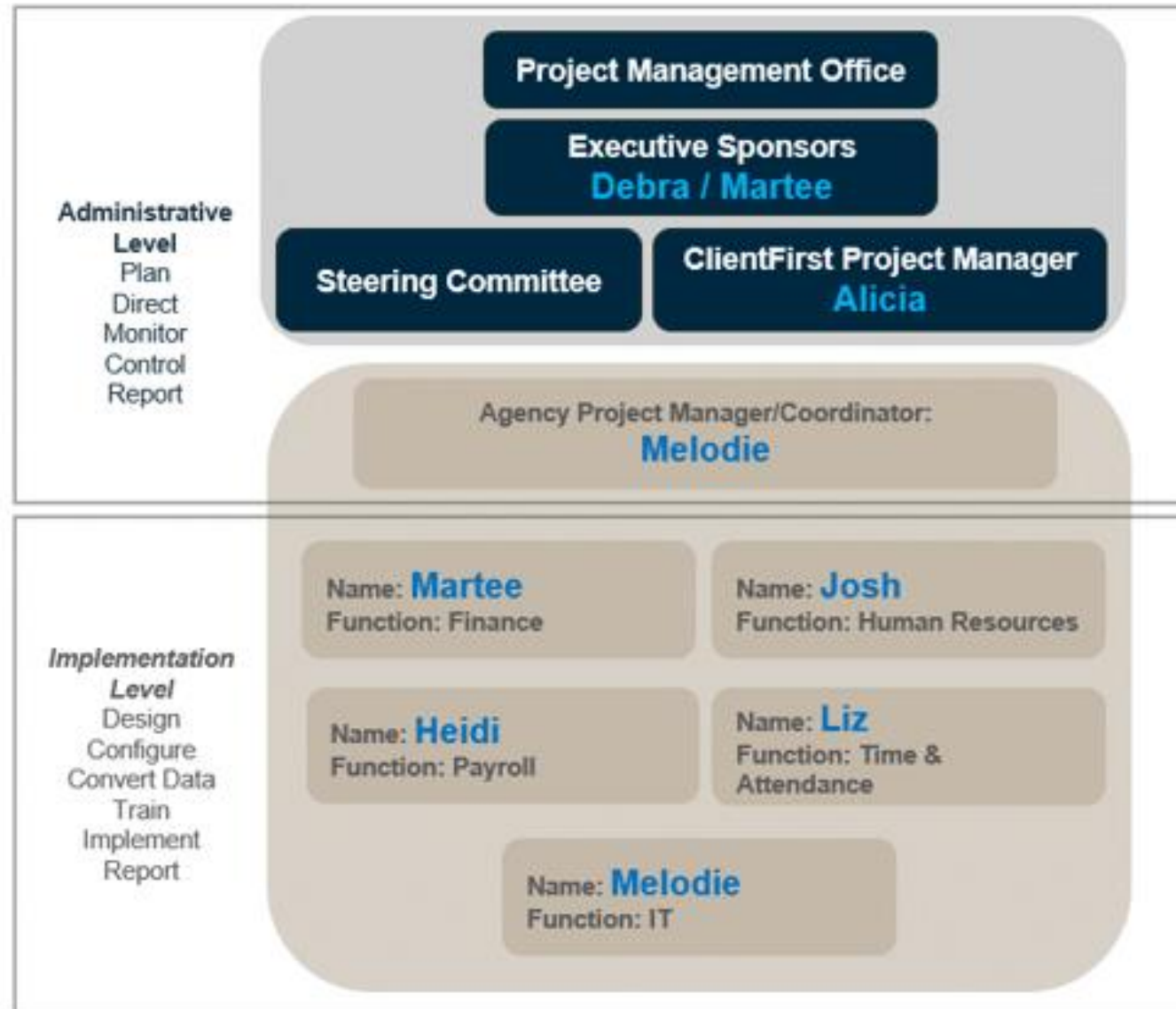
Application Roles/Responsibilities

- Process Owners
- Power Users
- Module/Functional Leads
- Key SMEs

ENTERPRISE RESOURCE PLANNING (Financials)					
Role Description	General Ledger	Budgeting	Project Accounting	Purchasing	Accounts Payable
Process Owner	Ashley (Acctg)	Jeneen	Ashley (Acctg)	Ashley (Acctg)	Ashley (Acctg) Danny (Fin Mgr)
Power User(s)	Vacant Trish (Acct)	Danny (Fin Mgr)	Danny (Fin Mgr)	Amy (Acctg) Amelia (FIN)	Amy (Acctg) Amelia (FIN)
Module or Functional Lead	Ashley (Acctg)	Danny (Fin Mgr)	Danny (Fin Mgr)	Danny (Fin Mgr)	Ashley (Acctg)
Stakeholders / SME's	Trish (Acct)	Nelle (Parks) Cher (PW) Kristina (TMO) Denise (Parks)	Mona (PW) Jim (ENG) Ashley (Acctg) Denise (Parks)	Cher (PW) Denise (Parks) Amanda (CD) Sommer (IT) Kristina (PD) Theresa (ENG)	Cher (PW) Denise (Parks) Amanda (CD) Sommer (TC) Kristina (TMO) Theresa (HR)

