

ENTERPRISE APPLICATIONS MANAGEMENT BEST PRACTICES

MAXIMIZING UTILIZATION



Presented by

David Krout
Doug Kappel
Zach Korach

CLIENT***FIRST***
TECHNOLOGY CONSULTING

YOUR PRESENTERS



David Krout, CPA (*inactive*)

- Managing Partner, ClientFirst Technology Consulting
- CA-based, National, Local Gov. Focused Consulting Firm
- Worked with over 120 agencies and thousands of Department users
- ClientFirst – Over 500 Agencies, Over 3,500 Projects



Doug Kappel

- Enterprise Applications Manager, City of Carlsbad
- Over 30 years experience
- Leads the Enterprise Application which is focused on making IT hAPPen

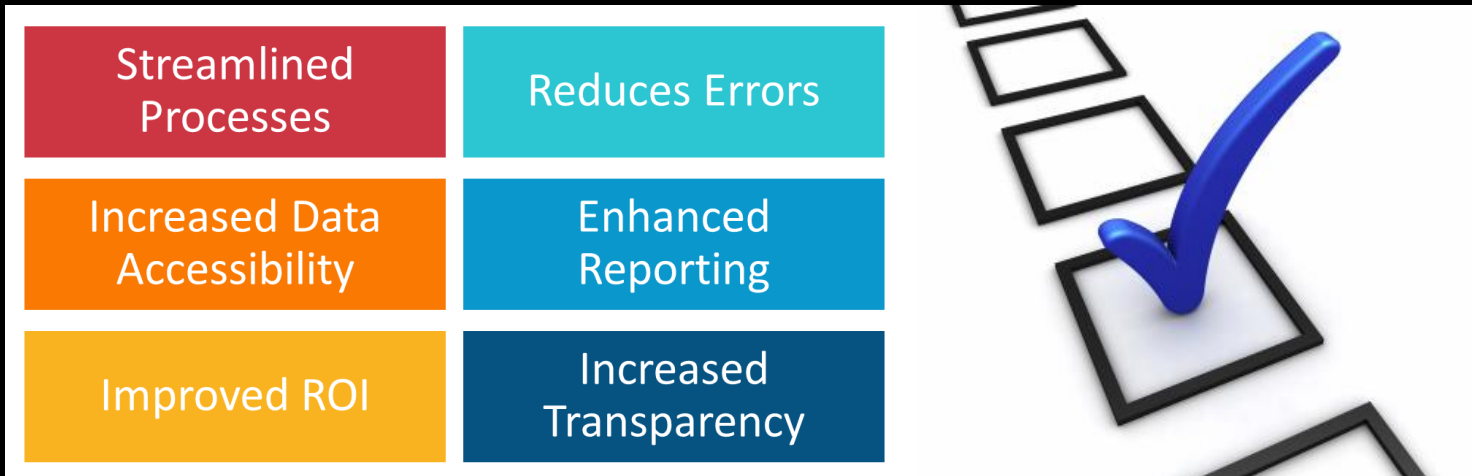


Zach Korach

- Finance Director, City of Carlsbad
- Former Finance Manager, City of Cupertino
- Masters Degree in Accounting

TODAY'S TOPICS

- Typical Agency Utilization
- Roadmap to Improved Application Utilization
- Best Practices
 - Application Roles & Responsibilities
 - Module Teams
 - Needs Assessments and Process Reviews
 - Project Resourcing
 - Business Analysts
 - Change Management



TYPICAL AGENCY UTILIZATION

Typical Does
Not Need to
Be the Norm

TYPICAL AGENCY UTILIZATION

- Using a fraction of the existing system capabilities
- Shadow Systems (Excel, Access, paper, other)
- Workarounds - Manual process or reconciliations surrounding core software modules
- Lack of integration between other systems/modules
- Limited/Poor Reporting



STARTLING STATISTICS:

- Only 32% of projects are on time, within budget, deliver all required features and functions, and achieve measurable business and stakeholder benefits.
- Approximately 44% of projects are "challenged" (late, over budget, and/or have less than the required features and functions).
- 69% of project failures are due to a lack of and/or improper implementation of project management methodologies.
- Nearly 40% of those surveyed said that a "lack of employee buy-in and executive support" was the biggest challenge facing a successful implementation.
- A recent customer survey shows that enterprise implementation projects:
 - Have only a 7% chance of on-time implementation.
 - Will likely cost more than estimated.
 - Will likely deliver unsatisfying results (only 21% will realize half or more of expected benefits).
- In a past study of local government enterprise implementations published in *Government Finance Review*, it was found that the average project was 176% over budget and 243% beyond the planned implementation timeline.

REASONS FOR LIMITED UTILIZATION

- Limited Training
 - Under Scoped Implementation
 - Staff Turnover
- Lack of Business/Application Analyst Support (skills) in IT Department
- Challenged Implementation
 - Limited selection/procurement due diligence
 - Neglecting opportunity for process streamlining and automation
 - Under-staffed/scoped implementation services
 - Lack of ownership by core module users
 - Budget/Resource limitations

WHAT DOES EFFECTIVE UTILIZATION LOOK LIKE?

