



City of Nashua, NH

Meeting Information

Title	ERP Executive Steering Committee		
Called By	John Barker	Minutes Author	James Molony
Date	Monday, June 8, 2009	Time	5:30 PM EDT
Purpose	Review the status of the ERP Project and related Business Case		
Attendees	Andrew Scribner-MacLean, Gregg Stephens, Mark Waks, John Barker, Rose Evans, Bob Gabriel, Mike Gilbar, Brian McCarthy, Jim Mealey, James Molony, Karen Smith, Fred Teeboom, Nancy Schafer (via phone)		

Notes from Meeting

John Barker – Minutes will be posted to the City of Nashua website (www.NashuaNH.gov).

James Molony – Project Management Team (PMT) Status Report.

- Schafer Consulting participating in weekly conference call with PMT.
- Updates completed to project timelines and those timelines have been broken out into separate timelines for financials, licensing and permitting, and electronic records management.
- Separate RFPs to be released for each project.
- Completed the Business Case draft which the Mayor has had a chance to look at and make comments. Also reviewed by PMT and the project sponsors for revisions. Distributed to each of the Steering Committee members to prepare to meeting.
- Nancy and Kristie from Schafer Consulting were on-site in May to meet with PMT members and discuss (1) further improvements to project collaboration and (2) the change management plan.
- A project workbook was created to assist us with tracking issues and risks.
- Change Management Plan document draft created along with change request form.
- Schafer Consulting submitted clarification to the ESC to further explain pros and cons of “Big Bang” vs “Phased-In” implementation approaches.
- PMT will rotate facilitator for weekly meetings to encourage more group participation and forming a stronger team.
- Each PMT member has been asked to assign a backup in the event of absence.
- Public Hearing to present the Business Case is to be held on June 22nd.

John Barker – Question from some people .. does this project apply to Police, Fire, Schools, etc .. and it does. Mayor recommended that ESC members speak with the School Board.

Jim Mealey – School Board is aware of the project. Personnel within the School who have participated are very aware of the project. There is a School Board meeting this evening. Will discuss the status of the project at the meeting this evening.

Andrew Scribner-MacLean – Couldn't we just maintain the few remaining lower-priority legacy apps that cannot be part of the larger ERP scope on the old hardware until a point solution is found? Maintain them on the Alpha hardware vs. committing the time, effort and \$125K of funding to move them to ADMINS for Windows? Reading MA might be allowed to donate their old discontinued hardware for this effort.

General discussion ensued and John Barker indicated that this option will be investigated further.



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Brian McCarthy – What about an “Option 4” as a part of this proposal? Business Case should include the option to develop the product in house.

General discussion ensued and John Barker indicated that this option will be investigated and added to the Business Case.

Fred Teeboom – The numbers around organizational impact are somewhat confusing. What exactly is an average number? And what is the impact of these risks defined? We should clarify further the risk of doing the project vs. not doing the project.

Gregg Stephens – What brought the total number to \$7.5 million? What is the real risk of not doing anything? This should be clarified further.

There was significant discussion regarding the numbers and other detail in the Business Case and John Barker responded that this is a 30 year old system that can no longer effectively run a City. There are serious technical limitations we are bumping up against. It is very difficult to get a real-time picture of the budgets or do any effective projections or forecasting. Just pulling contracts is a challenge. It was a guesstimate before. We have done a true analysis of the costs and compared these numbers with similar projects. And those other benchmark communities often don't include Police, Schools, etc. These additional parts and including these other departments increase the cost for a centralized project but is still cheaper for the City in total vs having them research/purchase/implement their own standalone solutions.

Further discussion ensued regarding the approach to the presentation including the following points:

Fred Teeboom – We need to provide clear examples of how this system has caused negative impacts. We need to illustrate the risks and issues. If you want to sell this you need talking points.

Gregg Stephens – Show ongoing maintenance costs over 5 years so it is clear how various expenses rise and fall over the course of 5 years.

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JM