Procure-to-Pay Workflow Process Assessment Project

City of Fort Collins

Action Plan Report

April 4, 2016

Prepared for:
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City of Fort Collins
Procure-to-Pay Workflow Process Assessment Project

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Table i: Version History

Version	Delivered Date	Update Reason
Draft 1	March 9, 2016	Draft 1 delivered to the City for review
Version 1	April 4, 2016	Version 1, incorporating City feedback on Draft 1, delivered to the City for review

Executive Summary

The City retained Berry Dunn McNeil & Parker (BerryDunn) to provide consulting services to evaluate its current Procure-to-Pay (P2P) environment, workflows, processes, and utilization of the JD Edwards system. The City is currently using the JD Edwards EnterpriseOne (JDE) software suite to support purchasing processes, including decentralized processes for purchases less than $5,000 and the City Purchasing Department's administration of purchases greater than $5,000. As many approved purchases are "one-offs" and procurement processes are inconsistent across departments, the City has recognized a need to review its P2P workflows with an emphasis on use of the J.D. Edwards system. The focus of this project is to identify recommendations for improvement, including process changes, enhancements to the existing system, and the use of available third-party point solutions.

Tasks involved with this project include overall project management and a current environment assessment. These tasks include conducting on-site fact-finding activities, including meetings with City staff, developing a current environment needs assessment, developing a future state planning memo, conducting research and developing an action plan report, and preparing and delivering a presentation of the action plan report. This project concludes once the action plan report has been presented and finalized.

In December 2015, BerryDunn facilitated a project kickoff meeting with the City Project Team and department users. During the meeting, BerryDunn and the City Project Team members were introduced and a review of the approach and timeline for the project was provided. In addition, City staff had the opportunity to ask questions about the project and discuss the City's goals and objectives with the project sponsor.

Following the project kickoff meeting, BerryDunn facilitated on-site fact-finding meetings with department staff involved with P2P activities. The purpose of these meetings was to follow up on information previously provided, understand the current P2P business processes within each department, and identify challenges in the current environment. Immediately following the first on-site work session trip, BerryDunn coordinated follow-up fact-finding activities in developing the Current Environment Needs Assessment Report.

BerryDunn facilitated a work session with the City Project Team to confirm the findings in the Current Environment Needs Assessment Report and the detained Challenges and Areas for Improvement. Following this confirmation, the Report was updated and BerryDunn initiated the Future State Planning Phase.

The Future State Planning Phase included developing a Memo that described the research BerryDunn will complete with the vendor community to inform 26 Initiatives for Improvement that would address the current environment challenges and areas for improvement. Following a collaborative work session with the City Project Team to collect feedback on the Memo, BerryDunn initiated the research through a Request for Information (RFI) to the vendor community. RFI responses were received and BerryDunn initiated the development of this Action Plan Report.

There were many challenges related to the current environment at the City identified as a result of the fact-finding activities, many of which are documented in Section 2.0 of the Current Environment Needs Assessment Report. The following table contains the primary challenges and improvement opportunities identified and includes a column indicating whether the challenge is related to current policy, technology, or processes adopted by the City.

Table v.1: Primary Challenges and Improvement Opportunities

No.	Description	Technology	Process	Policy
	Primary Challenges and Improvement Opportunities			
1	The City could implement vendor self-service functionality to include address changes and W9 receipt.	X	X	X
2	The City could expand vendor record maintenance access to users outside of Finance.	X	X	X
3	It was reported that Accounts Payable occasionally holds payments to vendors that have not provided W9s, but do not take any action to notify the vendor or departments of the hold based on missing documentation.		X	X
4	JDE reportedly does not prevent duplicate vendor records from being created, leading to challenges maintaining the vendor database and searching for appropriate vendors. Explore duplicates—Tax ID is being enforced.	X	X	
5	It was reported that a new vendor is set up when a current vendor changes their business name.	X		X
6	Inactivating vendors and precluding inactive vendors from displaying in searches may create efficiencies within departments.	X		
7	The City does not perform vendor performance tracking, which may lead to renewal of contracts with underperforming vendors and lost opportunity for vendor performance improvement.	X	X	X
8	The City could adjust competitive purchasing thresholds to provide alternate purchasing processes and gain efficiencies.		X	X
9	The City could utilize project, grant, and asset number on purchasing activity so that related transactions roll-up to the project, grant, or asset.	X	X	X
10	The City could allow certain department users to assign accounts outside of their departments for purchasing activity (e.g., IT and HR). Promote use of current self-service role.	X	X	X
11	Departments receive notifications when POs are issued to vendors, or invoices are paid. This is leading to additional work and communications to ensure the activities have occurred. BI Publisher is used to send POs to the department representative.	X	X	
12	There are variances in how supporting documentation is provided to Accounts		X	X

No.	Description	Technology	Process	Policy
	Payable and Purchasing for requisitions. Some departments attach within JDE, while others email buyers directly.			
13	The City could require requisitions to be entered earlier into the process so that encumbrance functionality can be further leveraged.		X	X
14	The City could enforce standard processes for how P-Card purchases will be reconciled within departments and for which documentation must be retained.		X	X
15	The City could standardize the purchasing thresholds among P-Card users.			X
16	Implementing JDE improvements to manage recurring payments, if available, could decrease time spent by City staff manipulating these payments manually.	X		
17	Adjusting variance thresholds on unit prices of certain commodities may create efficiencies in some departments (e.g., Utilities with purchases of certain metals).	X		X
18	Departments reported not being able to record credits on POs and instead enter a negative PO amount.	X	X	
19	Evaluation and scoring processes for request for proposals is not always consistent or structured depending on the staff involved.		X	X
20	The City could explore potential integrations with the Rocky Mountain Bid System to reduce the instances of manual data entry.	X		
21	The system requires in some instances that the "receiver" and "requisitioner" be the same user which is causing challenges.	X		X
22	Staff reported a desire for increased flexibility in workflow approvals, including but not limited to designees during staff absences and approvals by commodity code.	X		X
23	The lease purchase process relies on extensive manual processes.	X	X	
24	The City reported that the process to manage and pay some of the utilities providers is time intensive and relies on manual processes.	X	X	
25	The City previously paid employee expense reimbursements via payroll, and recently moved to payment on a separate check/payment with a separate direct deposit form.	X	X	X
26	It was reported that projects may not be closed in JDE at the same time project activity stops. This allows staff to continue to enter purchases against the projects.	X		
27	The City could implement a formalized receiving process where goods are marked as received in JDE and packing slips are scanned and retained so that a three-way match process can be used.	X	X	X
28	The City could standardize and communicate the approach to holding payments		X	X

	Primary Challenges and Improvement Opportunities	Technology	Process	Policy
No.	**Description**			
	until payment timelines are met.			
29	Adjusting the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges may create efficiencies.		X	
30	The City could standardize and communicate the approach to centralized or decentralized invoice receiving.	X	X	X
31	There are variances in how departments prefer invoices to be submitted to the City. Some departments prefer them submitted directly to AP, others prefer directly to their department.	X	X	X
32	Invoices often sit on staff member's desks or out in the field for a period of time before they are entered into Sire. This reduces the ability to track the progress of invoices, as well as paying vendors on time.	X	X	X
33	The City could implement functionality to support decentralized invoice entry into JDE.	X	X	
34	Duplicate invoice checking in JDE will better manage City funding and reduce manual efforts within departments to track for these errors.	X		
35	The City could implement functionality to record notes on an invoice record in JDE as it is routed for approval.	X	X	
36	The City could require vendors to indicate the PO number on all invoices received (where applicable) to simplify and improve the routing process.			X
37	The ability to print notes on checks may reduce questions to City staff, particularly in instances where the City is paying vendors on behalf of affiliated agencies.	X	X	
38	Self-service access to see the status of a purchase by department staff will likely create efficiencies and reduce some manual tracking processes.	X		
39	The process of vouching for payments is time intensive and lacks automation.	X		
40	The portion of vendors paid via ACH could be increased.		X	X
41	Inter-department chargebacks are reportedly inefficient and rely heavily on journal entries.		X	X
42	Departments do not currently scan supporting documentation into Sire.	X	X	X
43	Staff reported a lack of dynamic search functionality available to them in Sire.	X		
44	The City reported a desire for increase contract management functionality in JDE to support the management of purchases from contracted suppliers and tracking of contract renewals and expiration dates.	X		
45	City staff reported that a mobile instance of JDE for entry and approval will	X		

	Primary Challenges and Improvement Opportunities			
No.	**Description**	**Technology**	**Process**	**Policy**
	increase efficiencies in processes and allow more information to be tracked in the system as opposed to on paper.			
46	The City could implement more robust interfaces to the work order and asset management systems so that when inventory items are purchased these systems are updated.	X		
47	Some browser compatibility issues were reported when staff used Chrome instead of Internet Explorer.	X		X
48	Some staff reported not having access to scanner hardware.	X		X
49	Some vendor contracts and the vendor file reportedly exist with payment terms more expedited than Net 30.			X
50	Several employees involved with the P2P process are not aware of the City's purchasing polices and may benefit from additional training.		X	
51	The P-Card training process is reportedly inadequate for training employees on the appropriate use of purchasing cards.		X	
52	Communications regarding purchasing card reconciliation processes and best practices have reportedly not been adequate. Departments are using differing methods to perform the same process.		X	
53	Some smaller departments, such as the Attorney's Office, Municipal Court, and City Clerk each have staff performing the same P2P processes. The departments could benefit from utilizing one staff member amongst the three departments focused primarily on purchasing activities.		X	X
54	It was reported that the current staffing levels in AP are not effective with the current business processes and use of technology.			X
55	Multiple departments reported challenges with reporting, whether it be lack of knowledge to generate reports, lack of security permissions to run reports, or not reaching out to Finance or IT for reporting assistance.	X	X	X
56	The City could communicate the process to request reporting assistance, as well as general JDE assistance from Finance, Purchasing, and IT.		X	

The Future State Planning Memo presented the Preliminary List of Initiatives for Improvement, presented in the following table.

Table 3.1: Preliminary Improvement Initiatives

Preliminary Improvement Initiatives	
No	**Item**
1	Research and consider implementing available JDE features and functionality not currently in use.
2	Implement expanded use of JDE as an early step in all procurement methods.
3	Implement expanded workflow and notification features within JDE with each P2P process.
4	Implement expanded functionality related to tracking dynamic unit prices and acceptable variances, particularly for commodities.
5	Implement expanded project, grant, and asset tracking and management functionality in JDE with respect to the P2P process.
6	Implement expanded functionality related to inter-department billings.
7	Implement expanded functionality related to managing the lease purchase process.
8	Implement expanded functionality related to managing payments to vendors with several amounts due payable from several account numbers (i.e., utilities).
9	Implement expanded functionality available for use by City staff from mobile devices.
10	Implement expanded eGovernment functionality for use by vendors.
11	Implement an interface to the Rocky Mountain Bid system or other means to reduce manual data entry during competitive solicitations.
12	Implement an expanded interface between JDE, Sire, and CityDocs to streamline current processes and increase the availability of real-time data accessible City-wide.
13	Implement expanded interfaces with the City's work order and asset management systems.
14	Standardize, document, and communicate the process for new vendor registration, vendor maintenance, performance tracking, and inactivating vendors.
15	Standardize, document, and communicate the process for assigning account codes to purchases.
16	Standardize, document, and communicate the process for document retention related to all procurement methods and put in place supporting technology and tools.
17	Standardize, document, and communicate the process for reconciling purchases made with P-Cards.
18	Standardize, document, and communicate the process and related policies for evaluating vendor proposals in response to RFPs.
19	Standardize, document, and communicate the process for invoice receiving City-wide.
20	Expand the practice of recording receiving information for goods received.
21	Standardize payment terms among all City vendors.
22	Adjust competitive purchasing thresholds in the Purchasing Policy.
23	Adjust the process for employee expense reimbursement.
24	Adjust the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges and evaluation staffing levels for the role of AP clerk.

Preliminary Improvement Initiatives	
No	**Item**
25	Consider opportunities to put in place a single shared financial liaison for smaller and similar departments.
26	Administer City-wide training related to new P2P technologies, processes, policies, and available support resources.

In reviewing the preliminary improvement initiatives identified above, additional discussion was held on Initiative number 11: Implement an interface to the Rocky Mountain Bid system or other means to reduce manual data entry during competitive solicitations. Further discussion with City staff revealed that the amount of manual data entry that is made into the Rocky Mountain Bid system is not as substantial as initially relayed, and that the work effort to transmit information to this bid clearinghouse is not so overly cumbersome as to necessitate exploring a potential interface between JDE and Rocky Mountain Bid systems. For this reason, this initiative has been removed from the prioritization process.

The following table contains the Prioritized Initiatives for Improvement. Additional information related to the prioritization indicators is in Section 4.1.

Table v.2: Prioritized Initiatives for Improvement

ID	Initiative	Budget ($)	Resources (hours)		Timeline (months)		Total
			Low	**High**	**Low**	**High**	
N	Processes for new vendor maintenance	0	20	40	1	2	19
S	Process for invoice receiving City-wide	0	60	100	1	2	18
Q	Process for reconciling purchases made with P-Cards	0	200	240	3	4	17
Z	City-wide training related to P2P topics	15,000	120	140	3	4	17
A	Implement functionality currently available in JDE	236,380	800	1200	6	18	16
B	Use of JDE as an early step in all procurement methods	0	50	100	1	2	16
O	Assigning account codes to purchases	0	40	80	1	2	15
U	Standardize payment terms among all City vendors	0	200	240	2	3	15
J	eGovernment functionality for use by vendors	190,000	160	200	1	2	13
W	Adjust the process for employee expense reimbursement	0	160	180	1	2	13
H	Vendor Performance Tracking	0	160	200	2	4	13
I	Functionality available for use by City staff from mobile devices	7,200	40	60	1	2	12
R	Process for evaluating vendor proposals in response to RFPs	0	40	80	1	2	12

ID	Initiative	Budget ($)	Resources (hours)		Timeline (months)		Total
T	Practice of recording receiving information for goods received	0	120	140	1	2	12
X	AP Clerk assignment and staffing levels	0	100	120	1	2	12
Y	Shared financial liaison for smaller and similar departments	0	60	100	2	3	12
P	Document retention standardization.	0	100	140	2	4	12
L	Interface between JDE, Sire, and CityDocs	14,000	160	200	1	2	11
V	Purchasing thresholds in the Purchasing Policy	0	200	240	3	4	11
M	Interfaces with work order/asset management systems	28,000	200	300	4	6	10
	Totals**	497,580	3,070	4,200			

Section 5.0 presents additional implementation considerations for the City related to implementing each of the Initiatives. These considerations include change management, subject matter ownership, implementation resources, anticipated benefits and potential savings, and processes to update the Action Plan.

City staff should be commended for their contributions to this P2P Study and the resulting Action Plan. Successfully implementing the initiatives will require the continued contributions of all involved stakeholder groups.

1.0   Introduction

This section of the report describes the background of the project, the format of the report, and the work performed in the project to date.

1.1.   Project Background

The City retained Berry Dunn McNeil & Parker (BerryDunn) to provide consulting services to evaluate its current Procure-to-Pay (P2P) environment, workflows, processes, and utilization of the JD Edwards system. The City is currently using the JD Edwards EnterpriseOne (JDE) software suite to support purchasing processes, including decentralized processes for purchases less than $5,000 and the City Purchasing Department's administration of purchases greater than $5,000. As many approved purchases are "one-offs" and procurement processes are inconsistent across departments, the City has recognized a need to review its P2P workflows with an emphasis on use of the J.D. Edwards system. The focus of this project is to identify recommendations for improvement, including process changes, enhancements to the existing system, and the use of available third-party point solutions.

Tasks involved with this project include overall project management and a current environment assessment. These tasks include conducting on-site fact-finding activities, including meetings with City staff, developing a current environment needs assessment, developing a future state planning memo, conducting research and developing an action plan report, and preparing and delivering a presentation of the action plan report. This project concludes once the action plan report has been presented and finalized.

1.2.   Report Format

This report is comprised of five sections and an executive summary, as described below:

1. **Introduction.** This section of the report describes the background of the project, the format of the report, the work performed in the project to date, and the definition of key terms and abbreviations.

2. **Current Environment Needs Assessment Summary.** This section of the report summarizes key themes from the Current Environment Needs Assessment Report including P2P processes, the technologies used to support them, goals from City Leadership, and Challenges and Areas for Improvement.

3. **Initiatives for Improvement, Analysis, and Prioritization.** This section of the report presents the Preliminary List of Initiatives for Improvement, the RFI summary, and the prioritization factors.

4. **Action Plan of Improvement Initiatives.** This section of the report contains the Prioritized List of Initiatives for Improvement as well as the specific detail of each.

5. **Additional Implementation Considerations.** This section of the report describes additional implementation considerations including change management and updating the plan as needed over time.

1.3. Work Performed

In November 2015, BerryDunn conducted an initial project planning meeting with the City Project Team to clarify project goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. Following the meeting, BerryDunn requested information from the City in order to become more familiar with the current environment. A Web survey was provided to City staff to understand the issues and challenges with the current P2P system(s) and/or business processes.

In December 2015, BerryDunn facilitated a project kickoff meeting with the City Project Team and department users. During the meeting, BerryDunn and the City Project Team members were introduced and a review of the approach and timeline for the project was provided. In addition, City staff had the opportunity to ask questions about the project and discuss the City's goals and objectives with the project sponsor.

