

## **Columbia City Council Pre-Council Minutes**

Monday, November 4, 2013 6:00 p.m.

City Hall – Conference Room 1A/1B

701 East Broadway

**Council members present:** Mayor McDavid, Fred Schmidt, Mike Trapp, Karl Skala, Ian Thomas, Laura Nauser and Barbara Hoppe

**Absent:** None

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Mayor McDavid called the meeting to order at 6:00 p.m.

**Closed Session:** This portion of the meeting was closed to the public to discuss personal information relating to the performance or merit of individual employees as authorized by Section 610.021(3) RSMo, individually identifiable personnel records or performance ratings as authorized by Section 610.021(13) RSMo.

**Open Session:** This portion of the meeting started at 6:20 p.m. and was open to the public for a Tyler/COFER's Update.

City Manager Mike Matthes explained that the COFER's Project (Columbia Financial Enterprise Resource System) affects many aspects of the City processes.

Deputy City Manager Tony St. Romaine noted that there are two bills on the agenda tonight relating to the COFER's System. He introduced key members of the team to include; Ron Barrett (Project Manager), John Blattel (Finance Director), Mark Neckerman (IT Manager), and Matt Gerike (GIS Manager).

Mr. St. Romaine provided an overview of the existing system conditions and explained that HTE was installed in 1997 and has been heavily modified since then, to include additional system applications outside of that system. We have become decentralized due to numerous modifications since original installation of the system and the lack of integration between systems. He indicated that the first step of the process was to create a project vision. The vision statement for this project is to "identify the future business systems environment that will: support City staff in the delivery of government services and activities; take advantage of best practices, and significantly improve the efficiency and effectiveness of the City's customer service and business processes. He explained that they are trying to select and implement an integrated solution that will advance the City's business processes well into the future. Additionally, they are working to select a solution that can grow with the needs of the City and that the City can adapt to. They do not want to select and implement a solution that mimics existing City business processes. The approach is to take advantage of

leading practices and adapt City processes accordingly. The proposed software modifications will require business case justification.

Mr. St. Romaine provided a timeline overview including the development of the Request for Proposals specifications. He noted that the RFP was issued November 6, 2012. The team went through numerous vendor demonstrations and site visits. The negotiation process was exhaustive and included; contract, scope of work, investment summary, phasing, modifications, interfaces and solution gaps.

Seven proposals were received and Mr. St. Romaine reviewed the decision making process used to evaluate the seven proposals. One was rejected in the first round. Round two looked at function requirements, implementation requirements, costs, tech requirements, etc. Round 3 included the demonstrations and site visits.

He provided a brief overview of the cost over 10 years and compared the costs of the various vendors. He suggested focusing on the first three years since that is the implementation time line. After year 3, lines of cost spread out some, and Tyler Technologies, the vendor who staff selected, was in the middle range.

Ron Barrett explained that after the vision was determined; the functional requirements for the City had to be determined. They did not want to approach this on Department basis, but rather on a functional basis. Thirty-two modules of functionality city-wide were determined and they began identifying people to lead various teams. Twenty-four employees were selected as subject leaders and team members were then added totaling 130 employees directly involved in various systems. The teams met numerous times to determine what they wanted the system to do. 6,255 functional specifications were created and divided by module and assembled in a spreadsheet they could respond to, as to whether their system could meet that functionality. Responses were quantified to compare how vendors met needs. Tyler Tech met 92% of needs City-wide, leaving 8% to be concerned about.

In Phase 2, vendors had to demonstrate how those needs were met. Teams identified 893 items requested during demonstration. Vendors came for up to 5 days of demonstrations and staff quantified that evaluation by having each attendee score each item. Data was then quantified, graded and vendors were ranked. Phase 3 included reference checks with comparable cities to ours. Phase 4 included site visits to those cities to talk about implementation. Council person Skala confirmed that Tyler Tech met 92% of our needs and he asked how that compared to others. Mr. Barrett replied that Tyler was by far the leader on that and led most rounds in terms of functionality. Mr. Barrett added that he went to Lee's Summit and St. Louis County for site visits. Due diligence allowed

us to assess vendor performance and to quantify their ability to implement the vision with their product.

Mr. St. Romaine explained that the solution gap log is 212 issues for Tyler of things their product cannot do; some are big issues, some are small. Each issue was addressed during contract negotiations. The people aspect can be a key factor in successful implementation of a system like this to manage change. Employees are resistant to change and those employees to be affected must be involved from the beginning. He reviewed the project phase time line provided by Tyler Tech which includes the implementation phase process, with the exception of having incident management as the first module to run.

Phase 2: May 2014 - 2015: Core Financials implemented. Phase 3: Cash Management. Phase 4: work order, fleet and facilities management, citizen self-services, GIS. Phase 5: community development modules. Mr. St. Romaine added that the time and attendance system will run at the same time. Tyler Tech didn't offer a product for this, but they recommended Kronos, which would run with Phase 1.

Mr. St. Romaine gave a brief overview on team member creation and noted that he would comment more during the regular meeting on the business process consulting and change management, both of which are important to the project. Mr. Blattel noted that to date, costs to implement the software totals \$1,971,048, which does not include utility billing module. This includes Tyler Tech and the time and attendance piece. Bill 338-13 will be introduced tonight, to be voted on at the next meeting. This amount does not change already approved budget. Mr. Skala confirmed that staff recommends Tyler Tech. Mr. St. Romaine indicated that was correct.

The COFER's/Tyler Update Presentation can be viewed at the following link:  
<https://www.gocolumbiamo.com/CMS/bcmanager/downloadfile.php?id=11645>

**Other Topics Council Wishes to Discuss:**

None.

There being no further discussion, the meeting adjourned at approximately 6:57 PM.