FENIX Project Update

Presented by Vern Pierson

Dec 13, 2016

Board Direction

■ Mainframe Application Modernization

Mainframe Hardware EOL

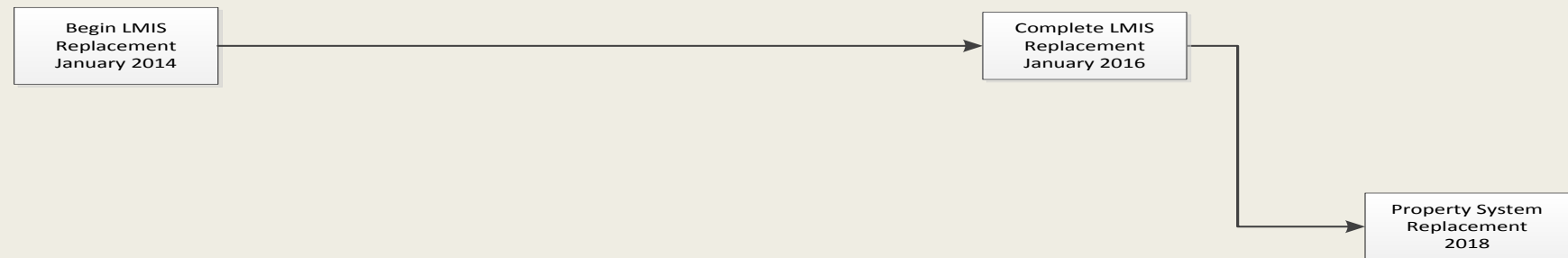December 2013 → Shark EOL/EOS December 2014 → Z9 & Tape Library EOL June 2015 ⇢ Z9 & Tape Library EOS August 2016 Tentative

Current Data Migration

Recorder Data Moved January – March 2014 → FENIX Financial Live March 2015 → FENIX HR/Payroll Live October 2015
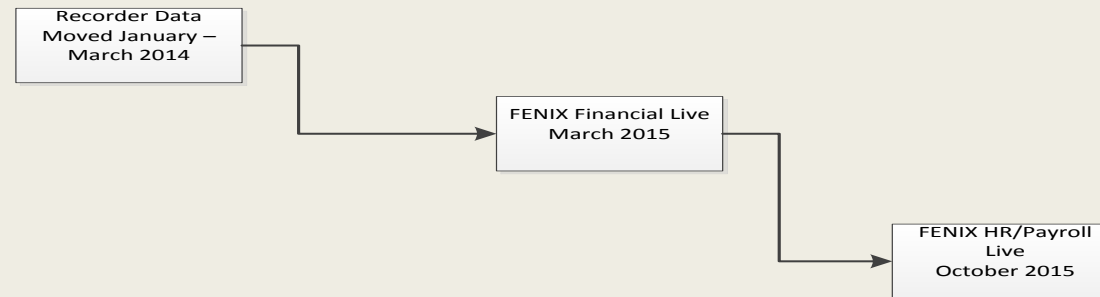
Proposed Data Migration

Begin LMIS Replacement January 2014 → Complete LMIS Replacement January 2016 → Property System Replacement 2018

Risk Management

Analysis

■ The following examples of challenged ERP projects indicate the range and magnitude of risks that can be associated with an ERP initiative:

- An organization spent $40 million attempting to implement an administrative ERP system (covering financials, HR and procurement) across its European operations. The project stalled due to change management issues and was abandoned. The organization subsequently implemented a solution focused only on financials and procurement for $5 million and kept local solutions for HR.
- The final phase of a large global manufacturer's ERP implementation ran into difficulties and caused problems with customer service, warehousing and order fulfillment. These issues meant the management team had to report that sales and earnings fell short of expectations for the year (although they recovered in subsequent quarters).
- An organization sued its ERP provider for $100 million for project expenses, as well as the savings and benefits that the project was supposed to deliver. The organization claimed the vendor stated the solution would meet its needs without any customization or enhancements, but found this not to be the case.

    – *Gartner*

Project History

- *2012 Vendor demonstration / RFP / Discovery Sessions*

- *March 26, 2013 Contract signed with Tyler*

- *Created an aggressive project plan /timeline*

- *Identified a severe lack of business process analysis conducted before contract signing*

- *Project changed from Implementation to Development.*

- *Required modifications identified*

- *Contract Amendment signed to include modifications*

- *Modification Specifications completed*

System Modifications

Manage ERP Customizations, Don't Avoid Them
Published: 03 November 2015 **ID:** G00289634

Summary

...Customizations can deliver real business value but can also risk jeopardizing the long-term viability of ERP systems and business applications. ERP leaders must select customizations wisely and manage them carefully; don't just avoid them....

- Gartner

Current Financial Project Plan

- November 2016 – February 2017 Guidelines / Procedures development

- March 2017 – June 2017
  - *11.3 software update*
  - *Modification testing*
  - *Guidelines updated*

- August 2017
  - *First Round of Training*

- September 2017
  - *Second Round of Training*

- Financial go-live October 2017

- Tyler Cashiering March 2018 (Credit Cards)

A glimpse....

Vendor File

Vendor File Payments

Vendor File

Chart of Accounts View

Chart of Accounts View

Questions?