Following the project kickoff meeting, BerryDunn facilitated on-site fact-finding meetings with department staff involved with P2P activities. The purpose of these meetings was to follow up on information previously provided, understand the current P2P business processes within each department, and identify challenges in the current environment. The meetings were conducted based on the following departments and subject areas:

Table 1.1: Fact-Finding Departments and Subject Areas

Fact-Finding Departments and Subject Area	
No.	Departments/Subject Area
1	Central Procurement Process Overview
2	Department Process Review: Community Services (Parks, Park Planning and Development, Recreation, Natural Areas, Cultural Services)
3	Department Process Review: Downtown Development Authority, Poudre Fire Authority, and Poudre Library District
4	Department Process Review: Finance Service Area
5	Department Process Review: Planning, Development, and Transportation: Streets, Traffic, and Engineering
6	Department Process Review: Utilities (including Warehouse)
7	City Leadership Work Session
8	Department Process Review: Police Services
9	Department Process Review: Planning, Development, and Transportation: Community Development and Neighborhood Services, Parking, and Transfort
10	Department Process Review: Human Resources and Information Technology
11	Technical Support Work Session
12	Department Process Review: Operation Services (Fleet and Facilities)
13	Department Process Review: Attorney's Office, Municipal Court, and City Manager's Office

Immediately following the first on-site work session trip, BerryDunn coordinated follow-up fact-finding activities in developing the Current Environment Needs Assessment Report.

BerryDunn facilitated a work session with the City Project Team to confirm the findings in the Current Environment Needs Assessment Report and the detained Challenges and Areas for Improvement. Following this confirmation, the Report was updated and BerryDunn initiated the Future State Planning Phase.

The Future State Planning Phase included developing a Memo that described the research BerrDunn will complete with the vendor community to inform 26 Initiatives for Improvement that would address the current environment challenges and areas for improvement. Following a collaborative work session with the City Project Team to collect feedback on the Memo, BerryDunn initiated the research through a Request for Information (RFI) to the vendor community. RFI responses were received and BerryDunn initiated the development of this Action Plan Report.

1.4. Procure-to-Pay (P2P) Definition

P2P is the process that every local government organization performs in order to purchase goods or services. P2P begins with the sourcing process and flows through the ordering and then analysis steps. The primary activities of the P2P process are Ordering and Sourcing, with RFQs/Quotations and Invoice/Payment demanding the most resources. Depending on the organizations policies, procedures, and culture, organizations use different vehicles for purchasing activities, such as requisitions and purchase orders, procurement cards (P-Cards), mini orders, payment authorizations, and more. The figure below provides a basic overview of the P2P process.

Figure 1.1: Basic P2P Process[1]
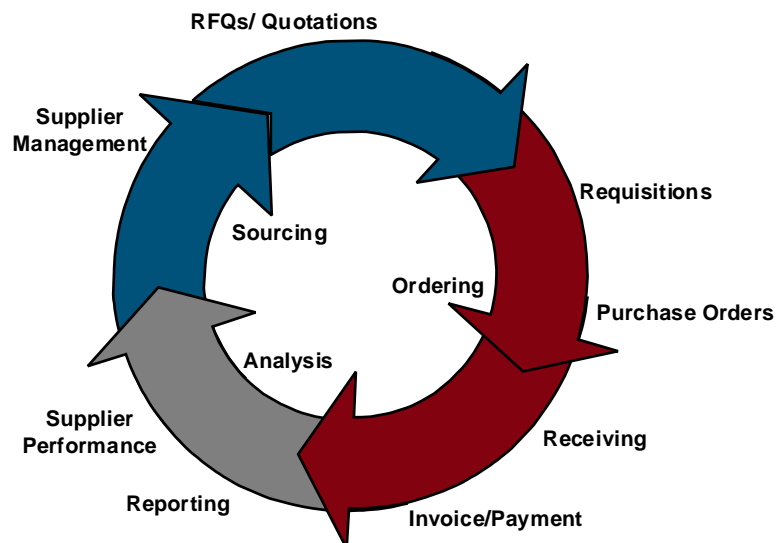
1.5. Common Terms and Abbreviations

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[1] Adapted from Oracle Procure-to-Pay Life Cycle: http://www.oracleforall.com/ebs-procure-to-pay-lifecycle/

The following table contains a selection of the common terms and abbreviations used throughout this report, along with the related definitions and explanations.

Table 1.2: Common Terms and Abbreviations

No.	Term/Abbreviation	Definition/Explanation
Common Terms and Abbreviations		
1	ACH	Automated Clearing House
2	AP	Accounts Payable
3	BerryDunn	Berry Dunn McNeil & Parker, LLC
4	CDNS	Community Development and Neighborhood Services
5	CDOT	Colorado Department of Transportation
6	City	The City of Fort Collins, Colorado
7	CMO	City Manager's Office
8	CNC	Configurable Network Computing
9	CPIO	Communication and Public Involvement Office
10	DDA	Downtown Development Authority
11	DMS	Document Management System
12	ECM	Electronic Content Management
13	ERP	Enterprise Resource Planning
14	IFB	Invitation for Bid
15	IT	Information Technology
16	JDE	JD Edwards software system
17	MS	Microsoft
18	P2P	Procure-to-Pay
19	P-Card	Purchasing Card
20	PDT	Planning, Development, and Transportation
21	PFA	Poudre Fire Authority
22	PLD	Poudre Library District
23	PO	Purchase Order
24	RFP	Request for Proposal
25	UMB	UMB Bank
26	UPK	User Productivity Kit
27	VPN	Virtual Private Network

2.0 Current Environment Needs Assessment Summary

This section of the report contains the key items captured in the Current Environment Needs Assessment Report.

2.1. General Purchasing Overview

The City is using the JDE application, and manual paper-based processes, to support a hybrid (centralized and decentralized) P2P process. Purchasing activities begin within each department with staff identifying the need to procure a good or service. Departments then conduct research, and, based on the purchasing thresholds identified in the City's code and other factors, determine the purchasing method to use. The following table identifies the purchasing thresholds for purchases with City funds, not including federally funded or construction procurements that may follow modified processes.

Table 2.1: Purchasing Thresholds

Purchasing Thresholds	
Amount	**Action Required**
$5,000 and Under	Validate reasonableness of purchase. Permitted to use P-Card, mini order, blanket order, or annual orders. Formal competition is not required; however, limited comparison of prices through computer search, catalog review, etc., is recommended.
$5,001 – $60,000	Conduct research and obtain quotes, and/or formal bid or Request for Proposal (RFP) solicitation. Permitted to use requisition and purchase order. Exceptions to the competitive process can be made. Blanket orders and annual orders are permitted with appropriate bidding procedures.
Over $60,000	Conduct research and develop competitive procurement documentation. An RFP or formal bid process is required.

Depending on the dollar threshold, nature of the purchase, and other policies and procedures identified in the City's Purchasing Manual, a number of different purchasing methods can be used. The table below defines the different methods.

Table 2.2: Purchasing Methods

Purchasing Methods	
Method	**Description**
Mini Order	Mini orders are used for purchases under $5,000 and are typically generated after the purchase has occurred. Mini orders are entered into the JDE system in order for the goods or invoice to be paid for. Within JDE this function is called "receiving." Mini orders are one of the most frequently used purchasing methods at the City. Mini orders are used for purchases that are not typically identified as a need ahead of time, and when P-Cards are not feasible. Purchases could include supplies at a hardware or auto parts store for tools or parts that are not covered under a blanket order or contract. Staff may obtain

Purchasing Methods	
Method	**Description**
	an invoice at time of purchase or receive on a delivered invoice at a later time.
Procurement Card (P-Card)	P-Cards are issued to City staff when a supervisor has determined the need for staff to hold one, and a dollar threshold is assigned to the staff member's account. P-Cards come in two forms at the City, including declining balance cards and traditional credit cards with purchasing limits. Declining balance cards are primarily used for field worker's clothing allowance. Traditional cards are more prevalent at the City and used for ad-hoc purchases under $5,000. P-Cards are typically used for purchases similar to mini order purchases. There is no clear definition as to when to use a P-Card compared to a mini order; therefore, the decision is typically made based on the historical practices of the department, preference of the staff member, circumstances of the good or service being purchased, and the vendor.
Blanket Purchase Order	Blanket purchase orders are typically generated after a formal solicitation process, and have an estimated quantity and dollar value against which the City may make multiple individual purchases against the blanket purchase order for up to a twelve-month period. Individual purchases against blanket purchase orders typically do not exceed $5,000. Vendors may or may not know the total dollar value authorized by the blanket purchase order. These orders are used as an efficient methodology for internal budgeting and tracking separate from a negotiated contract. As City staff make purchases with the vendor, they are applied as individual orders against the contract. With vendors that are used frequently by the City, a blanket order is a streamlined method for purchases that can be used instead of mini orders or P-Cards. Blanket orders are set up at the beginning of each year and are typically based on the previous year's purchasing activity. At the end of each year, blanket orders must be closed out and then reissued by the Purchasing Department in the new year. If the estimated dollar amount is exceeded during the year, then the department must submit an amendment to increase the value of the blanket order.
Annual Order (Term Contracts)	Similar to a blanket order, annual orders are generated each year and are essentially preauthorized purchases that draw down from the total annual order value. Annuals orders are used much less at the City than blanket orders. Annual orders do not encumber funds, therefore users must carefully monitor expenditures against the budget.
Requisition and Purchase Order	Requisitions and purchase orders are used for purchases over $5,000 and require some level of research and quotes to support the purchase. Typically, this research is performed by departments with oversight from a buyer in Purchasing. For purchases over $60,000, requisitions are often generated after the formal bid or RFP process. Requisitions are generated to encumber funds and for department supervisors and the Purchasing Department to review and approve the purchase prior to the generation and issuance of the purchase order. Purchases under the $60,000 threshold are primarily managed by departments with Purchasing oversight, which can lead to variation. For purchases over the $60,000 threshold, buyers in Purchasing

Purchasing Methods	
Method	**Description**
	typically manage the process.
Invitation for Bid (IFB)	For certain procurements over $5,000, a formal bid process is followed. IFB's are typically issued for specific goods and services where the primary evaluation factor may be cost. When following the IFB process, the City must accept the vendor with the lowest responsible and responsive bid. Prior to issuing the bid documents, the requisitioning departments work with their respective Purchasing Department buyer to conduct the appropriate research and follow the IFB process. Once a vendor has been awarded the bid, the department receiving the goods or services generates a requisition and follows the requisition and purchase order process.
Request for Proposals (RFP)	Requests for Proposals may be issued for procurements over $5,000 and must be issued for procurements over $60,000. An RFP is different from an IFB because it is a competitive procurement method that allows the City to consider facts other than price when making the decision to award. Before soliciting the RFP documentation, the City must conduct research to develop specifications and/or scopes of work. Once proposals from potential suppliers have been received, the City must follow detailed guidelines to evaluate vendors, which could include interviews, reference checks, and a negotiated scope of work.
Payment Authorization	For procurements that do not fall under the "typical purchase" umbrella, such as magazine subscriptions, escrow payments, land purchases, library performers, and other one-off payments, City staff may use payment authorizations. Payment authorizations are forms that are filled out and submitted to City leadership for approval and do not require the use of purchase orders, P-Cards, mini orders, or any other purchase vehicle. Upon approval, the department is authorized to make the purchase. It was reported that as a policy, payment authorizations are used infrequently and generally only when other methods are less suitable.

The purchasing process is complex and takes significant time and resources to maintain. For example, for expenditures less than $60,000, when a formal bid/RFP is not required, the decision to use a particular purchasing method is not always clear, and the process can differ depending on the particulars of the project and commodities/services procured. The following workflow identifies at a high level the decisions to be made and activities to be performed when conducting a procurement. Note that the figure below is an overview and does not account for the many differences in process between each department. Also, note that more granular workflow steps can be found in the City's Purchasing Manual, as well as the JDE training materials.

Figure 2.1: P2P Purchasing Method Workflow[2]
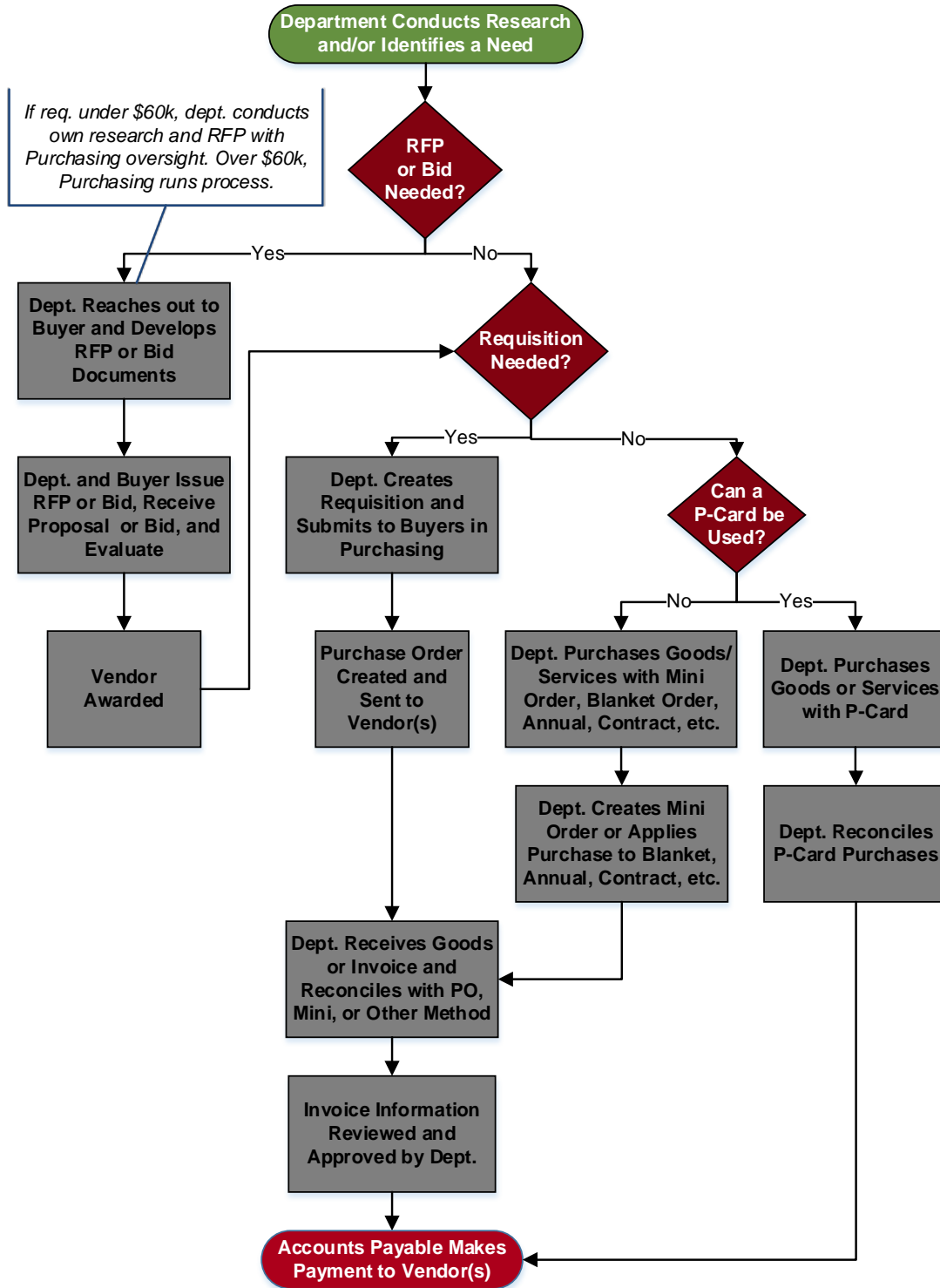
[2] This workflow is only meant to be a high-level overview of the P2P process at the City. For additional detail and the official guide to purchasing activities, refer to the City of Fort Collins Purchasing Manual.

2.2. Procure-to-Pay Technology and Trends

The following table contains the primary technologies and tools used to support the procure-to-pay processes at the City. Additional third-party applications exist and were identified in the Current Environment Needs Assessment Report.

Table 2.3: Procure to Pay Technologies and Tools

Procure to Pay Technologies and Tools	
Technology	**Description**
JD Edwards	The City implemented JDE in 1998 as the City's enterprise resource planning (ERP) software system. Modules implemented include the foundation module (general ledger, accounts payable, accounts receivable, asset management, etc.), expense management module, human capital management module, procurement module, and security functionality. The budgeting module is reportedly not used. JDE is the primary system used for P2P activities; however, staff reported that the functionality utilized in the procurement module is minimal because this module is primarily designed to support a manufacturing environment. The City is currently on application version 9.1 and Tools version 9.1.5.3 and has implemented a process to keep the system up to date by upgrading the entire application every four years. Tools is upgraded more frequently, which provides the underlying technology for JDE applications.
Sire and CityDocs	The City implemented Sire in 2005 for electronic content management functionality. Sire is used for storing and indexing many different documents for the City. According to the City's website, there are over 800,000 public documents dating back to 1889 in Sire and accessible through CityDocs. Documents provided show that there are over 1,500,000 documents in Sire (public and non-public documents) that can be viewed using CityDocs. The primary documents managed in Sire for the P2P process are scanned invoices. As described in more detail in previous sections, Accounts Payable (AP) staff scan and index all invoices in Sire. Sire then pulls information from JDE to populate additional information on each document. Sire is separated into different "cabinets" or folders for each department. Cabinets can have different security levels, including public access, depending on the content within each. Departments do not have the ability to upload or modify documents in Sire. With the security in Sire, it is considered the legal cabinet for invoices.
Microsoft Office	The City uses Microsoft (MS) Office products, primarily MS Word, MS Excel, and MS Outlook, to manage P2P processes. JDE has the ability to export data to MS Excel, and some functionality to import from MS Excel. Several departments have developed detailed MS Excel spreadsheets to track information that is not easily tracked or managed in JDE. Some departments have developed fillable forms using MS Excel for requisitions and use MS Excel for reporting and decision making. The City also uses email to route documents and record approvals. Staff did not report any specific MS Office challenges; however, some did report a desire for improved import and export

Procure to Pay Technologies and Tools	
Technology	**Description**
	functionality from JDE to MS Excel.
Reporting Applications	The City uses applications specific to reporting, as well as functionality built into business process applications, to generate reports and forms. BI Publisher is used for generating letters and documents, such as W2s, paychecks, accounts payable checks, and most other forms City-wide. Crystal Reports, utilizing Business Objects, is used for financial reporting City-wide, with over 300 users. Staff reported that less than 10 users throughout the City also have access to JDE canned reports. Sire provides reporting functionality, as well.