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	Estimate Hours to Complete Tasks (Before October Go-Live)																								
Module(s)	Core Project Team Member(s)	Other City Resource(s)	Meetings (Vendor/Internal)		Configuration (including workflows)		Conversion/ Imports		Fin Remote Sessions, including prep (After 8/3)		Testing (Bugs and Config Changes)		(Standard) Report Validation and Testing		Process/Training Documentation		Estimated Task Hours (Before Sept 6th)		End User Trainings (prep, addl sessions)		Go-Live Prep		Estimated Task Hours		
			Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	
General Ledger	Nathan	Marilen, Victor, Brian					12	16	4	8	16	24	2	4	4	8	38	60	12	16	2	4	52	80	
Accounts Payable	Victor, Alicia	Julie RGS			2	4					24	36	2	4	6	12	34	56	12	16	6	8	52	80	
Purchasing	Victor, Denise	Ofelia, Jermell			2	4			4	8	24	36	6	12	6	12	42	72	12	16	6	8	60	96	
Budgeting	Marilen, Emad	Laura (personnel), Tim (personnel), Denise (PS&E), Meli (PS&E), Melissa (PD), Letty (Fire)			2	4					16	24	2	4	4	8	24	40	8	12	2	4	34	56	
Project Ledger	Marilen	Brian			2	4	2	4	4	8	16	24	4	8	6	12	34	60	12	16	6	8	52	84	
Accounts Receivable	Victor				4	8			4	8	16	24	4	8	4	6	32	54	6	12	2	4	40	70	
Cashiering	Marilen, laura	Cindy, Alicia, Victor			4	8			4	8	16	24	4	8	4	8	32	56	6	12	2	4	40	72	
Capital (Fixed) Assets	Marilen				2	4					16	24	2	4	4	6	24	38	4	8	2	4	30	50	
RBAC/Workflow (Project Accounting, Budget, GL, bank reconciliation, capital assets)	Marilen, Brian				12	18					12	16					24	34					24	34	
ReadyForms	Victor, Denise				8	12					4	8			4	6	16	26					16	26	
Project Meetings and Planning			16	24													16	24					16	24	
	Total Hours		16	24	38	66	14	20	20	40	160	240	26	52	42	78	316	520	72	108	28	44	416	672	
										Weekly Average (Starting March August 2nd - Sept 3rd- 5 weeks Max)							63	104							

Team Member	Monday	Tuesday	Wednesday	Thursday	Friday	Est. Hours Available Per Week for Tasks
Nathan	Any	Any	Any	Available until	Any	20
Victor	8:00-4:00	all day	all day	all day	all day	15
Marilen	9:00-11:00	9:00-11:00	9:00-11:00	9:00-11:00	9:00-11:00	10
Denise	9:30-4:30	10:30am-2pm	7am-12pm	Flexible	off every other Fri	10, 4 each from Analysts, 4 from Acct Techs, for testing
Emad	morning	morning	morning	morning	morning	3
Catherine	Varies	Varies	Varies	Varies	Varies	8
Brian	Mornings - no fixed slots	Mornings - no fixed slots	Mornings - no fixed slots	Mornings - no fixed slots	Mornings - no fixed slots	4
Terrance	9:00-11:00	9:00-11:00	9:00-11:00	9:00-10:00	9:00-11:00, every other Friday	8
John	Varies	Varies	Varies	Varies	Varies	10
Testing						
Julie						Julie has a background in testing
Total						88

Business/Application Analyst Support

- Focused on departmental core application modules (not desktop support)
- Business process analysis
- Application Training
- Ad hoc/custom report writing
- System setup and configuration Changes
- Project coordination
- Not a desktop/helpdesk technician



Sample job descriptions available upon request!

Carlsbad Experience (continued)



Department Involvement

- Roles and Responsibilities
 - Identify early, review often
 - Ownership and accountability
- Timeline and Milestones
 - Project charter
 - Feasibility
 - Input and agreement from all stakeholders
- Resource Planning
 - Identify roles and responsibilities within each department/division
 - Identify early, review often
 - Plan the work and time necessary



Organizational Mindset

- Organization decides what projects/initiatives get prioritized
- Department involvement throughout application lifecycle
 - Steering Committee
 - Project Teams
 - Governance Committee
 - User Groups
- Education/Marketing