- Well-trained users
- Reduction of Excel and shadow-systems for reporting and processing
- Elimination of duplicate data entry
- Workflow capabilities
- More integrated solutions application suites and processes
- Personalized Dashboards and reporting shortcuts
- All required reports available to users
- Document archiving online

ROADMAP TO HIGHER UTILIZATION

- Departments taking ownership of applications and processes with IT support, if available
- Business/Application Analyst Support Staff (IT or some Depts.)
- Module Teams (Collaborative SMEs)
- Periodic Process Reviews, by module/functional area
- User and Reporting Needs Inventories
- Ongoing Training





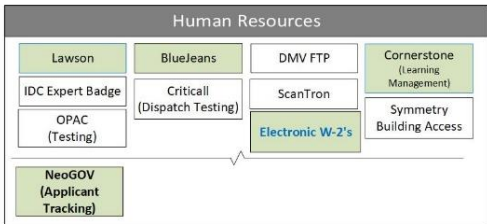
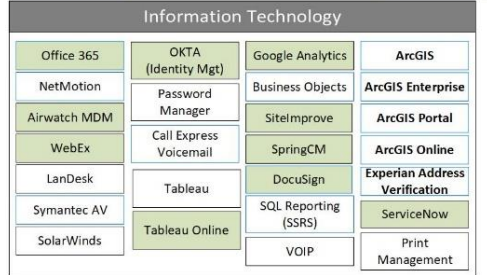
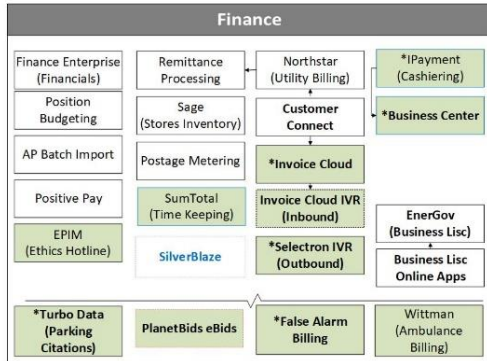
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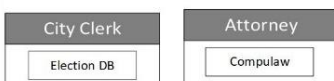
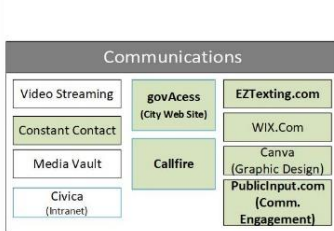
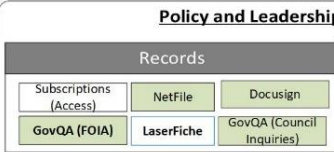
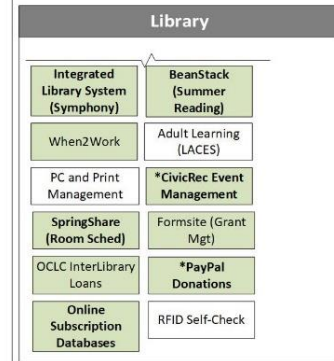
CARLSBAD EXPERIENCE

City of Carlsbad Information Technology Application Portfolio

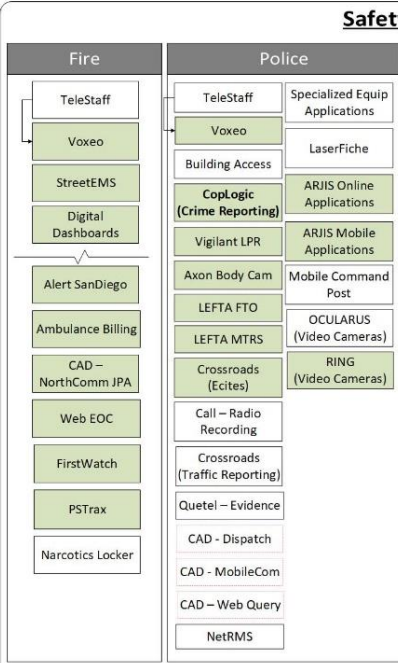
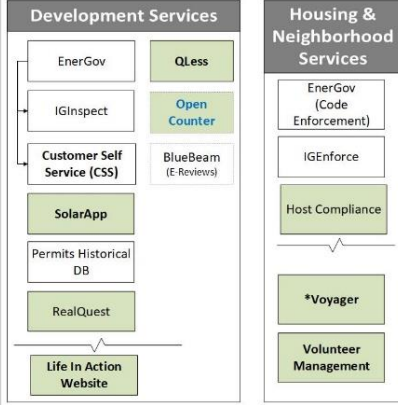
Administrative Services