2.3. Goals and Objectives from City Leadership

To improve the City's ability to pay bills quicker, City Leadership identified goals for this P2P evaluation project. The project management team also identified more granular goals to achieve these results. These were identified in the Current Environment Report and also in the table below, in no particular order.

Table 2.4: City Leadership and Project Team Goals for This Project

City Leadership and Project Team Goals for This Project	
No.	**City Leadership Goals for This Project**
1	Evaluate the City's current P2P workflow needs.
2	Explore opportunities to improve internal processes through increased efficiency and effectiveness.
3	Identify any potential policy changes that would improve internal processes.
4	Explore opportunities to expand current software usage and consider new technologies that would improve internal processes.
5	Utilize a collaborative process to ensure a variety of stakeholders are involved.
6	Utilize a structured approach to manage resource availability and ensure project success.
No.	**Project Team Goals for This Project**
1	Understand department staff's level of understanding of the City's purchasing polices.
2	Identify inconsistent business processes across the City.
3	Reduce the amount of paper used for purchasing activities.
4	Increase automation in key areas to obtain efficiencies.
5	Develop measurable metrics to identify areas of low performance.
6	Identify why employees are performing processes in certain ways.
7	Develop supplier performance management metrics.

2.4. Primary Challenges and Improvement Opportunities

There were many challenges related to the current environment at the City identified as a result of the fact-finding activities, many of which are documented in Section 2.0 of the Current Environment Needs Assessment Report. The following table contains the primary challenges and improvement opportunities identified and includes a column indicating whether the challenge is related to current policy, technology, or processes adopted by the City.

Table 2.5: Primary Challenges and Improvement Opportunities

No.	Description	Technology	Process	Policy
1	The City could implement vendor self-service functionality to include address changes and W9 receipt.	X	X	X
2	The City could expand vendor record maintenance access to users outside of Finance.	X	X	X
3	It was reported that Accounts Payable occasionally holds payments to vendors that have not provided W9s, but do not take any action to notify the vendor or departments of the hold based on missing documentation.		X	X
4	JDE reportedly does not prevent duplicate vendor records from being created, leading to challenges maintaining the vendor database and searching for appropriate vendors. Explore duplicates—Tax ID is being enforced.	X	X	
5	It was reported that a new vendor is set up when a current vendor changes their business name.	X		X
6	Inactivating vendors and precluding inactive vendors from displaying in searches may create efficiencies within departments.	X		
7	The City does not perform vendor performance tracking, which may lead to renewal of contracts with underperforming vendors and lost opportunity for vendor performance improvement.	X	X	X
8	The City could adjust competitive purchasing thresholds to provide alternate purchasing processes and gain efficiencies.		X	X
9	The City could utilize project, grant, and asset number on purchasing activity so that related transactions roll-up to the project, grant, or asset.	X	X	X
10	The City could allow certain department users to assign accounts outside of their departments for purchasing activity (e.g., IT and HR). Promote use of current self-service role.	X	X	X
11	Departments receive notifications when POs are issued to vendors, or invoices are paid. This is leading to additional work and communications to ensure the activities have occurred. BI Publisher is used to send POs to the department representative.	X	X	

	Primary Challenges and Improvement Opportunities			
No.	Description	Technology	Process	Policy
12	There are variances in how supporting documentation is provided to Accounts Payable and Purchasing for requisitions. Some departments attach within JDE, while others email buyers directly.		X	X
13	The City could require requisitions to be entered earlier into the process so that encumbrance functionality can be further leveraged.		X	X
14	The City could enforce standard processes for how P-Card purchases will be reconciled within departments and for which documentation must be retained.		X	X
15	The City could standardize the purchasing thresholds among P-Card users.			X
16	Implementing JDE improvements to manage recurring payments, if available, could decrease time spent by City staff manipulating these payments manually.	X		
17	Adjusting variance thresholds on unit prices of certain commodities may create efficiencies in some departments (e.g., Utilities with purchases of certain metals).	X		X
18	Departments reported not being able to record credits on POs and instead enter a negative PO amount.	X	X	
19	Evaluation and scoring processes for request for proposals is not always consistent or structured depending on the staff involved.		X	X
20	The City could explore potential integrations with the Rocky Mountain Bid System to reduce the instances of manual data entry.	X		
21	The system requires in some instances that the "receiver" and "requisitioner" be the same user which is causing challenges.	X		X
22	Staff reported a desire for increased flexibility in workflow approvals, including but not limited to designees during staff absences and approvals by commodity code.	X		X
23	The lease purchase process relies on extensive manual processes.	X	X	
24	The City reported that the process to manage and pay some of the utilities providers is time intensive and relies on manual processes.	X	X	
25	The City previously paid employee expense reimbursements via payroll, and recently moved to payment on a separate check/payment with a separate direct deposit form.	X	X	X
26	It was reported that projects may not be closed in JDE at the same time project activity stops. This allows staff to continue to enter purchases against the projects.	X		
27	The City could implement a formalized receiving process where goods are marked as received in JDE and packing slips are scanned and retained so that a three-way match process can be used.	X	X	X

No.	Description	Technology	Process	Policy
28	The City could standardize and communicate the approach to holding payments until payment timelines are met.		X	X
29	Adjusting the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges may create efficiencies.		X	
30	The City could standardize and communicate the approach to centralized or decentralized invoice receiving.	X	X	X
31	There are variances in how departments prefer invoices to be submitted to the City. Some departments prefer them submitted directly to AP, others prefer directly to their department.	X	X	X
32	Invoices often sit on staff member's desks or out in the field for a period of time before they are entered into Sire. This reduces the ability to track the progress of invoices, as well as paying vendors on time.	X	X	X
33	The City could implement functionality to support decentralized invoice entry into JDE.	X	X	
34	Duplicate invoice checking in JDE will better manage City funding and reduce manual efforts within departments to track for these errors.	X		
35	The City could implement functionality to record notes on an invoice record in JDE as it is routed for approval.	X	X	
36	The City could require vendors to indicate the PO number on all invoices received (where applicable) to simplify and improve the routing process.			X
37	The ability to print notes on checks may reduce questions to City staff, particularly in instances where the City is paying vendors on behalf of affiliated agencies.	X	X	
38	Self-service access to see the status of a purchase by department staff will likely create efficiencies and reduce some manual tracking processes.	X		
39	The process of vouching for payments is time intensive and lacks automation.	X		
40	The portion of vendors paid via ACH could be increased.		X	X
41	Inter-department chargebacks are reportedly inefficient and rely heavily on journal entries.		X	X
42	Departments do not currently scan supporting documentation into Sire.	X	X	X
43	Staff reported a lack of dynamic search functionality available to them in Sire.	X		
44	The City reported a desire for increase contract management functionality in JDE to support the management of purchases from contracted suppliers and tracking of contract renewals and expiration dates.	X		

Primary Challenges and Improvement Opportunities

No.	Description	Technology	Process	Policy
	Primary Challenges and Improvement Opportunities			
45	City staff reported that a mobile instance of JDE for entry and approval will increase efficiencies in processes and allow more information to be tracked in the system as opposed to on paper.	X		
46	The City could implement more robust interfaces to the work order and asset management systems so that when inventory items are purchased these systems are updated.	X		
47	Some browser compatibility issues were reported when staff used Chrome instead of Internet Explorer.	X		X
48	Some staff reported not having access to scanner hardware.	X		X
49	Some vendor contracts and the vendor file reportedly exist with payment terms more expedited than Net 30.			X
50	Several employees involved with the P2P process are not aware of the City's purchasing polices and may benefit from additional training.		X	
51	The P-Card training process is reportedly inadequate for training employees on the appropriate use of purchasing cards.		X	
52	Communications regarding purchasing card reconciliation processes and best practices have reportedly not been adequate. Departments are using differing methods to perform the same process.		X	
53	Some smaller departments, such as the Attorney's Office, Municipal Court, and City Clerk each have staff performing the same P2P processes. The departments could benefit from utilizing one staff member amongst the three departments focused primarily on purchasing activities.		X	X
54	It was reported that the current staffing levels in AP are not effective with the current business processes and use of technology.			X
55	Multiple departments reported challenges with reporting, whether it be lack of knowledge to generate reports, lack of security permissions to run reports, or not reaching out to Finance or IT for reporting assistance.	X	X	X
56	The City could communicate the process to request reporting assistance, as well as general JDE assistance from Finance, Purchasing, and IT.		X	

3.0   Initiatives for Improvement, Analysis, and Prioritization

This section of the report presents the Initiatives for Improvement and describes the research, analysis, and prioritization factors.

3.1.   Preliminary List of Initiatives for Improvement

The Future State Planning Memo presented the Preliminary List of Initiatives for Improvement, presented in the following table.

Table 3.1: Preliminary Improvement Initiatives

No	Item
	Preliminary Improvement Initiatives
1	Research and consider implementing available JDE features and functionality not currently in use.
2	Implement expanded use of JDE as an early step in all procurement methods.
3	Implement expanded workflow and notification features within JDE with each P2P process.
4	Implement expanded functionality related to tracking dynamic unit prices and acceptable variances, particularly for commodities.
5	Implement expanded project, grant, and asset tracking and management functionality in JDE with respect to the P2P process.
6	Implement expanded functionality related to inter-department billings.
7	Implement expanded functionality related to managing the lease purchase process.
8	Implement expanded functionality related to managing payments to vendors with several amounts due payable from several account numbers (i.e., utilities).
9	Implement expanded functionality available for use by City staff from mobile devices.
10	Implement expanded eGovernment functionality for use by vendors.
11	Implement an interface to the Rocky Mountain Bid system or other means to reduce manual data entry during competitive solicitations.
12	Implement an expanded interface between JDE, Sire, and CityDocs to streamline current processes and increase the availability of real-time data accessible City-wide.
13	Implement expanded interfaces with the City's work order and asset management systems.
14	Standardize, document, and communicate the process for new vendor registration, vendor maintenance, performance tracking, and inactivating vendors.
15	Standardize, document, and communicate the process for assigning account codes to purchases.
16	Standardize, document, and communicate the process for document retention related to all procurement methods and put in place supporting technology and tools.
17	Standardize, document, and communicate the process for reconciling purchases made with P-Cards.
18	Standardize, document, and communicate the process and related policies for evaluating vendor

Preliminary Improvement Initiatives	
No	**Item**
	proposals in response to RFPs.
19	Standardize, document, and communicate the process for invoice receiving City-wide.
20	Expand the practice of recording receiving information for goods received.
21	Standardize payment terms among all City vendors.
22	Adjust competitive purchasing thresholds in the Purchasing Policy.
23	Adjust the process for employee expense reimbursement.
24	Adjust the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges and evaluation staffing levels for the role of AP clerk.
25	Consider opportunities to put in place a single shared financial liaison for smaller and similar departments.
26	Administer City-wide training related to new P2P technologies, processes, policies, and available support resources.

In reviewing the preliminary improvement initiatives identified above, additional discussion was held on Initiative number 11: Implement an interface to the Rocky Mountain Bid system or other means to reduce manual data entry during competitive solicitations. Further discussion with City staff revealed that the amount of manual data entry that is made into the Rocky Mountain Bid system is not as substantial as initially relayed, and that the work effort to transmit information to this bid clearinghouse is not so overly cumbersome as to necessitate exploring a potential interface between JDE and Rocky Mountain Bid systems. For this reason, this initiative has been removed from the prioritization process.

3.2. Request for Information Summary

The information gathered through the information request sheet, in the results of the web survey, during the fact-finding meetings, and through the development of the Deliverables that preceded this Action Plan was used to develop a high-level list of system modules and functionality. These lists were incorporated into a MS Excel workbook along with separate worksheets for implementation timelines and City and vendor work effort, and cost. This workbook accompanied by a memo describing the process formed the Request for Information (RFI) that was issued to the vendor community. The RFI package was publicly advertised through the Rocky Mountain Bid system, and through the City website.

Vendors were asked to provide responses to a list of features and functionality utilizing response indicators described in the first worksheet. The second worksheet asked vendors to provide a recommended implementation timeline as well as estimates of the number of City staff and vendor staff hours required to implement the prescribed functionality. Vendors were asked to provide a total cost estimate (low and high estimates) comprised of software and necessary implementation services in the third worksheet. Two vendors responded to the City's RFI: Tungsten Network and Denovo.

Vendors were asked to utilize a set of response indicators to provide the availability of functionality with their software. The following table describes these response indicators.

Table 3.2: Availability of Functionality Response Indicators

	Availability of Functionality Response Indicators
1	Functionality cannot be provided.
2	Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 18 months; however, this functionality could be provided with integration to a third-party system.
3	Functionality is not included in the current software release and is not planned to be a part of a future software release within the next 18 months; however, this functionality could be provided with custom modifications.
4	Functionality will be available in a future software release within the next 18 months.
5	Functionality is available in the current software release.

The following table identifies the availability of functionality by response indicator by participating vendors, by percentage of fit to the specified functional areas. Neither vendor responded by indicating that functionality could not be provided (Response Indicator of "1") so this column has been excluded in the table below.

Table 3.3: Availability of Functionality by Functional Area (%)

Functional Area	Total Requirements by Functional Area	5		4		3		2	
		Tungsten	Denovo	Tungsten	Denovo	Tungsten	Denovo	Tungsten	Denovo
General Procure-To-Pay Functionality	13	100	100	-	-	-	-	-	-
Vendor File Maintenance	7	14	72	57	28	29	-	-	-
Receiving	10	100	80	-	20	-	-	-	-
Receiving	5	100	60	-	40	-	-	-	-
Invoice Processing	7	100	58	-	-	-	-	-	42
eProcurement	3	67	100	33	-	-	-	-	-
Reporting	1	100	100	-	-	-	-	-	-
Interfaces	7	14	-	-	-	86	100	-	-

Vendors provided the following information related to the estimated timeline and work effort required for each functional group of requirements.

Table 3.4: Estimated Implementation Timeline and Resource Hours Requirements

Functional Group	Estimated Timeline (in weeks)		Estimated Vendor Resource Hours		Estimated City Resource Hours		Comments
	Denovo	Tungsten	Denovo	Tungsten	Denovo	Tungsten	
General Procure-To-Pay Functionality	10	12-14 weeks	365	600	110	200	
Vendor File Maintenance	5	Prerequisite of e-government effort listed below than add the following hours	135	100	41	40	Tungsten: This SaaS functionality is upgraded on 1-2 a year a extensive VM is on the roadmap over the next 18 months
Purchasing Activities	6	Much of the functionality is included in General P2P implementation some requires e-gov functionality	170	100	51	40	
Receiving	4	Included in General P2P	95	-	29	-	Tungsten: Included in row 4
Invoice Processing	6	Included in General P2P	220	-	66	-	Tungsten: Included in row 4
eGovernment	3	8-10 weeks concurrent with General P2P but ongoing for supplier enrollment.	70	480	21	40	Tungsten: This is a cloud hosted solution that uses prebuilt JDE integration adapters for PO,AP,GL…
Reporting	3	Included in General P2P	35	8	90	8	Tungsten: Included in row 4
Interfaces: 1.47	3	TBD	35	-	110	-	Denovo: Assumes that the City will be responsible for development of the interfaces, with support from Denovo consultant(s). Tungsten: Custom quoted based on a design meeting

Functional Group	Estimated Timeline (in weeks)		Estimated Vendor Resource Hours		Estimated City Resource Hours		Comments
	Denovo	Tungsten	Denovo	Tungsten	Denovo	Tungsten	
Interfaces: 1.48	4	TBD	35	-	110	-	Denovo: Assumes that the City will be responsible for development of the interfaces, with support from Denovo consultant(s). Tungsten: Custom quoted based on a design meeting
Interfaces: 1.49	4	TBD	35	-	110	-	Denovo: Assumes that the City will be responsible for development of the interfaces, with support from Denovo consultant(s). Tungsten: Custom quoted based on a design meeting
Interfaces: 1.50	4	TBD	35	-	110	-	Denovo: Assumes that the City will be responsible for development of the interfaces, with support from Denovo consultant(s). Tungsten: Custom quoted based on a design meeting
Interfaces: 1.51	3	TBD	35	-	110	-	Denovo: Assumes that the City will be responsible for development of the interfaces, with support from Denovo consultant(s). Tungsten: Custom quoted based on a design meeting
Interfaces: 1.52	4	Included in General P2P with some customized time.	35	80	110	16	Denovo: Assumes that the City will be responsible for development of the interfaces, with support from Denovo consultant(s).

3.3. Prioritization Factors

Following the RFI, the current list of Improvement Initiatives was analyzed and updated based on the findings. This analysis included a prioritization process based on how Initiatives are expected to provide the most benefit related to resource requirements, with consideration to dependencies.

The following table depicts the periodization factors that were utilized and includes a summary of each.

Table 3.5: Prioritization Factors

No	Factor	Summary	Indicators
	Prioritization Factors		
1	Challenges Addressed	This factor will consider the total number of challenges the Initiative is expected to address, as well as the relative impact of these challenges.	3=Several 2=Multiple 1= Minimal
2	Support of City Leadership Goals and Objectives	This factor will consider how the Initiative supports the Goals and Objectives from City Leadership.	3=Strongly 2=Moderately 1=Marginally
3	Anticipated Benefits and Potential Savings (Cost Benefit)	This factor will consider the expected benefits to be realized from resource commitments, as well as expected savings in resources over time.	3=High 2=Medium 1=Low
4	Ease of Implementation	This factor will consider the ease of implementation with respect to both work effort and complexity.	3=Easy 2=Moderate 1=Challenging
5	Maturity of Technology	This factor will consider the maturity of technology to be implemented as part of the Initiative, if applicable.	3=Proven 2=Leading Edge 1=Bleeding Edge
6	Anticipated Change Management Impact	This factor will consider the change management impact to the organization of implementing the Initiative.	2=Moderate 1=High
7	Consistency with Standards and Planned Projects	This factor will consider how the Initiative is consistent with City standards, as well as planned projects.	2=Highly 1=Moderately

4.0   Action Plan of Improvement Initiatives

This section of the report presents the Action Plan of prioritized Improvement Initiatives.

4.1.   Prioritized List of Initiatives for Improvement

The following table contains the Prioritized List of Initiatives for Improvement based on the indicators of each prioritization factor.