Needs Assessment and Business Process Reviews



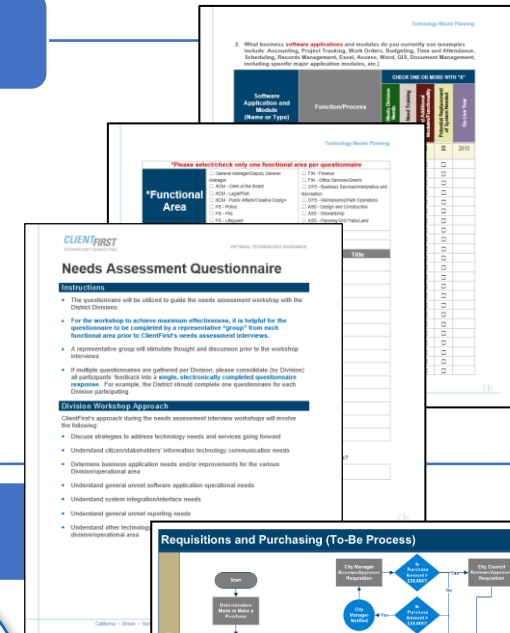
Needs Assessment & Process Reviews



Needs Assessment

- Surveys/Questionnaires
- Process and Needs Workshops
 - Manual Processes
 - Shadow Systems (e.g., Excel, Access, etc.)
 - Inventory Functionality Gaps
 - Inventory Reporting Gaps

Vendor Agreement Process Document Desired: <u>City Vendor Agreement</u> Other purchasing workflow: <u>RFQ/RFI/RFI/RFI</u>			
Priority: <u>Low</u>			
Consideration: <u>Yes</u>			
1	1	1	1
2	2	2	2
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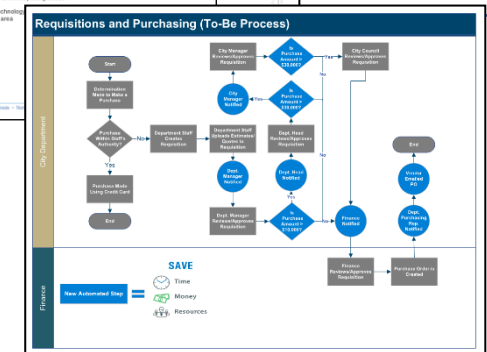


Process Review Improvements

- More Detailed Process Walkthroughs
- Workflow Documentation
 - Narrative Steps
 - Diagrams
 - Swim Lanes

Find Ability to:

- Automate Manual Processes
- Eliminate Duplication
- Eliminate Spreadsheets & Shadow Systems
- Is a Process Truly Necessary?



Needs Assessments



Existing Systems Gap Analysis

- Detailed:
 - Lists and Matrices of specific requirements
 - Feature/Function Gaps
 - Process Change Decisions
 - Reporting Needs
 - Training
 - Integrations
 - Conversions
 - Bug/Fixes needs

Application	Feature Number	Feature / Function / Capability	Standard - Current	Standard - Next	Report Writer	3rd-Party Automation	Custom Modifications	Not Available	Comments
Application	Number								
		Requisitions and Purchasing							
PUR	4.024	PURCHASE REQUISITIONS							
PUR	4.025	PRODUCT CATEGORIES - Allow for the user to define product categories.						1	
PUR	4.028	PURCHASING REQUISITIONS - Ability to support online, real-time requisitions with the following minimal information:						1	No online capabilities accessibility via Cloud
PUR	4.067	STANDARD COMMENTS - Ability to print standard comments on a requisition or Purchase Order.	1						Purchase Order
PUR	4.068	REQUISITION - VENDORLESS ENTRY - Provide the ability to enter a requisition without a vendor.						1	
PUR	4.070	PURCHASE ORDER PROCESSING							
PUR	4.106	ATTACHING DOCUMENTS AND IMAGES TO PURCHASE ORDER - Allow for the transfer of attachments from originating requisition.						1	
PUR	4.107	PURCHASING - P.O. / REQUISITION STATUS - Provide for the ability to view requisition and purchase order status at all stages of the requisition through payables process.	1						
PUR	4.109	CLOSE PO WITH OPEN AMOUNT - Ability to close purchase orders within agency-defined dollar amounts, with ability to override that closing.	1						Change Orders
PUR	4.114	EMAIL POs - Ability to automatically, or manually send, purchase order via email to vendors individually or in batch.	1						
PUR	4.115	EMAILING PO WITH ATTACHMENTS - The system has the ability to email attachments with a purchase order, with the ability to prompt users before doing so.						1	
PUR	4.129	ENCUMBRANCE ACCOUNTING							
PUR	4.131	ENCUMBRANCE ACCOUNTING - Provide all procedural functions of an encumbrance system, including verification of budget availability before accepting invoice, requisition and purchase order transactions.	1						
PUR	4.164	INTEGRATION							
PUR	4.165	INTEGRATION - GENERAL LEDGER - Provide for the encumbrance of related general ledger accounts for a purchase order transaction.	1						
PUR	4.168	INTEGRATION - BUDGET - Provide capability to validate funds availability for requisition and purchase order transactions, with the ability to override capability.	1						
PUR	4.169	INTEGRATION - PROJECT ACCOUNTING - Purchase order transactions coded to projects must integrate with Project Accounting and/or Work Order Management systems.	1						
PUR	4.170	INTEGRATION - ACCOUNTS PAYABLE - Provide for automatic transfer of purchasing information to Accounts Payable (e.g., vendor, address, amount, purchase order number, etc.)	1						

