



# City of Madison – Software Evaluation Project

## Process Improvement Recommendations Summary

# Needs Assessment Phase Summary

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- Project Team conducted Working Sessions #1 and #2 covering many areas of the business.
  - Human Resources
  - Payroll
  - Procurement
  - Budgeting
  - GL / AR / Accounting / Treasury
  - Utilities – Transit & Water/Storm/Sewer
  
- Completed deliverables include:
  - Current state high level process lists and process flows
  - Future Business Objectives for all business areas
  - Process and System Improvement Opportunities for all business areas
  - Systems Integration Maps – Current and Future State
  
- Posted documents to intranet for all City staff to review and provide additional input

# Improvement Opportunities Summary

Theme	Summary Observations / Evidence	Recommended Action	Timeframe
1.0 Process / Workflow Improvements	<ul style="list-style-type: none"> <li>Electronic submission, routing, and approvals of various forms and processes present a large opportunity for time savings and cost reduction</li> <li>Integration of modules in new ERP allows</li> </ul>	<ol style="list-style-type: none"> <li>Evaluate/Execute short term process improvements not dependent upon system implementation</li> <li>Prioritize improvement opportunities during ERP implementation planning</li> <li>Define Madison specific workflow requirements as input to implementation</li> </ol>	<ol style="list-style-type: none"> <li>Immediate</li> <li>ERP Evaluation</li> <li>Implementation Planning</li> </ol>
2.0 System Capabilities	<ul style="list-style-type: none"> <li>Various functionality across all business units which cannot be supported in current systems envisioned in new ERP</li> <li>Web-based employee, manager, vendor, citizen access envisioned to support City operations</li> </ul>	<ol style="list-style-type: none"> <li>Prioritize requirements for RFP</li> <li>Prioritize business scenarios for Vendor Demos</li> <li>Enable prioritized process improvements through ERP implementation</li> </ol>	<ol style="list-style-type: none"> <li>ERP Evaluation</li> <li>ERP Evaluation</li> <li>Implementation Planning</li> </ol>
3.0 Reporting	<ul style="list-style-type: none"> <li>Non-standardized / ad hoc reporting relies heavily on IT support</li> <li>Lack of end user reporting has lead to a variety of non-integrated subsystems across the City</li> <li>User mindset shift from legacy printed reports to increased system inquiry/user reporting in new ERP</li> </ul>	<ol style="list-style-type: none"> <li>GL Chart of Accounts redesign and communication</li> <li>Begin prioritization and cataloging of key reports as input to implementation</li> </ol>	<ol style="list-style-type: none"> <li>Immediate</li> <li>Implementation Planning</li> </ol>
4.0 Change Management & Training	<ul style="list-style-type: none"> <li>Change consideration is significant given legacy systems and extent of information silos and non-integrated systems across various Agencies</li> <li>Highly decentralized processing in many areas will need to become more centralized through the implementation of a new system</li> <li>Expectation that a new ERP system will provide better online training tools and be more user friendly</li> </ul>	<ol style="list-style-type: none"> <li>Conduct due diligence on vendor / implementation partner(s) on training support during Evaluation</li> <li>Create detailed and realistic Change Management Plan as a part of implementation activities</li> </ol>	<ol style="list-style-type: none"> <li>ERP Evaluation</li> <li>Implementation Planning</li> </ol>
5.0 Technical / Document Management	<ul style="list-style-type: none"> <li>Integration capabilities of new system critical</li> <li>System change/audit log capabilities needed</li> <li>User system security a concern across all groups in moving toward a more integrated system</li> </ul>	<ol style="list-style-type: none"> <li>Prioritize technical requirements for RFP</li> </ol>	<ol style="list-style-type: none"> <li>ERP Evaluation</li> </ol>