Table 4.1: Prioritized List of Initiatives for Improvement

ID	Initiative	Budget ($)	Resources (hours)		Timeline (months)		Challenges Addressed	Support of Leadership Goals	Cost Benefit	Ease of Implementation	Maturity of Technology	Change Management Impact	Consistent with Standards	Total
			Low	High	Low	High								
N	Processes for new vendor maintenance	0	20	40	1	2	3	3	3	3	3	2	2	19
S	Process for invoice receiving City-wide	0	60	100	1	2	3	3	3	3	3	1	2	18
Q	Process for reconciling purchases made with P-Cards	0	200	240	3	4	3	3	3	3	2	1	2	17
Z	City-wide training related to P2P topics	15,000	120	140	3	4	3	3	3	2	2	2	2	17
A	Implement functionality currently available in JDE	236,380	800	1200	6	18	3	3	2	2	2	2	2	16
B	Use of JDE as an early step in all procurement methods	0	50	100	1	2	1	3	3	2	3	2	2	16
O	Assigning account codes to purchases	0	40	80	1	2	1	2	3	3	2	2	2	15
U	Standardize payment terms among all City vendors	0	200	240	2	3	2	3	3		2	1	2	15
J	eGovernment functionality for use by vendors	190,000	160	200	1	2	1	3	2	2	1	2	2	13

ID	Initiative	Budget ($)	Resources (hours)		Timeline (months)		Changes Addressed	Support of Leadership	Cost Benefit	Ease of Implementation	Maturity of Technology	Change Management	Consistent with Standards	Total
W	Adjust the process for employee expense reimbursement	0	160	180	1	2	1	2	2	2	2	2	2	13
H	Vendor Performance Tracking	0	160	200	2	4	2	3	2	1	2	2	1	13
I	Functionality available for use by City staff from mobile devices	7,200	40	60	1	2	1	3	2	2	1	1	2	12
R	Process for evaluating vendor proposals in response to RFPs	0	40	80	1	2	1	2	1	2	2	2	2	12
T	Practice of recording receiving information for goods received	0	120	140	1	2	1	2	2	2	2	1	2	12
X	AP Clerk assignment and staffing levels	0	100	120	1	2	2	1	2	2	2	1	2	12
Y	Shared financial liaison for smaller and similar departments	0	60	100	2	3	1	2	2	2	2	1	2	12
P	Document retention standardization.	0	100	140	2	4	2	2	2	2	2	1	2	12
L	Interface between JDE, Sire, and CityDocs	14,000	160	200	1	2	2	2	2	1	1	2	1	11
V	Purchasing thresholds in the Purchasing Policy	0	200	240	3	4	2	2	1	1	2	1	2	11
M	Interfaces with work order/asset management systems	28,000	200	300	4	6	1	2	2	1	1	1	2	10
	Totals**	497,580	3,070	4,200										

4.2. Improvement Initiatives

A	Implement expanded functionality currently available in JD Edwards.
Summary	In the current environment, the City relies on several manual and paper-based processes due to not fully utilizing functionality reportedly available in JDE as a result of this Request for Information. The purpose of this initiative is to develop a plan to implement this available functionality to address these challenges in the current environment. This initiative is comprised of the following previously identified separate items now combined based on the information gathered from the RFI: • A: Research and consider implementing available JDE features and functionality not currently in use. • C: Implement expanded workflow and notification features within JDE with each P2P process. • D: Implement expanded functionality related to tracking dynamic unit prices and acceptable variances, particularly for commodities. • E: Implement expanded project, grant, and asset tracking and management functionality in JDE with respect to the P2P process. • F: Implement expanded functionality related to inter-department billings. • G: Implement expanded functionality related to managing the lease purchase process. • H: Implement expanded functionality related to managing payments to vendors with several amounts due payable from several account numbers (i.e., utilities).
Best Practice Considerations	This initiative largely focuses on implementing functionality currently available to the City with licensed software. The primary best practice considerations related to completing this initiative related to change control and stakeholder analysis.

Budget ($)	$236,380	**Budget, Resource, and Timeline Summary**	The budget, resource, and timeline for this initiative are based upon the RFI responses and largely consider implementing all aspects of the initiative at once. Should the City decide to implement some portion of the functionality, the amounts would decrease accordingly.
Resources (Hours)	800		
Timeline	1,200		

Action Items to Implement	1. Assemble a working group of representative users at the department level, central accounts payable, purchasing, and IT support staff. 2. With the working group assembled, review each specific item of available functionality but not currently in use. 3. Collaboratively prioritize the implementation of available functionality with consideration to change in business processes. 4. Execute the Action Plan.

Challenges Addressed	4	JDE reportedly does not prevent duplicate vendor records from being created, leading to challenges maintaining the vendor database and searching for appropriate vendors. Explore duplicates—Tax ID is being enforced.
	6	Inactivating vendors and precluding inactive vendors from displaying in searches may create efficiencies within departments.
	9	The City could utilize project, grant, and asset number on purchasing activity so that related transactions roll-up to the project, grant, or asset.

A	Implement expanded functionality currently available in JD Edwards.	
	11	Departments receive notifications when POs are issued to vendors, or invoices are paid. This is leading to additional work and communications to ensure the activities have occurred. BI Publisher is used to send POs to the department representative.
	16	Implementing JDE improvements to manage recurring payments, if available, could decrease time spent by City staff manipulating these payments manually.
	17	Adjusting variance thresholds on unit prices of certain commodities may create efficiencies in some departments (e.g., Utilities with purchases of certain metals).
	18	Departments reported not being able to record credits on POs and instead enter a negative PO amount.
	21	The system requires in some instances that the "receiver" and "requisitioner" be the same user, which is causing challenges.
	22	Staff reported a desire for increased flexibility in workflow approvals, including but not limited to designees during staff absences and approvals by commodity code.
	23	The lease purchase process relies on extensive manual processes.
	24	The City reported that the process to manage and pay some of the utilities providers is time intensive and relies on manual processes.
	26	It was reported that projects may not be closed in JDE at the same time project activity stops. This allows staff to continue to enter purchases against the projects.
	34	Duplicate invoice checking in JDE will better manage City funding and reduce manual efforts within departments to track for these errors.
	35	The City could implement functionality to record notes on an invoice record in JDE as it is routed for approval.
	37	The ability to print notes on checks may reduce questions to City staff, particularly in instances where the City is paying vendors on behalf of affiliated agencies.
	38	Self-service access to see the status of a purchase by department staff will likely create efficiencies and reduce some manual tracking processes.
	39	The process of vouching for payments is time intensive and lacks automation.
	41	Inter-department chargebacks are reportedly inefficient and rely heavily on journal entries.
	44	The City reported a desire for increase contract management functionality in JDE to support the management of purchases from contracted suppliers and tracking of contract renewals and expiration dates.

B	Implement expanded use of JDE as an early step in all procurement methods.
Summary	In the current environment, City staff reported that requisitions are generally not being

	used for purchases under $5,000; are not being used in the mini order process; and are not entered into JDE until after bids are received in response to formal IFB and RFP solicitations. Some departments are using parallel requisition processes, supported by paper and MS Excel, to replicate the requisition process prior to entering information into JDE. This has created a duplication of effort as a result of some departments deciding to utilize paper requisitions and then reenter the information in JDE following a manual paper-based approval path. Many of the decisions to utilize paper requisitions and shadow-systems have been made at the individual department levels, and are not necessarily a result of technical limitations imposed by JDE. Due to the fact that JDE has the technical capabilities to support more automated requisition processes, the City will need to encourage or mandate that requisitions are entered into JDE, and put a heavy emphasis on the change management component of this initiative to overcome the various department imposed processes and policies that have resulted in the use of manual processes.
Best Practice Considerations	By creating an official record of each intended purchase, whether approved or rejected, municipalities are better able to track and monitor the volume of purchasing activities within the organization. Utilizing the system as an early step in the process, specifically to manage the requisition process prior to purchasing activities, allows organizations to identify opportunities to combine requisitions across departments, therefore offering opportunities to take advantage of bulk or volume discounts, freight savings, and reducing the overall effort of managing multiple purchase orders. In instances where the cost or vendor is not immediately known for a requisition, a placeholder amount and vendor name may be used, allowing the funds to be pre-encumbered and a more accurate budget snapshot to be produced.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiatives is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 50 to 100 hours initially. The timeline is expected to be one to two months.
Resources (Hours)	50–100		
Timeline	1–2 months		

Action Items to Implement	1. Revise existing purchasing policies to require the use of requisitions as a first step in all procurement methods. The one exception to this would be P-Cards, where requisitions may not provide added benefits. 2. Develop workflow diagrams to depict the new process in a straightforward and visual manner. 3. Include in the documentation any applicable training materials or overview (e.g., screenshots, step-by-step instructions) related to the use of JDE. 4. Publish the documentation in a shared location. 5. Communicate new process City-wide to raise awareness. 6. Facilitate training sessions to provide an overview of the process to staff and respond to any questions.

Challenges Addressed	13	The City could require requisitions to be entered earlier into the process so that encumbrance functionality can be further leveraged.
Additional Benefits and Savings		By establishing a record of any planned purchases in JDE, the City will be able to more closely monitor the daily balances of funds by pre-encumbering funds prior to committing the City to purchasing goods and service. This will allow department

B	Implement expanded use of JDE as an early step in all procurement methods.
	managers to more closely monitor available funds, and make more informed decisions about unplanned purchases. By entering in all purchase requests as requisitions, the City will also be able to have a better view into all purchasing activity, including those requests that are rejected, and better determine staff workload and performance metrics.

H	Implement vendor performance tracking.			
Summary	In the current environment, it was reported that the City does not track vendor performance, while doing so may add value to evaluating bids and identifying vendors with poor past performance on City contracts. In looking to implement vendor performance tracking, the City should not only look to identify vendors with poor past performance, but also consider identifying measurement of orders placed against vendors (quantity, frequency, value) and analyzing this information to identify possible areas of cost reduction and opportunities to further negotiate blanket or annual orders at reduced costs, or placing bulk orders to satisfy the needs of disparate departments that are currently placing unconsolidated orders. This initiative is dependent on Initiative N.1 which includes the process of standardizing the set-up and maintenance of vendors.			
Best Practice Considerations	While historically used in the private sector as supplier management and supply chain management practices, vendor performance tracking has found greater footing in local government organizations in the recent past. The identification of poorly performing vendors, and delinquent vendors, has enabled organizations to realize savings through negotiating more favorable contract terms and conditions with those vendors, and also including past vendor performance as an evaluation criteria in the bid and RFP evaluation process in order to broaden the evaluation process. By analyzing and measuring the volume and frequency of transactions carried out with a particular vendor, organizations have been able to identify areas to negotiate reduced ordering costs for recurring and large orders placed across the organization.			
Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiative is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 160 to 200 hours initially, plus periodic ongoing work effort. The timeline is expected to be two to four months, with some ongoing effort related to procedural document review and maintenance.	
Resources (Hours)	160–200			
Timeline	2–4 months			
Action Items to Implement	1. Establish a working group consisting of representatives from several City departments, including, but not limited to, Finance staff and departmental representatives that would rely on vendor performance tracking most often. 2. Identify desired vendor performance evaluation criteria (e.g. timeliness of work, quality of work, pricing, volume of transactions, average spend) 3. Identify capabilities offered within JDE to align the desired criteria with the system capabilities. 4. Implement systems functionality within JDE to support vendor performance tracking. 5. Develop policies and procedures surrounding the process of recording and evaluating vendor performance. 6. Distribute draft documentation for review and feedback from selected departments and staff.			

H	Implement vendor performance tracking.
	7. Incorporate feedback, revise document to final, and publish in a shared location. 8. Communicate new process City-wide to raise awareness. 9. Perform periodic review and maintenance of procedures to evaluate effectiveness and efficiency.

Challenges Addressed	7	The City does not perform vendor performance tracking, which may lead to renewal of contracts with underperforming vendors and lost opportunity for vendor performance improvement.

Additional Benefits and Savings	This initiative will most directly result in reduced frustrations and time spent managing contracts with under and non-performing vendors. This initiative also holds the potential for cost savings to be realized through greater analysis of vendor performance and identifying areas of possible cost reductions.

I	Implement expanded functionality available for use by City staff from mobile devices.
Summary	The City implemented some limited JDE functionality to conduct some P2P functionality, such as approvals, from a mobile device. The functionality available was through a VPN connection on tablets that reportedly regularly lost connectivity and were not optimized for mobile computing. Staff reported that trying to use the mobile devices hindered productivity more than enhanced. Since then, technology has improved and JDE mobile functionality is expanded. A mobile interface for use by City staff to allow initiation, review, and approval of purchasing activity from a mobile device is standard functionality in JDE. Functionality is provided through Apple and Android mobile applications.
Best Practice Considerations	Local government organizations are seeing requests from staff and prospective staff for increased abilities to be more mobile. This mobility includes a desire for employees to be able to use devices and applications outside of the office, such as remotely from home, while at conferences, and while away from desks, such as during meetings. Local government quick wins to improve mobility include providing employees laptops instead of desktops and email and other downloadable applications on smartphones and tablets. More challenging mobility functionality includes Citrix or VPN (virtual private network) capabilities that allow devices to "tunnel" into the organizations' network with appropriate security permissions. An important consideration with any mobile functionality is security, including the protection of data while at rest (on a device) and in motion (while being sent/shared). The City currently is using Airwatch for data encryption and password protection on mobile devices, and will want to continue practices involving encryption as it looks to adopt expanded mobile functionality.

Budget ($)	$7,200	Budget, Resource, and Timeline Summary	Professional services to assist in implementing mobile device functionality is estimated to be $4,200. This includes approximately 20 hours of work at $175 an hour plus an additional 20% included for estimated travel over the course of two weeks. Hardware and software is estimated to be minimal to start, as the applications have been developed and free to download and few staff may
Resources (Hours)	40–60		
Timeline	1–2 months		

I	Implement expanded functionality available for use by City staff from mobile devices.
	desire additional devices. Hardware and software is estimated to be $3,000 in the event that additional devices, integrations, or services are needed. City staff estimated hours are based on two employees dedicating 25% of their time over one to two months.
Action Items to Implement	1. Consult with JDE and mobility experts in IT to determine the best approach to implementing mobile functionality to balance security risks and business productivity. Planning should also include identifying the employees who will be permitted to utilize mobile functionality and for what purposes. 2. Based on the determined approach, implement the mobile functionality, which more than likely would include downloading and configuring Apple or Android applications on City devices. 3. While implementing the functionality, appropriate policies and procedures should be developed to govern the use of mobile devices. Training on policy and use should be conducted as well. 4. Following implementation, and periodically going forward, the City should consult with an expert to identify and mitigate any security vulnerabilities or other risks to using mobile devices for City business.
Challenges Addressed	**45** City staff reported that a mobile instance of JDE for entry and approval will increase efficiencies in processes and allow more information to be tracked in the system as opposed to on paper.
Additional Benefits and Savings	The ability for employees such as field or warehouse workers to enter and approve purchasing activities on mobile devices, assuming the functionality enables productivity through a mobile-optimized interface and reliable connection, should reduce the need to use paper and duplicate efforts to type into a computer. Similarly, the ability for supervisors and other approvers to review and approve purchasing activities from a phone, tablet, or laptop should reduce the time it takes for a purchasing activity to go through workflow, leading to vendors being paid faster.

J	Implement expanded eGovernment functionality for use by vendors.
Summary	Many City vendors most likely work with private organizations, as well as the City. With the private organization interactions, vendors are coming to expect certain functionality from the City, including the ability to log into a Web portal and make address and other information updates, uploading W9s, and more. Additional functionality that may be available for use by the City and vendors would be the ability to submit e-invoices through a portal, and also for vendors to be able to view the status of the payment against invoices through a self-service website. This would reduce the number of vendor inquiries that are called in to the City, and likely improve vendor satisfaction with doing business with the City by making more information readily available to vendors on a 24/7 basis. This would further allow accounts payable staff to direct their time to more productive tasks by reducing the amount of time spent answering inquiries and researching the status of payments. In order to meet these expectations, the City should implement expanded eGovernment functionality in JDE by purchasing and implementing the JDE Supplier Self-Service Portal. Initially upon implementing this

J	Implement expanded eGovernment functionality for use by vendors.
	functionality, the City should identify a primary point of contact to assist vendors with registration and site access inquiries, which may create an additional workload in the short-term, however in the long-term the City should expect less inquiries as vendors become more comfortable and familiar with the process.
Best Practice Considerations	Fort Collins citizens and vendors expect online (and mobile) capabilities from everyone they interact with and assume that all of their online experiences should be like using Amazon, Google, or Facebook. This expectation is going to continue to grow, and unless the City is proactive in meeting this desire, they will not be able to keep up. Implementing technology to provide streamlined services to citizens and vendors has been a focus of local government in the past few years and eGovernment (i.e., online functionality) has been one of the leading enablers of this movement.

Budget ($)	$190,000 one time $32,000 recurring	**Budget, Resource, and Timeline Summary**	RFI responses estimated that implementing the Supplier Self-Service Portal would cost $163,170 at the low end and $210,399 at the high end for one-time costs (software, professional services, training), plus $6,900 in travel expenses. Taking the middle estimate by averaging the one-time cost would be about $190,000. Annual maintenance, which is an annually recurring cost, was estimated to be $28,321 at the low end, and $36,817 at the high end. This averages to about $32,000 per year.
Resources (Hours)	160–200		
Timeline	1–2 months		

Action Items to Implement	1. The City should define further requirements for the JDE Supplier Self-Service Portal and either sole source or go out to bid for a vendor to assist the City with implementing the application.
	2. Upon selection and contract signing with a vendor to assist with implementing the Supplier Self-Service Portal, the City should follow a project management approach to the implementation, which should include clearly defining in a work plan the project tasks, timeline, and resources necessary for successful completion. Metrics should be defined to determine the success of the implementation.
	3. The City should implement the Supplier Self-Service Portal, and, upon successful implementation, market the portal and benefits to vendors so that they are aware of how to use the portal, and the benefits of doing so.
	4. Following successful implementation and vendor adoption, the City should evaluate the defined metrics to determine the success and efficiencies gained through the implementation. If limited efficiencies and satisfaction have been achieved, the City should conduct an analysis to determine ways to improve service delivery.