	Department	Category	Functionality	Task/Issue	Priority
26	Building	Reporting Needs	Documents	Review documents that need to be converted from Crystal to SSRS or are no longer working properly: CO, Deputy Inspector, Revision Form, School Form.	HIGH
27	Building	Reporting Needs	Documents	Create documents as SSRS reports or merge documents.	HIGH
28	Building	Technical Support Issues	Support Issue	Investigate, monitor, and report ongoing issues with CST: permits can be issued while Conditions are unmet, authority may need to be granted to more users for certain functionality, CSLB connection issues, plan location, invoicing, etc.	MEDIUM
29	Building	Training Needs	Reviews	Discuss ways to automate and streamline the reviews routing process.	HIGH
30	Building	Configuration Gaps	Inspections	Discuss using sequencing to help customers know which inspection is next.	LOW
31	Building - Inspections	Configuration Gaps	ePortal	Configure eTRAKiT to allow online inspection requests.	HIGH
32	Building - Inspections	Configuration Gaps	ePortal	Discuss and configure Special Inspector Registrations for online applications.	HIGH
33	Building - Inspections	Training Needs	Mobiles	Training on Mobiles 2.0.	HIGH
34	Building - Inspections	Training Needs	Calendar	Investigate pain points with Workspace (can't see full list for the next day, reassign feature is limited, limited number of widgets, ascending/descending doesn't work, general layout isn't functional, etc.)	HIGH
35	Building - Inspections	Reporting Needs	Reports	Discuss what statistical reports are needed for performance metrics and whether the information can be gathered with Advanced Search or custom reports.	HIGH

Department	Functionality Category	Task/Issue	Nice to Have	SSRS Report	Config	Process Discussion	Testing/ Training	Next Step (immediate, pre migration, post migration)
BD Inspections	Process	Registration - not City license		?	Y	Y	Y	
BD Inspections	Gov Clarity / iTRAKiT	Mapping the inspection route/schedule			Y		Y	CST says Mobiles isn't available to them...need to find out why & when it will be
BD Inspections	Process	Want to be able to see more information than iTRAKiT/Mobiles provides (such as Planning)						
BD Inspections	Integration	Would be interested in SelectTXT	Y		Y		Y	Contact Selectron for demo/costs
BD Inspections	Process	How to more easily access data such as SCR, Minor CUP				Y	Y	
BD Inspections	iTRAKiT	Need to be able to schedule new inspections from the iPad						
BD Inspections	Configuration	Inspectors frequently request the wrong permit #			Y	Y	Y	
BD Inspections	Revisions	Submit revisions online			Y	Y	Y	
BD Inspections	Revisions	Do away with manual 'slip sheeting'				Y	Y	
BD Inspections	Inspections	Better automation of final inspections (how scheduled, who should perform)			Y	Y	Y	
		Automatically link the inspection to						

Outstanding Payroll/HCM Issues and Concerns

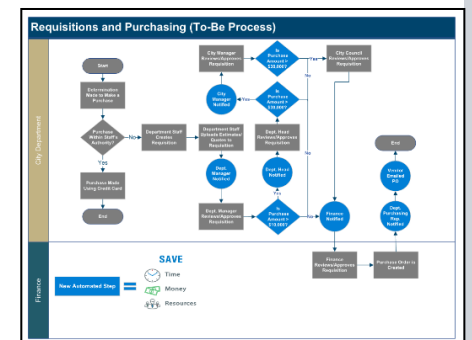
Initially, a total of 19 major issues and concerns were identified during various workshops and meetings with County staff. The following are the major issues that require awareness, process change, or resolution:

