

## MINUTES

City of Stamford  
ERP Governance Committee Meeting  
May 3, 2023  
5:00 PM  
Via Webinar

### ERP Governance Committee Members in Attendance:

Geoff Alswanger, BOF  
Sandra L. Dennies, Director of Administration  
Andy George, BOE  
Mike Pensiero, IT Director  
Isidore Sobkowski, CDO  
David Watkins, BOR  
Chuck Williams, ISG

The ERP (Enterprise Resource Planning) Governance Committee meeting was called to order at 5:03 p.m. A quorum was present. Also in attendance were Dr. Elda Sinani, Director of OPM, Bill Napoletano, Director of Tax & Revenue Collection, Josie Carpanzano, Deputy Director of Operations, and Nathan Frey from ISG.

The following materials were distributed in advance of the meeting: meeting agenda and the minutes of the March 15, 2023 meeting.

**1. Approval of Minutes.** Mr. Watkins moved, and Mr. Pensiero seconded, a motion to approve the minutes for March 15, 2023. **The motion carried unanimously 7-0-0.**

**2. Project Governance Leadership Changes.** Mr. Williams discussed the decision-making structure after Ms. Dennies' departure. Until the transition to a new Director of Administration, day-to-day issues will be handled by Elda Sinani and her team, who are currently the highest ranking Office of Administration ERP staff. Bridget Fox will be consulted on formal decisions. Decision makers affected by whatever it is that needs to be addressed will continue to be included. These are the department cost center managers and directors and their subordinates which are involved in the business processes and the issues being dealt with.

Implementation phase completed, the Committee discussed at length, the appropriate constituencies that should be represented on the Governance Committee as the Project moves from the stabilization phase into the optimization phase and move on to Budget Development and Human Capital Management and the Work Order and Inventory modules.

Budget Development (EPM) will be led by Dr. Sinani, OPM Director.

Human Capital Management (HR/Payroll) is the purview of Al Cava, Human Resources Director for the City with a strong team of knowledgeable City and Board of Education experts contributing. Inviting Mr. Cava to be on the Governance Committee was discussed as was including a representative from the Board of Education Human Resources department.

Work Order and Inventory modules will be overseen by Ms. Carpenzano, Deputy Director of Operations. Along with many capable employee teams.

Also discussed was adding report writing and guided learning to the project. Those items were not considered when the basic functionality of the system was discussed. A report on this will be made to the Board of Finance and the Board of Representatives this month because they reflect capabilities in the new system that go beyond what was possible in the 30-year-old HTE system being replaced such as changes in policies related to current processes and auditor requirements.

**3. Oracle Permitting and Licensing (OPAL) Status.** Ms. Carpanzano opened her presentation by making a distinction between two aspects of the OPAL Permitting and Licensing Oracle module: the OPAL Project itself and the day-to-day management and leadership of the departments that handle permitting for the City of Stamford.

Much progress has been made. The five most popular building department forms (building permits, mechanical, engineering, plumbing and demolition permits) are complete. Forms are more streamlined. For example, an existing form that is 35 pages long is now eight pages and the ability exists to stop any processing if there are any unpaid fees. Land Use has completed three out of 11 forms. The Health Department is working on their forms.

The Citations and Code Enforcement module in the software is being built out. Citations and code enforcement won't be a process where time is spent writing memorandums. Rather, software exists within Oracle that tracks every citation: the ordinance information and legal information that needs to go in the notice is also provided. It has information on the ownership of the property and the parcel. Things that used to take about two weeks to do will now be automated within the platform.

Six months into the project and about 12 months away from Go-Live data conversion is being worked on and meetings with Oracle and OpenGov have been held.

One of the biggest issues is coordinating the approximately 60,000 unofficial addresses with actual addresses (ie., properties that have a tax account with a parcel address). There is a weekly working group that meets with the City GIS team. From the applicant's viewpoint the process of looking up an address will be seamless in the end.

Also integration with Teller is in the works. All the forms are ready but the Oracle module has yet to go live.

**4. Teller Cashiering.** Mr. Napoletano discussed the implementation of the Teller Cashiering module which took place on March 7, 2023. Training went very well and after two days the Revenue Service/Collection department was ready for the live environment.

Teller has been processing beach, parking permits and citations for two months and currently there are no outstanding issues with Teller. The Department has been trained to add additional items and set up the Oracle link without the need for a Teller programmer, thereby saving the City programming charges.

The implementation of the Teller payment software will help make the resident/consumer experience in the City of Stamford quicker and more rewarding. The ultimate goal is one stop shopping – eventually residents will be able to pay multiple invoices at one location.

Parking and citations have been processed for two months now and, since the implementation, the Department has added about 200 Recreation programs to the Teller software with the connecting links to Oracle. It is anticipated that accepting payments for Recreation programs through Teller will be implemented within the next week, pending approval of the set up from the Parks Department.

Mr. Napoletano will be working with Ms. Carpenter on the payment side to expand billing and share information with departments that need to know who is actually paid. This week a process was successfully set up to be able to bill out and collect the municipal taxes on cannabis sales.

**5. Work Order, Inventory, and HR/ payroll (HCM).** Mr. Williams and Ms. Carpenzano discussed the Work Order and Inventory modules. A meeting with Oracle to plan the implementation of the modules included discussion of a third-party assessment and asset identification firm that will help the City identify assets and load the results into Oracle.

Multiple departments are involved, such as Parking and Traffic, Engineering and the Signs and Lines and Signals Teams as well as the Parks and Work Maintenance Teams as well as the Facility Teams to make sure that we're building out every part of the City universe that a work order includes.

There is also a public facing module. Sometimes City residents request something that is actually a work order rather than a Citizen Service complaint.

The Board of Education currently has a contract with Dude solutions and was not included in the pricing of this module. If they will be Included in the future the scope of the project needs to be worked out and it will have to go to the Boards as it is over the current amount that has been authorized. A suggestion was made that the idiosyncrasies of the Board of Education procedures and their extra 22 buildings be part of the development process so that it will be easy to transition when necessary.

Human Capital Management (HR/Payroll) for both City and the Board of Education was discussed. A system assessment plan meeting was conducted last week. A plan will be developed for demonstrations.

**6. ERP Status.** Mr. Williams demonstrated the use of the Fresh Services system with a series of charts showing help desk statistics. The most significant changes for end users is minor object budgetary control and Invoice entry by the departments rather than by Controller's office and carry forward POs which was explained in detail. Also discussed, Monthly and Quarterly Closings and Closing the Fiscal Year.

Budget Development: the Oracle Enterprise Performance Management (EPM) module, scheduled to kick off the week of 5/22/23, will automate integration with the GL for budgetary control and integration with the GL for budget preparation. Realtime user access to EPM will eliminate OPM's standalone database. It will automate workflow for budget transfer requests using forms and provide more robust forecasting and data collection capabilities in addition to the ability to prepare the budget book directly from the system using narrative reporting and embedded variables. Personnel budget information will be based on data in the system.

The impacts on Administration and the Boards include more visibility into all spending within a fiscal year. The data will be more dependable and more complete. True budgetary control

forces departments to be more aware of their budget and it enables the Administration and the Boards to have confidence that the adopted budget has enforcement using system controls.

The Committee resumed discussion about leadership of the ERP Project during the transition to a new Director of Administration including the role of the Chief Digital Officer. The financial part is mostly complete. The upcoming Human Resources and Operations modules require different technical expertise. Dr. Sinani spoke about the very good team of leaders that is in place to carry on.

The meeting was adjourned at 6:43 p.m.

**Next meeting is scheduled for**  
June 21, 2023  
Via Webinar.