Challenges Addressed	1	The City could implement vendor self-service functionality to include address changes and W9 receipt.

Additional Benefits and Savings	Reducing the need for vendors to have to mail information to the City, or having to drive to City offices, allows for vendors to have more favorable interactions with the City and potentially reduce costs of doing business. Providing vendors an easier way to update their information also provides the City with more accurate and up-to-date information, which should help to make internal operations more efficient when working with vendors, vendor information, and approval steps. Currently, the City responds to numerous inquiries from vendors asking about the status of payments. By allowing

J	Implement expanded eGovernment functionality for use by vendors.
	vendors to register through a vendor portal and upload invoices and view the status of invoice payment will provide the benefit of reducing staff time spent responding to inquiries and allowing on-demand inquiry by vendors on a 24/7 basis, making certain City services more customer facing.

L	Implement an expanded interface between JDE, Sire, and CityDocs to streamline current processes and increase the availability of real-time data accessible Citywide.
Summary	In the current environment, there is some integration between JDE and Sire, the City's document management system. CityDocs, which is essentially a portal to view information and documents in Sire, does not directly interface with JDE. Staff reported that internal controls that limit departmental staff's access to Sire have created bottlenecks in scanning documentation into Sire, and looking up information, as well. Most departments maintain duplicate copies of P2P documents because of issues with Sire. The City could benefit from consulting with a Sire and/or JDE system integrator and working with them to review the interface between JDE and Sire, and adjust permissions in Sire to allow specific users in department's to have access. An important consideration in implementing this initiative is the City's long-term strategy for enterprise document management and the use of Sire. This initiative focuses on short-term improvements to Sire. BerryDunn recommends that a future enterprise document management strategy include plans for a robust interface to JDE.
Best Practice Considerations	Although the integration between JDE and Sire is limited, the focus for this initiative should be to adjust the permissions in Sire for specific departmental staff, in order to more efficiently scan documents into the system. Because Sire is the legal cabinet for the City, care must be taken to ensure that increased access to the system does not compromise the integrity of the documents. A third-party resource should be consulted to ensure compliance.

Budget ($)	$14,000	**Budget, Resource, and Timeline Summary**	The budget for this initiative is based primarily on bringing in an external resource to assist in developing the as-is and to-be workflows ($5,600), as well as review of the internal controls relating to permission changes ($1,400), and assistance with the expansion of the interface ($6,927). This totals approximately 72 third-party resource hours plus travel expenses.
Resources (Hours)	160–200		
Timeline	1–2 months		One hundred eighty City resource hours is based on City staff participating in process mapping work sessions (90), adjustments to the Sire permissions (8), and implementation of the potential interface (90) over the span of one to two months.

Action Items to Implement	1. The City should work with a Sire and/or JDE system integrator to develop as-is business process workflows relating to the scanning, indexing, and viewing of P2P documents to map how data flows currently. 2. Based on the as-is workflows developed, the City and integrator should identify ways to standardize and streamline activities, through to-be workflows, including identifying where department staff would benefit from access to the system.

L	**Implement an expanded interface between JDE, Sire, and CityDocs to streamline current processes and increase the availability of real-time data accessible Citywide.**

	3. Before adjusting permissions to Sire, the City should consult with the third-party resource to ensure the legal cabinet will not be compromised.
	4. Starting with one department as the test case, the City should adjust permissions and monitor the effectiveness. Modifications to the standardized workflow should be made as needed.
	5. The City should develop policy and procedure documentation to clearly define how the process should be performed.
	6. Once the ideal workflow has been developed, and the test case is successful, the City should roll out the initiative department by department. The rollout should include change management activities and training. Standardization of processes should be emphasized, with little to no variation permitted between departments.
	7. Also during workflow and policy training, staff should be informed on how to search for information in CityDocs. This should alleviate some concern regarding search functionality.
	8. Upon successful workflow redesign and permission adjustments, the City should then explore opportunities related to the JDE and Sire interface. If there is still a need to expand the interface, the City should work with the integrator to conduct an interface analysis to identify inputs and outputs, validation rules for the inputs and outputs, and events that might trigger interactions.
	9. Based on the interface analysis, the City should develop the expanded interface between JDE and Sire, with the assistance of third-party resources as needed.

Challenges Addressed	**42**	Departments do not currently scan supporting documentation into Sire.
	43	Staff reported a lack of dynamic search functionality available to them in Sire.

Additional Benefits and Savings	Scanning and viewing P2P documents in Sire was reported to be one of the more cumbersome tasks relating to P2P processes. Accounts Payable staff reported limited resources to be able to scan additional documents into Sire, as well as concerns over Sire being the legal cabinet. Department staff reported challenge with additional documentation being scanned into the system, looking up information in Sire, and timing of activities related to the system. Extensive analysis and redesign of the workflows and permissions could potentially reduce Accounts Payable's workload, satisfy the legal aspects of Sire, increase the speed in which invoices are paid, and reduce to need for departments to maintain their own paper or electronic documentation separate from Sire.

M	**Implement expanded interfaces with the City's work order and asset management systems.**

Summary	In the current environment, Traffic tracks assets in the CityWorks asset management system, Fleet manages work orders in Faster, Facilities manages work orders in TMA, and Recreation utilizes RecTrac. When inventory items are purchased, they must be entered into associated systems for each department for tracking purposes. Although there is some integration between JDE and CityWorks, Faster, TMA, and RecTrac, inventory purchase information does not flow to these systems, causing the need for manual data entry. The City could benefit from expanding these integrations to automate updating the work order and asset management systems. The City has also previously acquired licensing for work orders and asset management functionality within

M	Implement expanded interfaces with the City's work order and asset management systems.
	JDE. An opportunity may exist to define requirements needed within an asset management and work order system, and determining if JDE has available functionality that would satisfy the City's needs. If JDE has the ability to meet the City's requirements, the City might consider adopting JDE as a means of managing asset management and work order functionality to eliminate hte need for building integrations with existing point solutions. By using JDE this may involve minimal costs, requiring only configuration and end-user training to implement expanded functionality within JDE and
Best Practice Considerations	Clearly defining the integration, including inputs and outputs, validation rules, and events that might trigger interactions, is good practice for any integration. Planning and depicting how data will flow typically allows for hands-on development of the interface to occur in a much smoother manner.

Budget ($)	$28,000	**Budget, Resource, and Timeline Summary**	The budget for this initiative is based primarily on bringing in an external resource to assist in reviewing and developing each of the four interfaces. The average of the low-end and high-end professional services costs ($5,180 and $6,475 respectively) is $5,827. The professional services cost is based on 35 hours. The additional $1,100 is for consultant travel expenses.
Resources (Hours)	200-300		
Timeline	4–6 months		City resource hours are based hours of City staff time developing each interface internally, with support from consultants, over the span of four weeks each.

Action Items to Implement	1. The City should conduct research to determine the various methods that can be used for each system to share data. This may include reaching out to CityWorks, Faster, and TMA representatives to understand the options available.
	2. The City should conduct an interface analysis in order to define requirements that describe how JDE and the three applications will interact. It may make sense to focus on one application interface at a time. Requirements should be separated by application to clearly identify which application will be performing what functions. The interface analysis should include the following:
	   a. A description of the purpose of the interface
	   b. Evaluation of the type of interface that would be most appropriate
	   c. High-level details about the interface
	   d. Define the interface, including requirements that focus on:
	      i. Inputs and outputs
	      ii. Validation rules that govern inputs and outputs
	      iii. Events that might trigger interactions
	   e. Data flow diagram to depict the flow of data between applications
	3. Once the City and consultant have developed the interface analysis, the City should have a clear plan for developing the interfaces.
	4. The City should develop the interface, and, with the assistance of the consultant and vendors, implement and test, following an iterative approach.

Challenges Addressed	46	The City could implement more robust interfaces to the work order and asset management systems so that when inventory items are purchased these

M	Implement expanded interfaces with the City's work order and asset management systems.
	systems are updated.

M	Implement expanded interfaces with the City's work order and asset management systems.
Additional Benefits and Savings	Reducing manual data entry in multiple departments for similar activities could free up significant time for staff to perform other duties. For example, the City makes over 65,000 purchasing transactions per year. If 5% of those purchases include an asset that must be entered into one of the work order or asset management systems, and data entry takes 2–4 minutes each, then this manual process could take as many as 108–216 hours per year. Also, by automating processes, data entry errors should be reduced, and processes should be more standardized.

N	Standardize, document, and communicate the process for new vendor registration, vendor maintenance, and inactivating vendors.
Summary	In the current environment, staff identified that the process of receiving required information and establishing new vendor records with the City varies. In some instances, staff at the department level obtain a W9 from vendors and provide it to Finance Department staff for setting up new vendors and making vendor record changes, while in other instances, Finance staff complete this task. The apparent lack of standardization and clarity around roles and processes in the vendor maintenance process has reportedly led to delays in issuing payment to vendors.
Best Practice Considerations	More progressive local government organizations have begun the practice of implementing supplier self-service functionality through public-facing websites, allowing the opportunity for vendors to register, obtain status of payment on invoices, submit invoices, and make certain changes to their record. While such functionality does allow for self-service, organizations often require some level of City staff review and validation of information prior to vendor-made changes effectuating information in the core ERP system.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiative is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 20 to 40 hours initially, plus periodic ongoing work effort. The timeline is expected to be one to two months, with some ongoing effort related to procedural document review and maintenance.
Resources (Hours)	20–40		
Timeline	1–2 months		

Action Items to Implement	1. Review existing policies and procedures documents to identify areas where vendor maintenance policies and procedures are currently defined. 2. Establish a working group consisting of representatives from several City departments, including, but not limited to, Finance staff. 3. Review current policies and procedures (both documented and undocumented). 4. Identify challenges and pain points in current processes. 5. Draft standalone document that defines new vendor maintenance procedures and policies. 6. Solicit department feedback from those departments that most frequently have vendor additions, changes, and inactivations. 7. Incorporate feedback, revise document to final, and publish in a shared location. 8. Communicate new process City-wide to raise awareness. 9. Perform periodic review and maintenance of procedures to evaluate effectiveness

N	Standardize, document, and communicate the process for new vendor registration, vendor maintenance, and inactivating vendors.	
		and efficiency.
Challenges Addressed	2	The City could expand vendor record maintenance access to users outside of Finance.
	3	It was reported that Accounts Payable occasionally holds payments to vendors that have not provided W9s, but do not take any action to notify the vendor or departments of the hold based on missing documentation.
	5	It was reported that a new vendor is set up when a current vendor changes their business name.
	36	The City could require vendors to indicate the PO number on all invoices received (where applicable) to simplify and improve the routing process.
	40	The portion of vendors paid via ACH could be increased.
Additional Benefits and Savings	This initiative will most directly result in efficiencies gained, and staff time saved, in the process of setting up and maintaining vendor records. By clearly establishing roles and responsibilities related to the vendor maintenance process, this initiative will also reduce the likelihood of delayed vendor payments.	

O	Standardize, document, and communicate the process for assigning account codes to purchases.		
Summary	In the current environment, it was reported that there are instances where staff in certain City departments make purchases on behalf of other departments, necessitating the need to create a purchase order using another departments account codes. This includes various purchase types, including P-Card transactions and mini orders. Some users reported an inability to enter in another departments account codes, resulting in workarounds, including charging one's own account codes and then requesting journal entries to change the account codes. The ability to create obligating transactions in JDE that use a combination of account codes, including those outside of one's own department, was identified. Related to this, the City may wish to evaluate the role based security permissions within JDE to ensure that staff that are able to order against another business unit's accounts are similarly able to receive against those accounts. In certain circumstances, including the Facilities Department where decentralized receipt of goods may occur on behalf of other departments, staff should be set-up with appropriate JDE roles to allow the entry of receipts against other business units accounts beyond their own.		
Best Practice Considerations	With appropriate security permissions, and often through workflow routines, other local government organizations have established processes that allow for users in one department (usually an internal service department, such as human resources, information technology, or facilities) to generate purchasing transactions that impact one or more other departments' accounts. Often times this is accomplished by allowing a user to create the transaction (e.g., requisition, purchase order) and have it follow a workflow routine that either provides notification to the department that is impacted by the purchase or requires review and approval by the department.		
Budget ($)	$0	**Budget,**	This initiative is anticipated to be completed solely

O	Standardize, document, and communicate the process for assigning account codes to purchases.		
Resources (Hours)	40–80	**Resource, and Timeline Summary**	by internal resources, and no budget will be required. The work effort is expected to range from 40 to 80 hours. The timeline is expected to be one to two months. This initiative may be completed in coordination with other initiatives related to the configuration of JDE, with the support of a third-party, or through other means.
Timeline	1–2 months		
Action Items to Implement	1. Review existing policies and procedures documents to identify areas where security permissions or internal processes have been defined related to the ability of users to enter in purchases on behalf of other departments, and also related to the receipt of goods against other business units. 2. Determine whether certain departments and/or roles should be allowed to enter in transactions that utilize account codes not their own. 3. Identify possible automated methods of providing notification to departments (possibly through workflow routines within JDE) when their account codes are used by external departments or users, and also when receiving documents/transactions are entered into JDE. 4. Implement automated methods identified, and document applicable workflow routines. 5. Revise existing policies and procedures documents as appropriate to include new processes. 6. Communicate new process City-wide to raise awareness. 7. Publish any resulting information/documentation in a shared location.		
Challenges Addressed	10	The City could allow certain department users to assign accounts outside of their departments for purchasing activity (e.g., IT and HR). Promote use of current Self-Service role.	
Additional Benefits and Savings	The City is likely to experience a reduction in staff time spent requesting and creating journal entries, and to create greater accountability over the expenditure of funds by external parties, such as internal services departments.		

P	Standardize, document, and communicate the process for document retention related to all procurement methods and put in place supporting technology and tools.	
Summary	In the current environment, City staff reported uncertainty with appropriate document retention requirements for supporting documents and files for various purchasing methods. The City should evaluate and consider standardizing the retention requirements for documentation that is used to support purchases, including the retention (if necessary) of receipts related to purchasing card activity. Where possible and feasible, the City should adopt technology to facilitate the document retention process and any adopted policies surrounding purging of files. An important consideration in implementing this initiative is the City's long-term strategy for enterprise document management and the use of Sire, as identified under Initiative L in this Action Plan.	
Best Practice	Often times retention schedules for local government organizations are mandated at the	

P	Standardize, document, and communicate the process for document retention related to all procurement methods and put in place supporting technology and tools.

Considerations	state level. If exact requirements do not exist for certain categories of documents such as purchasing documents, closely related financial retention schedules may be followed. The retention schedules, when standardized, should ensure that audit requirements are not only met, but often times organizations will build in a buffer to ensure that proximate documents are not inappropriately purged. As an example, the federal government judicial branch has mandated a 6 year, 7 month retention schedule for all purchasing and accounts payable documentation, though many local districts follow a 7 year retention schedule.

Budget ($)	$0	Budget, Resource, and Timeline Summary	This initiative is anticipated to be completed using internal City resources, and incur no additional costs. This initiative has a dependency of Initiative L and coordination between these efforts should be planned. This initiative is anticipated to require between 100-140 staff resource hours, and include an implementation timeline of approximately two to four months.
Resources (Hours)	100-140		
Timeline	2-4 months		

Action Items to Implement	1. The City should identify any existing record retention schedules that may drive this initiative, including state retention schedules, and any additional requirements (e.g. audit) that may impact adopted schedules. 2. In addition to identifying any external retention requirements, the City should consult individual departments within the City to determine if any unique retention requirements might exist (e.g. related to grant spending, construction projects, City Counsel contract requirements for statute of limitations). 3. Based on the information identified, the City should work to develop a standardized policy surrounding the retention, archiving, and purging of purchasing documentation. 4. The requirements identified for retention may impact the technology and tools identified to support the standardized schedule. The City should explore the ability of Sire to support the retention schedule, and if appropriate implement functionality to support the process. 5. Communicate and train staff on newly adopted policies and processes related to document retention.

Challenges Addressed	12	There are variances in how supporting documentation is provided to Accounts Payable and Purchasing for requisitions. Some departments attach within JDE, while others email buyers directly.
	48	Some staff reported not having access to scanner hardware.

Additional Benefits and Savings	Standardizing the process for document retention for all procurement methods will eliminate perceived ambiguity and misconceptions surrounding current processes. City staff will be more consistent in their approach to maintaining purchasing documentation, ensuring greater compliance with stated policies.

Q	Standardize, document, and communicate the process for reconciling purchases made with P-Cards.
Summary	The City recently implemented the JDE Expense Management module to facilitate the process of reconciling and entering transactions from the City's P-Card merchant, UMB Bank, into JDE. While this functionality has been made available for use by City staff, the decision on whether and how to use it has largely been left to the discretion of the individual departments. While some departments have adopted processes to meet their own specific needs (ex., Utilities Department staff do not all have regular access to PCs), the City should look to standardize, document, and communicate the process for reconciling purchases made with P-Cards, and train staff on the new processes, particularly as it relates to efficiencies that may be available through the use of the JDE Expense Management module.
Best Practice Considerations	Local government practices surrounding the review, tracking, and reconciliation of purchasing card transactions varies across municipalities. Those that offer initial training to cardholders, and recurring training to ensure cardholders are current on policies and procedures, typically have more effective P-Card programs and see the use of P-Cards rise and reliance on purchase orders for small or routine purchases (such as mini orders) decrease. Educating staff on the importance of cardholder responsibilities, as well as purchasing policies and procedures, will reinforce in staff the importance of the reconciliation process.