Description	Comments/Recommendations
Wage and Hour Lawyer – Every employee's paycheck has been incorrectly calculated for nearly five years.	The County should consider retaining legal counsel that specializes in employee wage and hour situations to navigate communication, decision-making, and remedies related to the issue.
Payroll Recalculation Tool – A tool is needed to accurately recalculate employee payroll for the past five years.	The County should consider using payroll calculators available on CA.gov. These calculators were developed by the State Controller's Office and go back to 2015. https://www.sco.ca.gov/ppds_se_paycheck_calc.html
Position Control Reconfiguration – Use of the Position Control file within the Munis Payroll module can enhance the accuracy of employee salary records, align with budgetary requirements, and improve the time entry process. The data comprising the Position Control file has not been properly maintained and includes inaccurate information.	The County has concerns regarding the current configuration of Position Control functionality. The County should consider a comprehensive business process review and likely reconfiguration of Position Control. Doing so will help optimize payroll processes and ensure appropriate budget allocation.
Special Pay Calculations – The calculation of special pay, such as certification pay, are incorrect when employees take paid time off or leave without pay during a pay period.	Based on conversations with Tyler Support, it was determined that Munis could not accurately calculate special pay. It is recommended that the County work with ClientFirst to develop a manual workaround to accurately calculate special pay.
Payroll Module Configuration Analysis – The County went live with the payroll module following an aggressively abbreviated implementation. Typical implementations require six to nine months to properly assess the organization's business needs, configure the module, test the results, and train new users.	The County should consider a comprehensive analysis of the current payroll configuration for accuracy and utilization of functionality. This assessment will help identify any discrepancies or areas for improvement within the system.
Employee Master for California Review – The County has indicated a very expedited go-live, turnover, and possible lack of maintenance.	The Employee Master data is a comprehensive record of employee information, including personal details, employment history, and organizational affiliations. Reviewing the Employee Master within the Munis system ensures that all employee information is accurate, up-to-date, and compliant with California-specific regulations. It helps maintain data integrity, supports efficient HR processes, and ensures compliance with legal requirements, such as tax and labor laws. ClientFirst recommends a review of this data to perform any maintenance that may be needed.
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Business Process Reviews



- Configuring the knowledge of subject-matter experts (SMEs) into the systems automated workflows
- Identifying enhancement and streamlining opportunities
- Automating manual processes and eliminating paper
- Dramatically reducing the use of shadow systems
- Continual process - Not settling on the status quo



Feature/Function Considerations

- Not all feature/function gaps have the same effect
- Which issues or lack of feature/functions require significant efforts to work around (e.g., 2 hrs./mo. vs. 100-500 hrs./yr., or more)
- Avoid distraction by “bells & whistles”

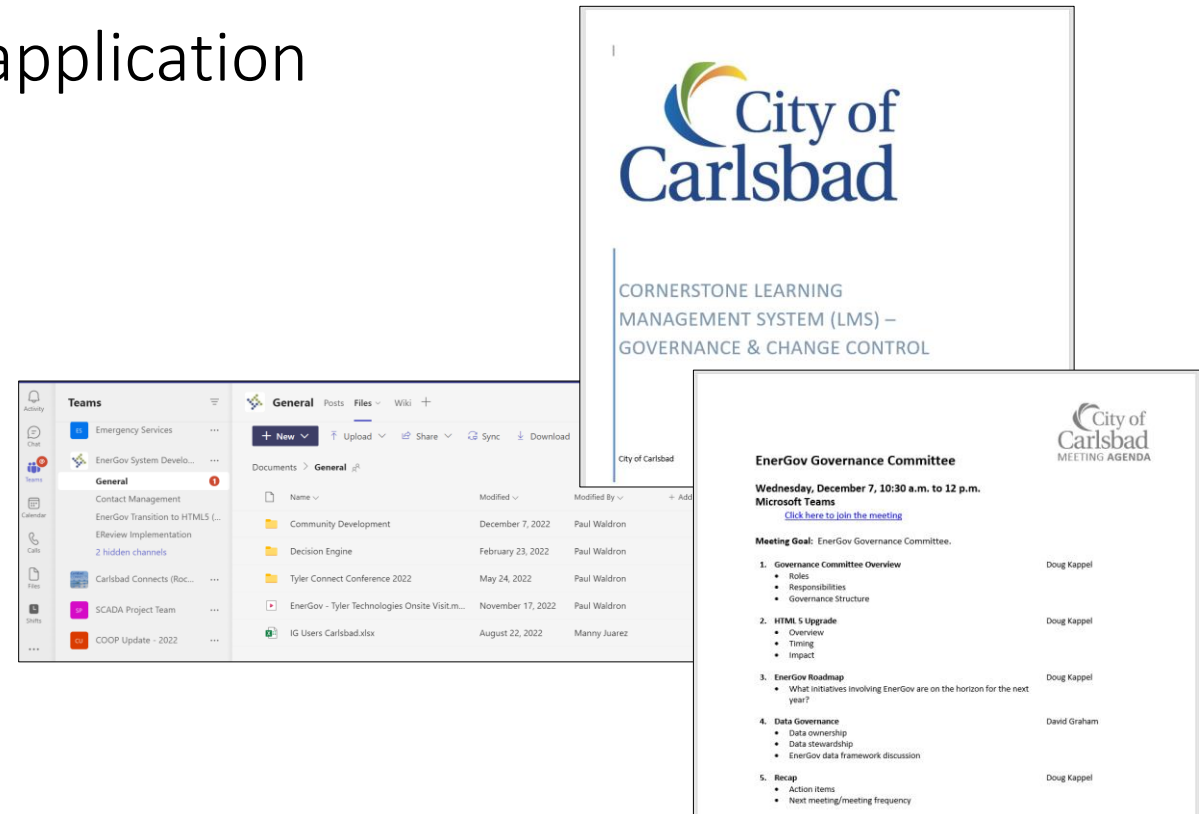


Carlsbad Experience (continued)



Governance

- City requires for each enterprise application
 - Governance Documents/Charter
 - Governance committee
 - Users group
 - Change control process



Change Management



- Deliberate component of every project
- Consistent messaging across organization:
 - Stakeholders
 - Impacted users
 - Public
- Training
 - Content
 - Delivery methods
 - User Guides
 - Short term & long term

City of Carlsbad

Welcome Douglas!