Budget ($)	$0		
Resources (Hours)	200–240	**Budget, Resource, and Timeline Summary**	This initiative is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 200 to 240 hours initially, plus ongoing work effort. The timeline is expected to be three to four months, with some ongoing effort related to procedure document maintenance.
Timeline	3–4 months		

Action Items to Implement	1. Establish a working group consisting of representatives from several City departments, including but not limited to Finance staff. 2. Develop a matrix of City departments, identifying what their current reconciliation processes are and any unique considerations related to the process that may be specific to the departments. 3. Develop a document that standardizes the process of reconciliation for 80% of City departments, identifying any unique sub-processes or deviations that may be absolutely necessary for specific departments. 4. Include in the documentation any applicable training materials or overview (e.g., screenshots, step-by-step instructions) related to the use of the JDE Expense Management module. 5. Incorporate feedback, revise document to final, and publish in a shared location. 6. Communicate new process City-wide to raise awareness. 7. Facilitate training sessions to provide an overview of the process to staff and respond to any questions.

Challenges Addressed	14	The City could enforce standard processes for how P-Card purchases will be reconciled within departments and for which documentation must be retained.
	51	The P-Card training process is reportedly inadequate for training employees on the appropriate use of purchasing cards.

Q	Standardize, document, and communicate the process for reconciling purchases made with P-Cards.	
	52	Communications regarding purchasing card reconciliation processes and best practices have reportedly not been adequate. Departments are using differing methods to perform the same process.

Q	Standardize, document, and communicate the process for reconciling purchases made with P-Cards.
Additional Benefits and Savings	Through more clearly defined processes for reconciling P-Cards, the City may experience the benefit of expanded usage of P-Cards due to a reduction in staff resistance to using the cards that may be the result of unclear processes. There are the additional benefits of greater rebates offered through higher purchasing volumes, and reducing the cycle time for payment on invoices that would otherwise be generated through the use of mini orders.

R	Standardize, document, and communicate the process and related policies for evaluating vendor proposals in response to RFPs.
Summary	In the current environment, evaluation and scoring processes for competitive procurements are not always consistent, and staff reported an interest in making adjustments as well as learning more about this process when they may not be involved on a frequent basis. With approximately 140 bids and RFPs processed each year, this variation and lack of understanding could lead to challenges further on in the procurement process. The City currently has a standardized process for scoring RFP and other competitive procurement responses, including evaluation criteria; however the City should look to further standardize the review and evaluation process to ensure greater consistency in the ways in which evaluation criteria are reviewed and scored.
Best Practice Considerations	For successful adoption and following of processes, policies, and procedures, the changes must be regularly promoted and enforced by leadership. For RFP evaluation and scoring standardization, purchasing leadership must strictly enforce the steps required to develop, solicit, and evaluate proposals. If evaluation participants know what is expected of them, and know that there is a structured process with clearly defined steps, then the process should become more consistent over time.

Budget ($)	$0		This budget is based on City procurement staff developing standardized policies, procedures, process steps, and process documentation internally. Resources are based on City staff developing the structure and documentation over two weeks (24–32 hours), and then the ongoing time needed to enforce the steps and structure for every procurement (30 min – 1 hour per RFP, which could include a brief evaluation team meeting, configuring documents specific to the procurement, and leadership checking in with the procurement lead to ensure compliance with the standard).
Resources (Hours)	40–80 hours initially	**Budget, Resource, and Timeline Summary**	
Timeline	1–2 months		

Action Items to Implement	1. The City should develop policy and procedures for RFP development, and proposal evaluation and scoring to include the following:
	    a. Step-by-step internal procedures and/or checklist for developing, soliciting, evaluating, and selecting proposals
	    b. Evaluation team guidelines, including composition and expectations of each member
	    c. Evaluation and scoring documentation templates and instructions
	    d. Standard information to include in an RFP

R	Standardize, document, and communicate the process and related policies for evaluating vendor proposals in response to RFPs.

	i. Evaluation criteria and weights, information on how the scoring will occur, guidelines for proposal submittal, dates for key activities, etc.
	    e. How scoring documentation will be retained/stored
	    f. Communication methods for communicating with internal stakeholders, vendors, and other external stakeholders
	    g. Procedures on how to confirm that evaluation team members are aware of the policies and procedures for a competitive procurement. This could include a pre-RFP issuance meeting with the Evaluation Team, facilitated by the RFP point of contact, to discuss the expectations and guidelines for the procurement.
	2. Policies and procedures should be clear and concise, and should be reviewed every few years.
	3. Once developed, the City should notify all City staff of the procurement guidelines and where they can be found electronically. Purchasing leadership should encourage City staff involved with procurements to review the policies and procedures on a regular basis.

Challenges Addressed	**19** Evaluation and scoring processes for request for proposals is not always consistent or structured depending on the staff involved.
Additional Benefits and Savings	Standardizing the approach to developing RFPs and evaluation criteria and documentation, and reinforcing the expectations of evaluation team members should help to reduce the risk of negative actions, such as vendor protests and the selection of inadequate vendors. Standardizing the approach should also save some time for each RFP procurement, as the evaluation teams should not need to develop new materials for evaluation and scoring and should be able to forecast much easier when scoring meetings and other activities will need to occur.

S	Standardize, document, and communicate the process for invoice receiving City-wide.
Summary	In the current environment, it was reported that there are many different ways that the City could obtain an invoice, including email or mail to departments, email or mail to Accounts Payable, in the field or during time of purchase, or hand delivered to the department or Accounts Payable. Recently the Accounts Payable department set up an email address for centralized receipt of invoices and has been promoting it to departments and vendors. The City's current purchasing practices do not include transmitting a copy of purchase/mini orders to vendors at the time of purchase, however they do providing the purchase/mini order number to the vendor for reference purposes. This initiative has several dependencies, including Initiative A related to expanded functionality within JDE; Initiative J related to eGovernment functionality for the submission of invoices by vendors through a web portal; and Initiative X related to the assignment of invoices to AP clerks. Certain initiatives, if implemented first, may provide tools and standards through which the invoice receiving process may be standardized. With this in mind, if the City were to take action on this initiative as an interim step prior to undertaking other initiatives that may serve as a dependency, the City should consider moving to a centralized invoice receiving model.
Best Practice	Policies should be written broadly enough such that all departments are able to comply

S	Standardize, document, and communicate the process for invoice receiving City-wide.
Considerations	without being restricted in their ability to adopt the process to meet the specific needs of the departments' functions. Further, each department should have the authority to extend any policies that uniquely apply to that department. Another consideration should include the ability to make minor changes to a policy that do not necessarily require a council, City manager, or auditor's review and approval, though they may need to be apprised of any and all changes to any policies.

S	Standardize, document, and communicate the process for invoice receiving City-wide.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiative is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 60 to 100 hours initially, plus periodic ongoing work effort. The timeline is expected to be one to two months, with some ongoing effort related to procedural document review and maintenance.
Resources (Hours)	60–100		
Timeline	1–2 months		

Action Items to Implement	1. Review existing policies and procedures documents to identify areas where invoice receiving policies and procedures are currently defined. 2. Establish a working group consisting of representatives from several City departments, including but not limited to Finance staff. 3. Review current policies and procedures (both documented and undocumented). 4. Identify challenges and pain points in current processes. 5. Draft standalone document that defines new invoice receiving procedures. 6. Distribute document to appropriate stakeholders for feedback. 7. Incorporate feedback, revise document to final, and publish in a shared location. 8. Communicate new process City-wide to raise awareness. 9. Communicate new process to vendors, and post information to City website.

Challenges Addressed	30	The City could standardize and communicate the approach to centralized or decentralized invoice receiving.
	31	There are variances in how departments prefer invoices to be submitted to the City. Some departments prefer them submitted directly to AP, others prefer directly to their department.
	32	Invoices often sit on staff member's desks or out in the field for a period of time before they are entered into Sire. This reduces the ability to track the progress of invoices, as well as paying vendors on time.
	33	The City could implement functionality to support decentralized invoice entry into JDE.

Additional Benefits and Savings	This initiative will most directly result in efficiencies gained and staff time saved in the process of receiving and distributing invoices. By establishing a consistent process for receiving and routing invoices, the City will have greater accountability in the process. There is also the added benefit of having all invoices routed through one entry point, during which the vendor record could be verified as being accurate in JDE. If the record is found to be incorrect, City staff would be able to obtain a W9 from the vendor and begin the vendor record update process concurrent to the invoice review and approval process, potentially reducing the overall invoice processing time.

T	Expand the practice of recording receiving information for goods received.

Summary	In the current environment, receiving goods is not standardized throughout the City. Some departments perform three-way matches, while others only perform two-way matches. The timing and steps of when the information is entered into JDE can be different as well. The City should implement a standardized receiving process that includes expanding the practice of recording receiving information in JDE for goods received. In looking to implement this initiative, the City will need to consider whether a

T	Expand the practice of recording receiving information for goods received.
	shift in business process will be necessary to require a greater level of detail in the purchasing process, by including units of measurement on requisitions and purchase orders.
Best Practice Considerations	Three-way matching is the process of matching the packing slip for goods with the invoice received and the purchase order. Matching all three items provides additional checks and balances than the two-way match, which only matches the invoice with the purchase order. Most local government organizations strive for automated three-way matching to ensure that goods received align with goods ordered and paid for. An important consideration will also be to determine acceptable thresholds when a match is not exact but is acceptable. For example, some organizations choose to allow authorized individuals to approve a match with variance less than a dollar amount, but require higher authorization for a larger variance.

Budget ($)	$0	Budget, Resource, and Timeline Summary	This budget estimate assumes that the City will conduct the analysis and expand the practice internally. It also assumes that any improvements, such as applications on mobile devices, will come at little to no cost to the City. Resource hours are based on staff conducting the analysis (24), implementing the changes (48), and training staff (60) over one to two months.
Resources (Hours)	120–140		
Timeline	1–2 months		

Action Items to Implement	1. The City should take a detailed inventory of how each department records information for goods received today. This could include sending out a survey or conducting interviews, and could also include process mapping if desired. 2. Once the City understands how each department is performing the process, the City can develop a plan to make the process as efficient as possible for staff. If the redesigned process is cumbersome, adoption by departments could be limited. a. For receivers who do not work near computers, optimizing mobile devices for data entry into JDE may be the most efficient approach. The City should explore the use of apps on mobile devices. 3. The City should implement the expanded practices and technology based on the analysis of the current processes, and improvements available to the City. 4. The most important aspect of this initiative is to train and educate staff on how to receive goods efficiently, and why it should be done. Empowering staff to embrace the change, and informing them as to why it is being done, should help with the expansion and adoption of the practice. 5. Following successful implementation and training, the City should revisit the improvements periodically to determine the effectiveness. This could include sending out a follow-up survey to staff, reaching out to them in person, or reviewing audit information in JDE to see if departments have increased the use of the system. If challenges are identified, the City should work directly with end users to identify and mitigate the issues.

Challenges Addressed	27	The City could implement a formalized receiving process where goods are marked as received in JDE and packing slips are scanned and retained so that a three-way match process can be used.
Additional	Implementing and standardizing the practice of receiving goods into JDE could add

T	Expand the practice of recording receiving information for goods received.
Benefits and Savings	additional work to some staff in the City; however, it should also help to reduce the time it takes to pay vendors, because the information should get into JDE faster for downstream staff to be able to perform their tasks in the P2P process. Three-way matching should also reduce data entry errors and provide additional checks and balances.

U	Standardize payment terms among all City vendors
Summary	In the current environment, City staff identified that some invoices are held until the payment due date nears and that some vendor contracts exist with payment terms other than the City's standard, net 30. While the practice of holding some invoices may assist with City cash flow or "float," it is currently done without adequate tracking and may be contributing to some late payments. In addition, the decision to hold payments doesn't necessarily consider any advance payment discounts offered by vendors. In determining the standard payment terms that the City will adopt, a decision related to the payment method should be made as well to identify if the City will require that ACH Payments to vendors will be the standard moving forward.
Best Practice Considerations	The decision among local governments related to whether invoices are held or paid promptly varies to some extend nationwide; however, more often the decision is to pay invoices promptly to reduce the risk of late payment fees and to potentially realize early payment discounts. Sometimes the justification is that organizations are challenged to accurately track held payments with sufficient confidence not to risk late payments. Many local government organizations nationwide have begun to move to a standard of ACH payments to vendors in order to expedite payment, and to reduce the accounts payable processing time and the number of paper checks produced. While many organizations have adopted ACH as the primary means of payment to vendors, many organizations still use paper checks as a secondary means of payment.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiatives is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 200 to 240 hours initially, plus ongoing work effort. The timeline is expected to be two to three months, with some ongoing effort related to vendor contract maintenance.
Resources (Hours)	200–240		
Timeline	2–3 months		

Action Items to Implement	1. City staff should review all current vendor contracts and identify any contract with payment terms other than net 30. 2. City staff should review all current vendor contracts and identify any contract that offers early payment discounts. 3. City staff should initiate the process to revise contracted payment terms where necessary, based on the contract renewal timelines. 4. Vendors with payment terms other than net 30 and that offer early payment discounts should be marked accordingly in the JDE vendor file. 5. The City should determine the policy related to whether invoices are held or paid promptly. 6. Following the determination of the policy, the City should document and communicate this to all impacted City staff.

U	Standardize payment terms among all City vendors
	7. Following the determination of the policy, and assuming the City has implemented previously recommended initiatives to decentralize invoice receiving and expand workflow capabilities, the City should update JDE vendor files with payment terms. 8. The City should document and communicate the new policy to all impacted vendors as needed. For example, if the City elects to hold payments and a vendor has historically received prompt payment, they should be notified of this change. 9. The City should initiate the process to negotiation early payment discounts in contracts going forward.

Challenges Addressed	28	The City could standardize and communicate the approach to holding payments until payment timelines are met.
	49	Some vendor contracts and the vendor file reportedly exist with payment terms more expedited than Net 30.

Additional Benefits and Savings	This initiative will most directly result in decreased late fees resulting from payments initially held and the realization of early payment discounts where applicable.

V	Adjust competitive purchasing thresholds in the Purchasing Policy.
Summary	It was reported by City staff that, in the current environment, the competitive purchasing thresholds are viewed as restrictive, and efficiencies may be gained through adjusting certain levels. For some departments, many purchases exceed $5,000 and staff desire a higher threshold to align more closely with the types of goods and services being procured.
Best Practice Considerations	The decision to set competitive purchasing thresholds within an organization is largely dependent on a combination of factors, including the volume of transactions within certain monetary ranges; the anticipated savings to be realized through a competitive procurement process as weighed against the cost associated with the additional staff time/effort expended in undertaking a competitive procurement; and whether the organization would benefit from varying competitive purchasing thresholds that apply to different categories of spend. Some organizations have adopted differing thresholds that apply to specific categories of purchases in an effort to acknowledge that some types of spend will generally have a high cost associated, and the variance in cost may not be as great as compared to other types of spend. For example, some organizations will adopt a higher competitive threshold for professional services (e.g., legal, consulting, and engineering) and construction projects based on these categories having a higher average spend per contract. In 2012, the National Institute of Government Procurement published a Public Procurement Benchmark Survey Report that identified an average of $21,628 as the amount up to which an informal quote can be solicited by government entities.[3] Some organizations, when choosing to adjust existing competition thresholds, elect to impose more stringent requirements related to informal "price shopping" and obtaining quotes from vendors by requiring staff to submit additional materials (quotes, price sheets, etc.) along with a requisition in order to validate the pricing as being competitive. In terms of purchasing thresholds for P-Cards, organizations often adopt

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[3] https://www.nigp.org/docs/default-source/New-Site/research-reports/nigp2012benchmark.pdf?sfvrsn=2

V	**Adjust competitive purchasing thresholds in the Purchasing Policy.**
	the use of a P-Card program to generate efficiencies in not only the payment process, but also in the procurement process. By reducing or eliminating the need to have multiple layers of review and authorization prior to completing a purchase, staff can be empowered to carry out routine purchases within additional approval layers.

V	Adjust competitive purchasing thresholds in the Purchasing Policy.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiatives is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 200 to 240 hours. The timeline is expected to be three to four months, with the possibility of additional time required if City Legal Counsel review and City Council action will be required.
Resources (Hours)	200–240		
Timeline	3–4 months		

Action Items to Implement	1. Research and categorize City purchasing history over a period of time (3–5 years ideally) to identify average per transaction spend. 2. Identify whether certain categories of purchases (e.g., professional services) regularly incur a higher average per transaction spend. 3. Research comparable peer organizations within and outside of Colorado to identify competitive purchasing thresholds, whether or not those thresholds are meeting the needs of the organization, and if and when the thresholds were last adjusted. Included in this should be research into individual P-Card transaction limitations. 4. Based on City-specific data, and peer research received, evaluate the City's current purchasing thresholds and develop new thresholds. 5. Revise purchasing policy as appropriate, and propose changes to City Council. 6. Publish the documentation in a shared location. 7. Communicate new process City-wide to raise awareness. 8. Facilitate training sessions to provide an overview of the policy to staff and respond to any questions.

Challenges Addressed	8	The City could adjust competitive purchasing thresholds to provide alternate purchasing processes and gain efficiencies.
	15	The City could standardize the purchasing thresholds among P-Card users.

Additional Benefits and Savings	By increasing and/or standardizing the individual purchasing threshold for P-Cards, the City will benefit by reducing the amount of time and effort involved in the review and approval of small dollar amount purchases carried out on a regular basis. This will have the added benefit by reducing staff frustration that results from having P-Cards, but being unable to use them in an autonomous manner. By adjusting competitive purchasing thresholds to be in line with current City purchasing trends and activities, the City may benefit from reducing the amount of time spent seeking competition for purchases where the price difference between vendors may not be as great as the cost incurred in staff time seeking the competition. Further, by increasing the purchasing thresholds for competition, the City may benefit from acquiring goods and services in a more timely fashion.

W	Adjust the process for employee expense reimbursement.

Summary	It was reported that the City used to reimburse employee expenses through payroll processing but recently elected to process employee expense reimbursements through AP with a separate direct deposit transaction. The primary feedback from City staff was that the process to submit expenses for review is manual and cumbersome. The objective of this initiative is to consider whether additional functionality within JDE may support automating this process with less reliance on hardcopy documents. RFI

W	Adjust the process for employee expense reimbursement.
	responses indicate that JDE Expense Management may be a suitable option for the City to consider.
Best Practice Considerations	City government organizations use a variety of methods to reimburse employee expenses, with the primary driver in determining the process being ease of use and controls. Many cities have elected to use software functionality in the human resources/payroll suites as they offer reimbursement submittal in a similar way as time capture. This is often a beneficial approach to the submitting employee, as they can utilize one point of entry for both expenses and time. Similarly, reimbursement requests are often approved by the same staff who approve time, which creates similar benefits from one portal being used for both processes. Ultimately, the decision to use one software functionality set over another must carefully consider the available controls and require that dynamic workflow and notifications be available. In addition, the need for appropriate document retention is also an important consideration in relation to content management software functionality.