Search Browse Transcript Manager Self Service

Required Training

No Required Training

Your Interest & Waitlist Tracking

You have no waitlisted sessions.
You have not indicated interest in any events.

How to use CarlsbadLearn

Carlsbad LEARN

START HERE

Watch on YouTube

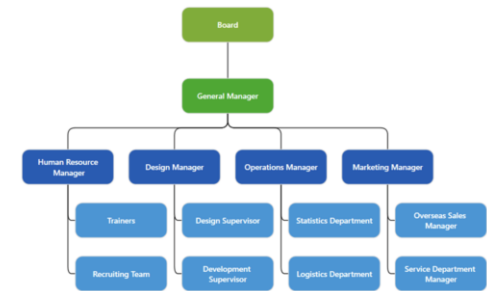
Featured Training

- Architecting Your Success
- Barbarians at the Gate: Evolving Physical and Cyber Threats to Government
- Lunar New Year Celebration
- Power Up 2023 with Nutrition for Your Brain and Body

My Training

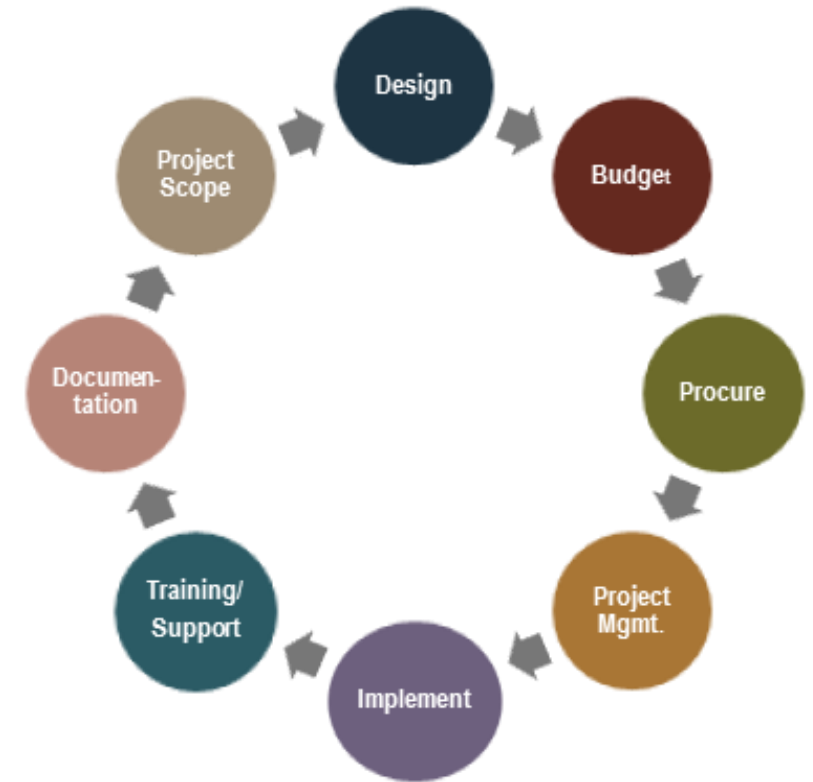
	Due Date	Action
Security Awareness Training	2/11/2022	Launch
Learn Smartsheet - Project Management Software	None	Launch
Asbestos - Cal/OSHA	None	Launch
Cybersecurity: Understanding URLS	None	Launch
Cartegraph Administrator Training	None	Open Curriculum
Cartegraph User Training	None	Open Curriculum