Budget ($)	$0	Budget, Resource, and Timeline Summary	This initiative is anticipated to be completed solely by internal resources and no budget will be required. The work effort is expected to range from 160-180 hours initially, plus ongoing work effort. The timeline is expected to be one to two months.
Resources (Hours)	160-180		
Timeline	1–2 months		

Action Items to Implement	1. The City should assemble a working group to research available functionality in JDE Expense Management, in JDE HR-Payroll modules, or through other means. 2. The City should document additional requirements for employee expense reimbursement and communicate these to JDE partners for specific pricing. 3. Based upon the pricing information received, the working group should determine the action plan to move forward and develop a work plan based on this direction.
Challenges Addressed	**25** The City previously paid employee expense reimbursements via payroll, and recent moved to payment on a separate check/payment with a separate direct deposit form.
Additional Benefits and Savings	This initiative will likely result in less time spent by employees entering reimbursement requests, as well as less time spent by those who review requests.

X	Adjust the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges and evaluation staffing levels for the role of AP clerk.
Summary	In the current environment, Accounts Payable clerks distribute responsibility for paying vendors by vendor name. For example, one clerk may be responsible for vendors A through H, another I through Q, etc. Staff reported that the routing and assignment of vendor payments by vendor name ranges may be inefficient and cause challenges for departmental staff to determine where in the payment process their vendor lies. Vendor payments require clerks to perform a manual three-way match (compare the invoice, purchase order, and receiving report), create the voucher manually, and then write the check. It was reported that the manual steps cause the process to be labor intensive and inefficient. Because of the manual processes for vendor payments, as well as manual processes of receiving and scanning documents into Sire, Accounts Payable

X	**Adjust the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges and evaluation staffing levels for the role of AP clerk.**
	staffing levels appear to be inadequate. The City should adjust the process for receiving, distributing, and performing vendor payment activities in the Accounts Payable office, and evaluate staffing levels to ensure that the appropriate level of internal and external processes and services are being performed adequately.
Best Practice Considerations	BerryDunn recommends conducting this initiative later in the Action Plan, as integrations, training, and business process standardization in other initiatives could alleviate the need for additional staff in Accounts Payable. Business processes earlier in the P2P process could also cause vendor payment processes to change. When reviewing business processes, it is recommended that the first step is to identify how the processes look as-is by mapping the business processes. Once the City can depict how the current environment looks, then changes can be made to the existing workflow to optimize how they can be improved (to-be). Putting the process on paper will also aid in training departmental staff who interact with Accounts Payable clerks on how the new process is being conducted. Whenever an evaluation of staffing levels is conducted, care must be taken to ensure that the evaluators are able to discern opinion from fact and staffing levels versus inefficient business processes. More often than not, redesigning a business process will be less costly than hiring additional staff to perform inefficient business processes. During the staffing level evaluation, the City should also review business processes at a high level to identify any time-saving activities.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This budget estimate of $0 is based on the initiative being conducted internally by City staff. Resource hours are based on six City staff, including AP clerks adjusting the vendor payment process (60), three City staff evaluating staffing levels (30), and one City staff member assisting with training and change management (20) over the course of one to two months
Resources (Hours)	100–120		
Timeline	1–2 months		

Action Items to Implement	1. The City should conduct business process mapping work sessions to identify how the current vendor payment process works at a detailed level. 2. The City should then review the process maps and identify ways to improve, in order to generate efficiencies. 3. Once an optimized process has been developed, the City should implement the changes and conduct change management activities in Accounts Payable and associated departments to ensure that staff involved are aware of the changes and their benefits. 4. The City should evaluate the changes over time to ensure they have created efficiencies. 5. Following the successful implementation of vendor payment process adjustments, the City should conduct a thorough analysis to determine if staffing levels are appropriate for the work that should be conducted. 6. The evaluation should not only include an analysis of what staff are currently doing, but also what they could be doing differently. For example, it may make sense to push activities to departmental staff, or bring additional processes into the Accounts Payable office. This analysis may necessitate additional process mapping sessions.

X	Adjust the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges and evaluation staffing levels for the role of AP clerk.

	7. Based on the results of the staffing evaluation, the City should implement any processes changes to be made, and if identified as a need, obtain additional staff for the department.

Challenges Addressed	**29**	Adjusting the process whereby AP clerks are assigned vendor payment responsibilities by vendor name ranges may create efficiencies.
	54	It was reported that the current staffing levels in AP are not effective with the current business processes and use of technology.

Additional Benefits and Savings	Accounts Payable processes, and primarily paying vendors, involve and/or concern other departments besides just Accounts Payable. Improving operations in Accounts Payable could lead to efficiencies gained in associated departments as well, by increasing transparency and reducing the need to contact AP staff. Similarly, if Accounts Payable is able to take on more work through redesigned business processes or the addition of staff, departmental staff may have additional time to dedicate to other processes as well.

Y	Consider opportunities to put in place a single shared financial liaison for smaller and similar departments.

Summary	In the current environment, the City has several departments that do not carry out high volumes of purchasing activities, and each department maintains financial liaisons that carry out similar P2P processes. While these individuals each have the technical knowledge needed related to the needs of their department, they may not have as great a level of familiarity with purchasing policies and procedures given the lower transaction volume and may benefit from having purchasing support from a resource that concentrates on purchasing and accounts payable activities.

Best Practice Considerations	Over the past five to ten years, many organizations have begun to move to a centralized and/or consolidated purchasing model, allowing for resources in a central internal service department to provide specialized knowledge and services to departments that may not be as familiar with certain policies and procedures. The concept behind this being that, at the department level, staff are intimately familiar with the technical needs of their department but may not be familiar with the purchasing process or sourcing opportunities. For the City, this concept might be realized through sharing a financial liaison that concentrates work effort and knowledge in one resource that is shared between several smaller and similar departments.

Budget ($)	$0	**Budget, Resource, and Timeline Summary**	This initiative is anticipated to be completed solely by internal resources and no budget will be required if this initiative is able to be implemented using existing City staff resources. The work effort is expected to range from 60 to 100 hours initially, plus ongoing work effort. The timeline is expected to be two to three months.
Resources (Hours)	60–100		
Timeline	2-3 months		

Y	Consider opportunities to put in place a single shared financial liaison for smaller and similar departments.
Action Items to Implement	1. A process should be undertaken to identify those smaller and similar departments that may benefit from sharing a single financial liaison resource. 2. The needs of identified departments should be documented, reviewed with purchasing, and confirmed with department heads. 3. Policies and procedures specific to those departments and the use of a single shared financial liaison resource should be developed and then shared with the departments.

Challenges Addressed	53	Some smaller departments, such as the Attorney's Office, Municipal Court, and City Clerk each have staff performing the same P2P processes. The departments could benefit from utilizing one staff member amongst the three departments focused primarily on purchasing activities.

Additional Benefits and Savings	The City can expect to realize the benefit of greater knowledge and specialization in the purchasing process by sharing a financial liaison for administering purchasing activities for small and similar departments through one staff resource. This will have the added benefit by allowing other staff that currently participate in the purchasing process to focus on other duties.

Z	Develop and administer an ongoing City-wide training curriculum related to P2P technologies, processes, policies, and available support resources.
Summary	In the current environment, City staff reported a number of areas where training has been inadequate. These areas include, but are not limited to, end-user's use of JDE for reconciling P-Cards, understanding of City purchasing policies, and when to reach out to IT for assistance. With personnel knowledge and skills being the most valuable asset to the City, and a large expense, training staff and developing a culture of ongoing learning and improvement should be a focus of City leadership to maximize efficiency.
Best Practice Considerations	A common activity for local governments is to implement/improve technology in an attempt to solve business process and policy inefficiencies. This does not often work as effectively as expected, because technology is an enabler of business processes and policy and not the other way around. In order to sustain long-term efficiency, staff must be trained to understand how and when processes should be performed, using the policies and tools available. An organization has three primary resources: information; services, infrastructure, and applications; and people, skills, and competencies. In order to maximize these resources, staff must be trained to have the skills and competencies to effectively use infrastructure and applications (among other enablers) to effectively use information and provide services. Training gives staff the skills and competencies to do so.

Budget ($)	$15,000 initial costs based on the need for external resources and materials. $500/employee per year ongoing.	**Budget, Resource, and Timeline Summary**	Training staff on identified opportunities should be considered "low hanging fruit" for the City, with some initial planning. The City should plan on four weeks of training, with around half being from external resources (80 hours at $175/hr plus travel and materials) Ongoing training, however, takes more planning and structure and could include

Z	Develop and administer an ongoing City-wide training curriculum related to P2P technologies, processes, policies, and available support resources.		
Resources (Hours)	2–10 /employee for initial training 2–4 /month /employee for ongoing		regular involvement of external resources. Initial training on identified areas could range from 2–10 hours per employee, depending on training topics, plus 10–20 hours of planning and preparation for the trainer(s). Planning and developing a program for ongoing training, including developing the means to identify new training opportunities, may range from 60–80 hours of City resources. Once the training program has been developed, the City should plan on allocating a minimum of $500 per employee to go towards external resources or external training opportunities to provide training that could range from 2–4 hours per month per employee.
Timeline	Immediate training on high-priority initiatives (four weeks), and then regular ongoing training on a monthly/yearly basis		

Action Items to Implement	1. City staff should develop a work plan to identify the immediate training opportunities, who will provide the training, what employees should participate in the training, when training should/can occur, and the cost and resource hours necessary.
	    a. Training topics should include:
	        i. Purchasing policy refresher training
	        ii. Basic productivity tool training (MS Office products, Adobe, Internet browsers, etc.)
	        iii. Report creation and assistance
	        iv. Relevant business process/workflow training (reconciling P-Cards, entering requisitions, etc.)
	        v. Mobile device use, including JDE applications
	2. The City should conduct training based on the work plan, to address the higher-priority initiatives.
	3. Concurrently with training for the higher-priority initiatives, the City should develop a program plan, similar to the work plan that builds out a program to provide ongoing training to staff. The program plan should provide a framework for identifying training needs and opportunities, the staff and external resources needed, estimated costs involved, and a well-developed schedule and timeline for providing the training opportunities. Similarly, the program and any related policies and procedures should promote a culture of ongoing training, including a framework for staff to seek out their own training opportunities. There is numerous literature available on the Internet, as well as software packages, that enable the development of training programs.
	4. Following the program plan, the City should annually budget sufficient funds to provide the necessary training to each employee, and identify and plan ongoing training.
	5. The City should perform the training activities and evaluate the effectiveness of the training program at least annually.		

Challenges Addressed	47	Some browser compatibility issues were reported when staff used Chrome instead of Internet Explorer.	
	50	Several employees involved with the P2P process are not aware of the City's	

Z	Develop and administer an ongoing City-wide training curriculum related to P2P technologies, processes, policies, and available support resources.	
		purchasing polices and may benefit from additional training.
	55	Multiple departments reported challenges with reporting, whether it be lack of knowledge to generate reports, lack of security permissions to run reports, or not reaching out to Finance or IT for reporting assistance.
	56	The City could communicate the process to request reporting assistance, as well as general JDE assistance from Finance, Purchasing, and IT.
Additional Benefits and Savings	Implementing training to remediate identified challenges should lead to better realization of technology. For example, training staff on productivity applications, including the use of Web browsers, could reduce the time it takes staff to navigate screens. Training on purchasing policies, such as when to use a P-Card instead of a mini order, and who should reconcile P-Cards, could reduce clerical work for field staff. Purchasing policy training could also increase the use of JDE instead of manual and paper-based processes. Finally, training on report writing, use of templates, and when to ask for assistance could reduce end-user's reliance on Finance and IT to generate reports.	

5.0   Additional Implementation Considerations

This section of the report describes additional considerations for the City as the Action Plan is implemented.

The City will benefit from several considerations as it begins to implement the initiatives of this Action Plan. This section describes those related to change management, subject matter ownership, as well as updating the Plan.

5.1.   Change Management Considerations

Preparing an organization to undertake significant change can be difficult if the potential changes are not examined for impact on the productivity and morale of the individuals affected. Substantial changes resulting from projects such as ERP implementations can produce a variety of reactions from staff, including but not limited to:

- Fear
- Uncertainty about one's identity, purpose, and role within the organization
- Questions of job security and organizational status
- Perceived loss of control and predictability
- Lack of faith/trust
- Relief and appreciation

Change management is defined as the processes, tools, and techniques for managing the people side of organizational change effectively at the individual level to achieve desired project management outcomes across the organization. Change management efforts focus on bringing people through the process of change, from the current state of operations to a desired future state, in order to drive positive changes in the business results of the project. While change management may not be as easily quantifiable as project management, successful change management efforts can positively impact project success in the quantifiable terms of budget, scope, and schedule.

The on-site work sessions identified a number of change management areas. The change management focus areas contained in the following table were identified during the on-site work sessions. The focus areas are organized by their respective stakeholder group.

Table 5.1: Change Management Focus Areas

Change Management Focus Areas		
No.	**Stakeholder Group**	**Focus Areas**
1	City End Users	As the City standardized processes and policies, some end users will see significant change to the way they use P2P processes today. In some cases, they may be required to complete more processing individually, and in others, their respective purchasing authority may be adjusted.

Change Management Focus Areas		
No.	Stakeholder Group	Focus Areas
2	Department Power Users	As the City considers recommendations to utilize more functionality within JDE, Department Power Users will be expected to utilize the software more and earlier in processes. This may require training in some cases, as well as an overall reduced reliance on manual and paper-based processes.
3	Department Approvers and Department Heads	As with Department Power Users, Department Approvers and Department Heads will be expected to utilize the software more and earlier in processes. This may require training in some cases, as well as an overall reduced reliance on manual and paper-based processes.
4	Purchasing Staff	With an overall increased number of users in JDE, Purchasing staff should expect to receive more requests for support as JDE is used in the P2P process.
5	Accounts Payable Staff	In the current environment, AP staff have a critical role in the overall P2P process that may change should the City adopt a change to the invoice review and approval steps.
6	IT Staff	With an overall increased number of users in JDE, IT staff should expect to receive more requests for support as JDE is used in the P2P process.
7	City Leadership	As the City implements new processes and policies, City Leadership will need to change some current processes to be in line with these new items.
8	External Stakeholders	The primary focus area related to the vendor community was a need to clarify expectations related to payment timelines. It was reported that, although most contracts utilize a Net 30 payment schedule, some vendors have the expectation of payment much more promptly. As identified in other sections of this report, the City should confirm the payment terms they will utilize with vendors. Following this task, vendors should be made aware of the confirmed terms.

As the City proceeds with the project, a large number of City staff will be impacted by one or various changes implemented. It will be important that these individual staff members remain informed during the life of the project, and invited to participate in the process where appropriate. Whether it be the concerns identified here or new concerns that arise during the course of the project, change management and communication efforts can assist with mitigation efforts to increase buy-in, reduce uncertainty, and clarify the City's strategic vision for the project.

5.2. Subject Matter Ownership

As the City begins the planning process for implementing the initiatives identified in this Action Plan, an important consideration will be instilling in staff a sense of subject matter ownership. This includes City staff serving as either official or unofficial leads for the implementation of the various initiatives. Of

particular importance are the initiatives related to implementing additional processes and technology within JDE. Often times, local government organizations will identify one or more core users to serve as subject matter experts or "point person" for processes and training related to systems functionality. In the current environment, it was reported the City has comparable individuals representing other departments (e.g. Streets, Parks, Utilities, etc.) that act as front-line support for troubleshooting errors and user education on JDE. With a considerable amount of change planned for the P2P process, the City should consider adopting one or more individuals to serve in a comparable capacity, borrowing upon any lessons learned from existing comparable positions in the City.

5.3. Implementation Resources

The 20 Initiatives for Improvement are estimated to require between 3,070 and 4,200 resource hours to implement them. As described in this Action Plan, additional resource hours will be required for ongoing training, change management activities, and for the management of the Action Plan (see Section 5.5). The City may be able to complete all 20 Initiatives for Improvement in 18-24 months. This resource level and timeline represents a need for approximately two and a half to three full-time-equivalents (FTE).

Implementation resources will be needed from multiple stakeholder groups for each Initiative for Improvement. For most, resources will be needed for project management, subject matter expertise, and technical expertise. Executive level stakeholders will also need to be involved for any escalated decision making.

Estimating the percentage of time required from each group is challenging due to a number of factors. Further, in some cases the split will be based on the way in which an Initiative is undertaken. For the majority of the Initiatives for Improvement, the City can expect a split similar to the one below:

- Project Management: 15-33%
- Subject Matter Expertise: 33-50%
- Technical Expertise:15-33%
- Additional (Executive decision making, etc.): 5-15%

Based on the potential ranges for the resource split, the City can likely expect up to one FTE for Project Management.

5.4. Anticipated Benefits and Potential Savings

Each Initiative for Improvement included a description of the Anticipated Benefits and Potential Savings that may be realized upon successfully implementing the Initiative. Among all Initiatives, the following are expected:

- Further use of technology currently licensed at the City.
- Leveraging new technologies and tools available to complement the current environment.
- Reduced reliance on manual and paper-based processes.

- Decreased variation among points in the P2P process.
- Increased access to data for staff in departments.
- Increased online capabilities for interacting with the City's vendors.
- Decreased processing times at several points in the P2P process.

In multiple cases, the City can expect specific quantifiable improvements as process become more effective and efficient following the implementation of the Initiatives. Among all Initiatives, below are a few examples of these areas:

- It is estimated that there are 1,744 duplicates in the vendor file with a total of 88,966 records. Cleanup of these duplicates will decrease time spent looking up vendors and reduce the likelihood that the wrong vendor is selected.
- Currently 14 staff has the ability to edit records in the vendor file. Allowing additional decentralized vendor file access (with an approval step) may decrease the time spent updating records by 50%.
- Standardizing the invoice receiving process with system-based tracking may reduce the current payment timeline of 38 days by up to 10 days in some cases, based on examples reported by departments and divisions.
- In addition, the decentralized invoice model impacts the City's ability to effectively track invoice status, and responding to vendor inquiries is time consuming. This initiative could reduce research and response time by 60%.
- Currently, Accounts Payable processes approximately 60,000 payments annually. Approval of these payments is typically paper-based and often requires multiple levels of approval resulting in non-value add inefficiencies and lost time. The initiative will significantly reduce
- The City currently receives approximately $124,000 in rebates from P-Card usage. P-Card transactions represent approximately 2% of all purchases, representing $8.9M in annual activity. P-Card usage could be increased, which will also increase the rebates received.
- Standardizing the process of P-Card reconciliation with efficiency improvements may decrease reconciliation time by 30-60 minutes per card holder. With 1,039 P-Cards in use, this represents a conservative time savings of 500 hours per month.
- The City currently has approximately 3,000 vendors setup for ACH payments in addition to vendors paid by wire transfer. Approximately 50% of the City's payments are made electronically, which could be increased. Utilizing ACH and wire transfers for payment decreases staff labor, improves payment timeliness, and reduces the likelihood of lost checks.
- In the vendor file there are currently nine different payment term options with at least some activity under each payment term option. Standardizing vendor payments terms, and terms assigned to vendors in JDE, will allow the City to better manage payment timelines and reduce the likelihood of late fees.

Additional benefits can be tracked and measured as part of the implementation of each Initiative.

5.5. Updating the Action Plan

BerryDunn recommends that the City review and update the Action Plan twice a year. The review process should be managed by the P2P Project Management Team (P2P Team) or similar group of City-wide representatives. The review meetings should address the following:

a. The first update of the year should be to track the progress made against initiatives.
b. The second update during the year should focus on reassessing upcoming projects and re-prioritizing the order of projects for the upcoming fiscal year. While individual department input is important, the overall decision to re-prioritize initiatives should be made by the P2P Team. As part of this update, the P2P Team should meet with department representatives to obtain their input and communicate plans for the upcoming year.

It is anticipated that new projects will be identified throughout the year. Some of these projects may be the result of newly uncovered information and workflows, changes in technology or staff, or other unexpected events that create the need for new or modified projects. P2P Team members should be responsible for assessing new projects as they are identified and determine how they can be incorporated into the Action Plan.

Appendix A: Project Participants

	Project Participants	
No.	**Name**	**Department/Division**
1	Cindy Cosmas	Community Development and Neighborhood Services (CDNS)
2	Mary Donaldson	City Attorney's Office
3	Rita Knoll	City Clerk
4	Wendy Bricher	City Manager's Office (CMO), Communication and Public Involvement Office (CPIO), Environmental Services
5	Gail Budner	Cultural Services
6	Jill Stilwell	Cultural Services
7	Loren Schen	Cultural Services
8	Jennifer Hensley	Downtown Development Authority (DDA)
9	Christie White	Engineering
10	Lucinda Smith	Environmental Services
11	Claire Turney	Finance
12	Dawn Henderson	Finance
13	Kathy Tormaschy	Finance
14	Linda Brown	Finance
15	Linda Samuelson	Finance
16	Travis Storin	Finance
17	Joan Busch	Human Resources
18	LeeAnna Vargas	Human Resources
19	Lynn Sanchez	Human Resources
20	Sky Holubec	Human Resources
21	Chris Martinez	Information Technology
22	Dan Coldiron	Information Technology
23	Eric Bergersen	Information Technology
24	Glen Shirey	Information Technology
25	Janet Gilbert	Information Technology
26	Marija Balic-Wilson	Information Technology
27	Michelle Carr	Information Technology
28	Rachel Springob	Information Technology

	Project Participants	
No.	**Name**	**Department/Division**
29	Suzanne Jarboe-Simpson	Information Technology
30	Elizabeth Knudson	Light and Power Operations—Warehouse
31	Steve Catanach	Light and Power Operations—Warehouse
32	Jeff Baines	Library
33	Patty Netherton	Municipal Court
34	Tammy Reck	Municipal Court
35	Barb Brock	Natural Areas
36	John Stokes	Natural Areas
37	Ken Mannon	Operation Services
38	Leora Spence	Operation Services
39	Rosanne McDonnell	Operation Services
40	Stan Welsch	Operation Services
41	Dawna Gorkowski	Parks
42	Mike Calhoon	Parks
43	Sarah Meyer	Parks
44	Mark Jackson	Planning Development and Transportation (PDT)
45	Kirsten Howard	Poudre Fire Authority
46	Carrie Held	Police Services
47	Tricia Muraguri	Police Services
48	Beth Diven	Purchasing
49	Doug Clapp	Purchasing
50	Elliot Dale	Purchasing
51	Gerry Paul	Purchasing
52	Jill Wilson	Purchasing
53	Pat Johnson	Purchasing
54	Carol Fahring	Recreation
55	Dawn Worth	Recreation
56	Jane Stanislaw	SSRM
57	Sandy Aragon	Traffic
58	Karl Gannon	Transfort
59	Annetta Maestas	Utilities

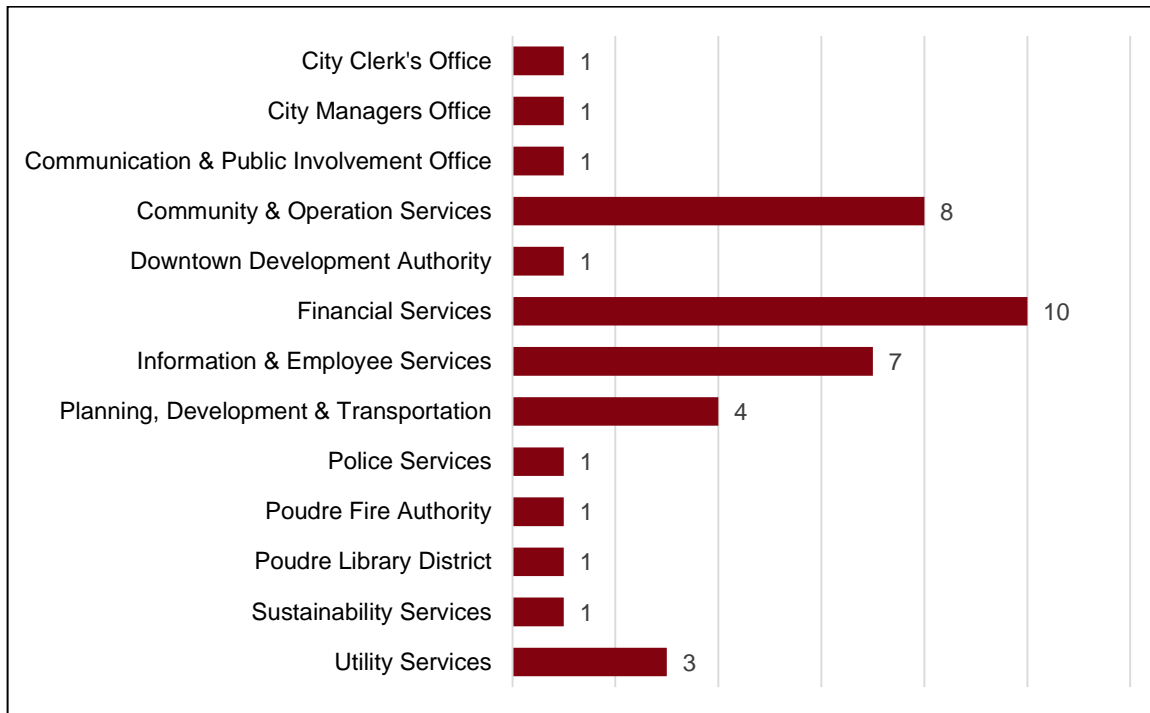| Project Participants		
No.	**Name**	**Department/Division**
60	Chris Donegon	Utilities
61	Lisa Rosintoski	Utilities
62	Melissa Walker	Utilities
63	Owen Randall	Utilities
64	Patti Teraoka	Utilities
65	Phil Ladd	Utilities
66	Shannon Gallegos	Utilities

Appendix B: Procure-to-Pay Application Inventory

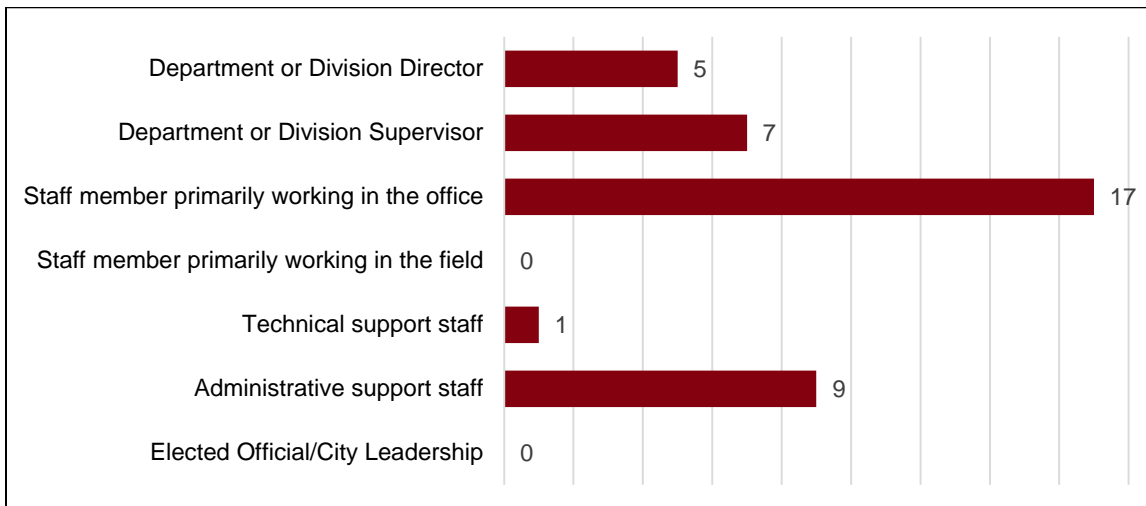|	Procure-to-Pay Application Inventory			
No	**Application**	**Department**	**Product**	**Provider**
1	Enterprise Resource Planning (ERP)	All	JD Edwards EnterpriseOne	Oracle
2	Document Management System (DMS)	All	Sire	Hyland
3	Fleet Management and Work Order System	Fleet	Faster	CCG Systems
4	Maintenance Management and Work Order System	Facilities	TMA	TMA Systems
5	Recreation Management System	Recreation	RecTrak	Vermont Systems
6	Electronic Procurement Subscription	Purchasing	Rocky Mountain E-Purchasing System	Sourcesuite Procurement Solutions
7	DMS Web Viewer	All	CityDocs	City of Fort Collins
8	Reporting Software and Enterprise Reporting Portal	Information Technology	Business Objects: Crystal Report, Web Intelligences, and Business Objects Enterprise	SAP
9	Inventory Management System	Utilities—Warehouse	In-house Developed	City of Fort Collins
10	Community Development System	Community Services	Automation	Accela
11	Asset Management System	Traffic	CityWorks	Azteca Systems
12	Procurement Card Portal	Finance	UMB Bank	UMB Bank
13	Form Generator	Accounts Payable	BI Publisher	Oracle
14	BART—Budgeting Software	Budget Office	In-house Developed	City of Fort Collins

Appendix C: Web-Survey Results

Below are selected results to the survey questions that were included in the Web surveys administered prior to BerryDunn's on-site fact-finding meetings.
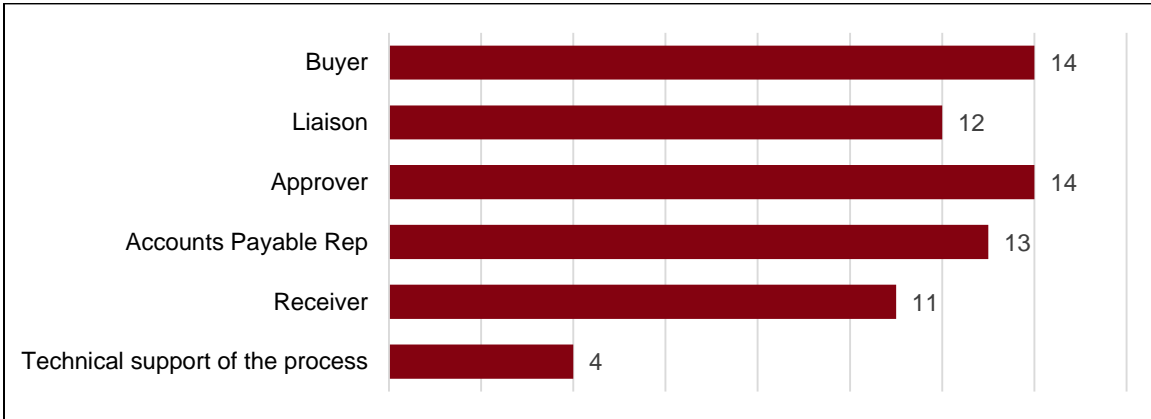
Procure-to-Pay End-User Web Survey

1. Please state the Department(s) or Division(s) that relate most closely to you:

Department/Division	Count
City Clerk's Office	1
City Managers Office	1
Communication & Public Involvement Office	1
Community & Operation Services	8
Downtown Development Authority	1
Financial Services	10
Information & Employee Services	7
Planning, Development & Transportation	4
Police Services	1
Poudre Fire Authority	1
Poudre Library District	1
Sustainability Services	1
Utility Services	3

2. Please select the role that best describes your job title or position:

Role	Count
Department or Division Director	5
Department or Division Supervisor	7
Staff member primarily working in the office	17
Staff member primarily working in the field	0
Technical support staff	1
Administrative support staff	9
Elected Official/City Leadership	0

3. Please select the role in the Procure-to-Pay process that most closely relates to you:

Role	Value
Buyer	14
Liaison	12
Approver	14
Accounts Payable Rep	13
Receiver	11
Technical support of the process	4

4. What software system(s) do you use to support the current P2P process?

Software	Value
Adobe Acrobat	5
BI Launch Pad	6
CityDocs	4
CityNet	3
CityWorks	2
Crystal Reports	1
DocuSign	2
JDE	33
MS Excel	16
MS Outlook	7
MS Word	1
Rocky Mountain Bid System	1
SIRE	10
TMA	1
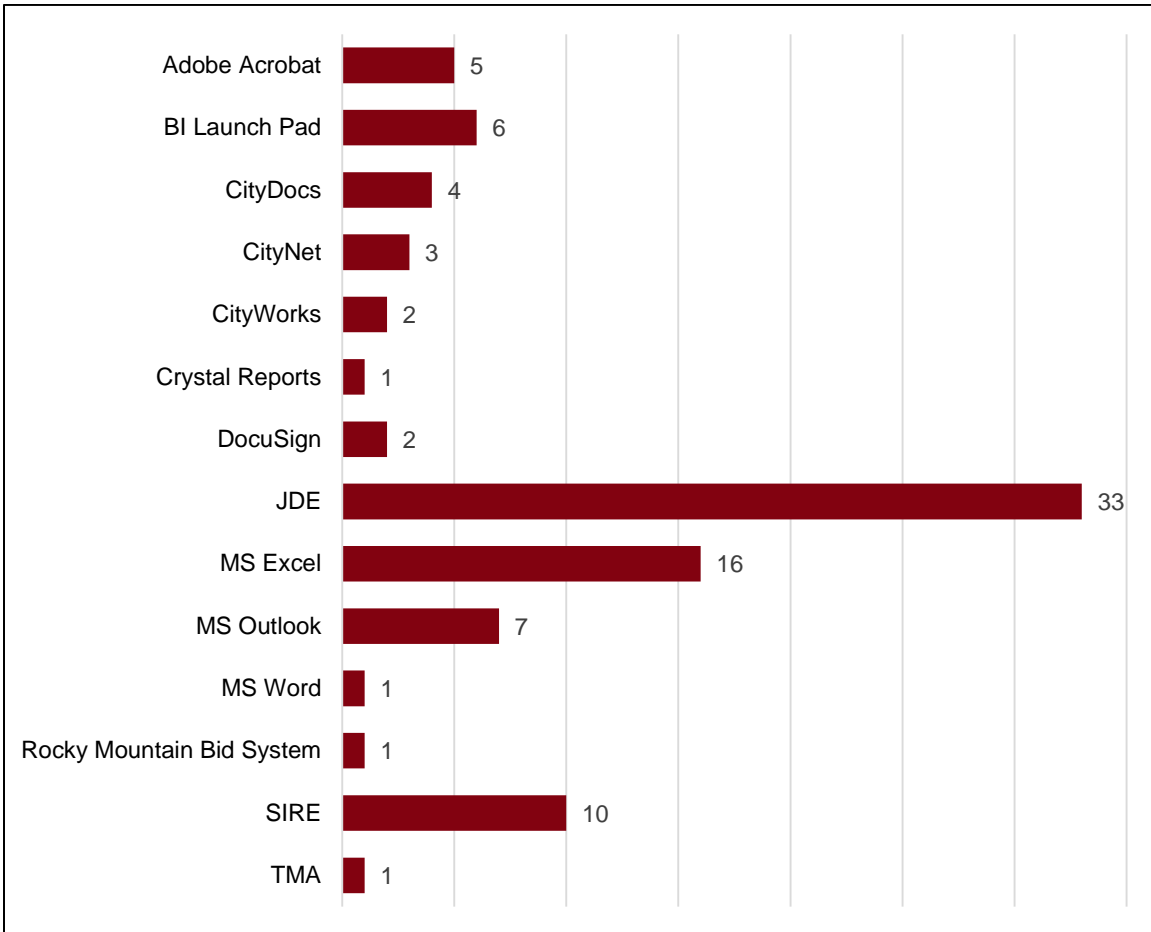
Appendix D: Request for Information (RFI) Package

Enclosed is the final Request for Information (RFI) package that was used for vendor research.