Project Resourcing



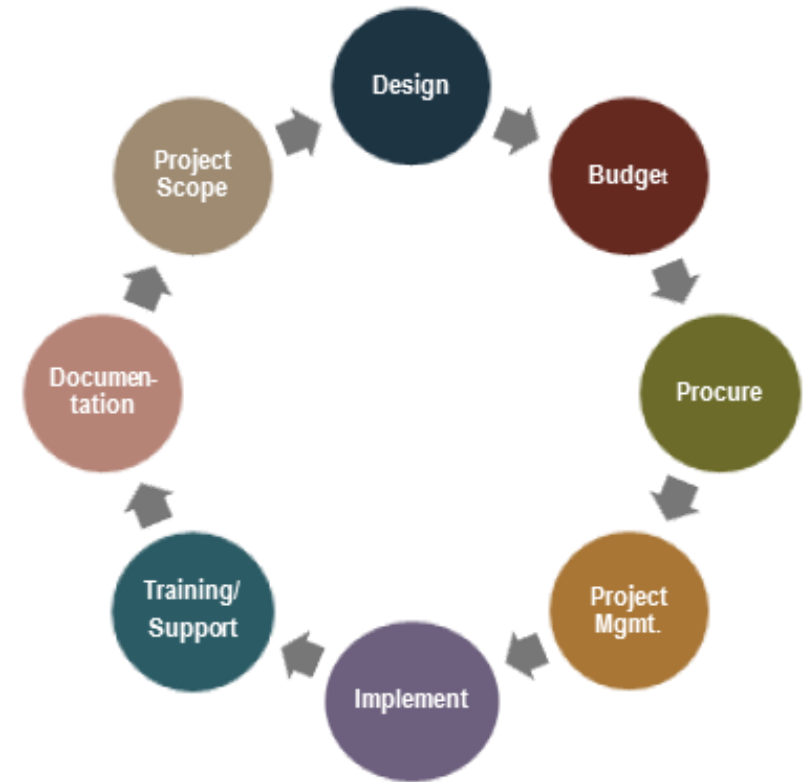
Change Management

- Effective Scoping
- Consider Independent Project Management Assistance
 - SME
 - Status Reporting
 - Scheduling
- Module Teams (collaborative teams, spread the work)



Change Management

- Testing
 - Sample Transaction
 - Full Cycle (e.g., procure to pay)
 - User Acceptance Testing
 - Conversion, customizations and integrations
- Reporting Inventory, creation and testing before go-live
- Training – Change Management Plan
- Communications



Ongoing Training Best Practices

- Training
 - Has highest and shortest Return-on-Investment (ROI)
- Think about long term training needs
- Know your users
- In-person versus virtual

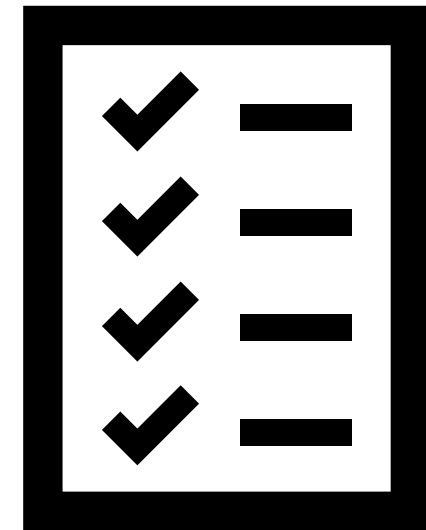
It's a lifecycle!

- "The only constant in life is change." —Heraclitus
- **It does not end with the implementation!**
- Application portfolio strategic plan establishes goal of a major upgrade every year, no more than two years.
- UAT is a part of every upgrade.
 - "Pay for it now or pay for it later!"

Business Analysis/Application Support Structure

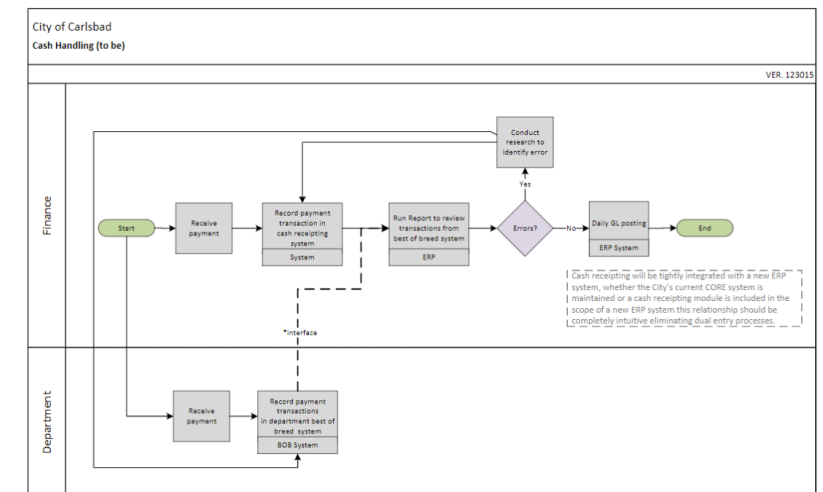
Business Analysis Skill Sets

- Bilingual
- Department rapport across all levels
- Strong communication skills
 - Written
 - Oral
- Process improvement oriented
- Able to see macro and micro

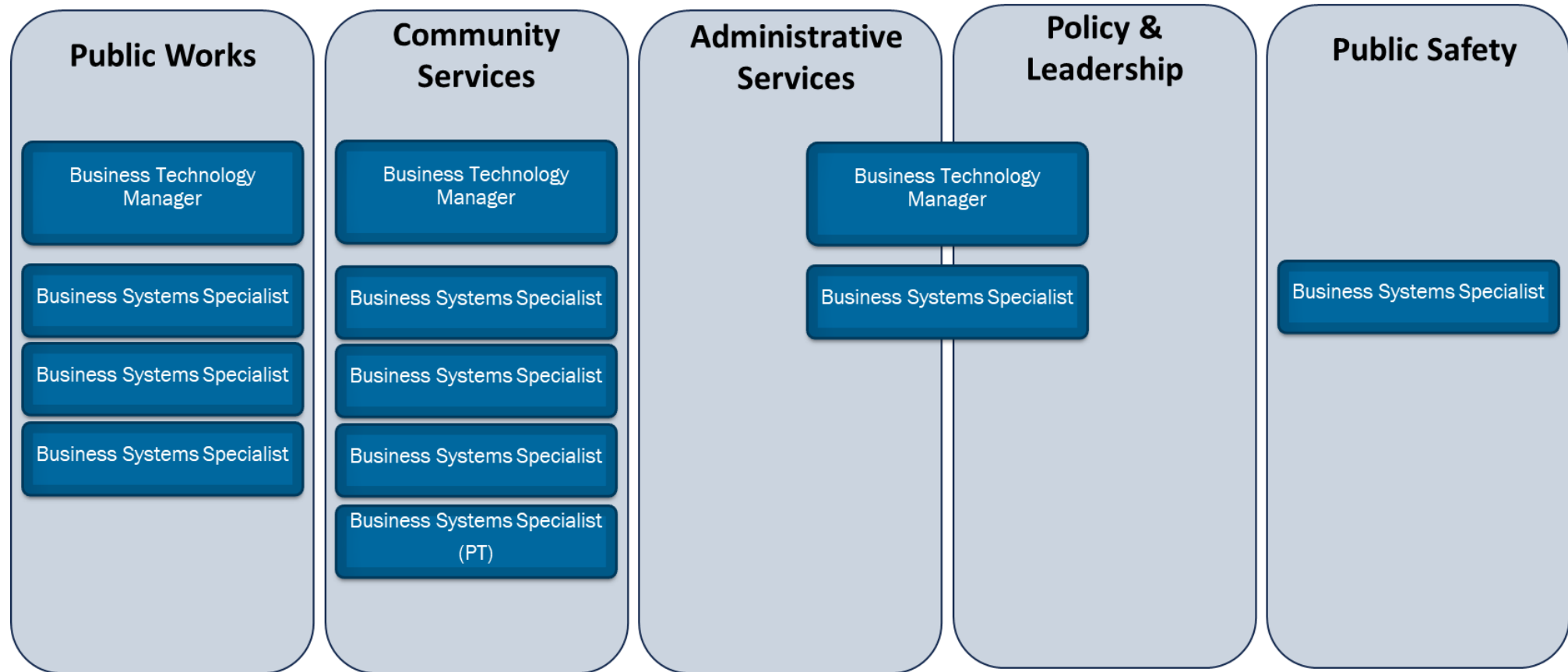


Business Systems Team

- Technologists closely aligned with departments
- Liaison between IT and department
- Not only understand technology but also:
 - Business
 - Applications
 - Processes
- Identify business challenges and develop requirements



Business Systems Team Organization



Project Management Team

- Ensure projects are implemented following a standard methodology
- Maintain project schedule and tasks
- Primary point of contact between city and vendor project manager
- Coordinate city resources
- Change management

IT Project Portfolio Dashboard

Project Dashboards

SNOW Service Portal Dashboard

Project Management RFQ

Consolidation Core Systems Assessment

Laserfiche Phase 2: Workflow Automation

EnerGov Transition to HTML5

AD Migration Dashboard

Cartegraph (EAMS) Dashboard

Energov Business Process Documentation

Enterprise Digital Asset Mgmt Dashboard

Construction Management System

Computer Aided Dispatch (CAD)

Traffic System Server Migration Dashboard

QLess Dashboard

Links

IT Project Road Map

Project Schedules

Primary	Start Date	End Date	Sheet Name	Q4 Oct	Q4 Nov	Q4 Dec	Q1 Jan	Q1 Feb	Q1 Mar	Q1 Apr	Q2 Me
QLess for CD Services	10/26/20	01/21/22	QLess CD Schedule								
Consolidation Core Systems (Finance/HR) Assessment Schedule	09/27/21	01/30/23	Consolidation Core Systems Assess								
Laserfiche Phase 2: Workflow Automation Schedule	07/05/21	02/06/23	Laserfiche Phase 2: Workflow Autor								
Traffic Server Migration Project	09/26/22	02/13/23	Traffic Server Migration Schedule								
EnerGov Transition to HTML5 (ver. 2021/2022)	07/13/21	02/17/23	EnerGov Transition to HTML5 Sche								
Project Management RFQ	04/29/21	04/17/23	Project Management RFQ								
Energov Business Process Documentation - Phase 2	12/07/21	04/28/23	EnerGov BPD - Phase 2 Project Scl								
AD MIGRATION PROJECT	04/05/21	05/01/23	AD Migration Project								
Premier One Cloud CAD Cloud Deployment	05/02/22	12/14/23	CAD Schedule								

Questions and Answers



We're happy to help

Thank You!

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