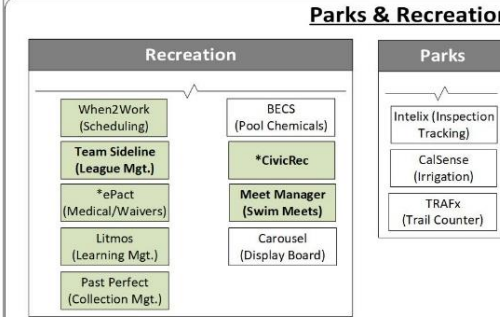
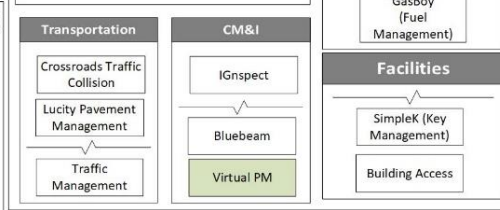
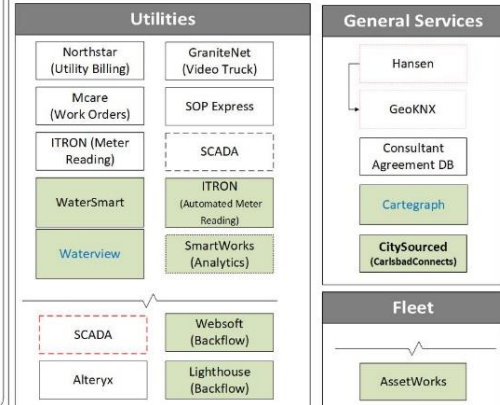
Library & Cultural Arts



Community Development



Public Works



APPLICATIONS PORTFOLIO CHALLENGES

Portfolio of over
200 applications
systems and
modules

Data silos

Redundant
systems

Legacy/outdated
technology

Deferred
maintenance

Log over the
fence approach
to technology
projects

Shiny object
syndrome

“Turnkey
systems”

APPLICATIONS PORTFOLIO CHALLENGES

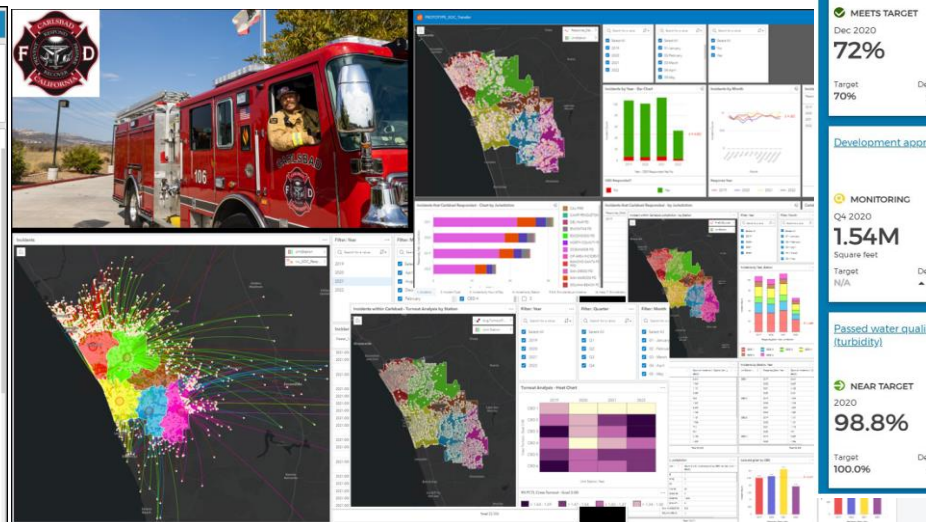
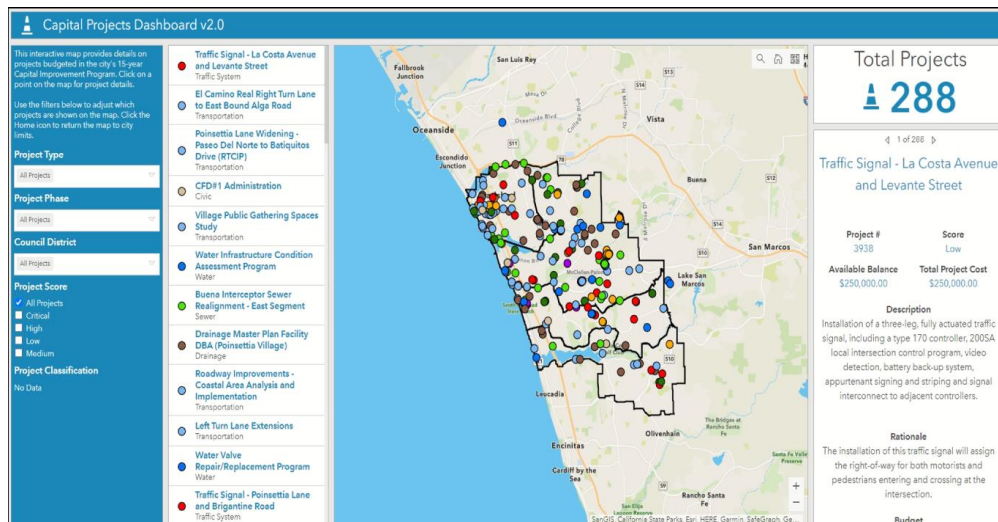


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STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM (SDTIP)

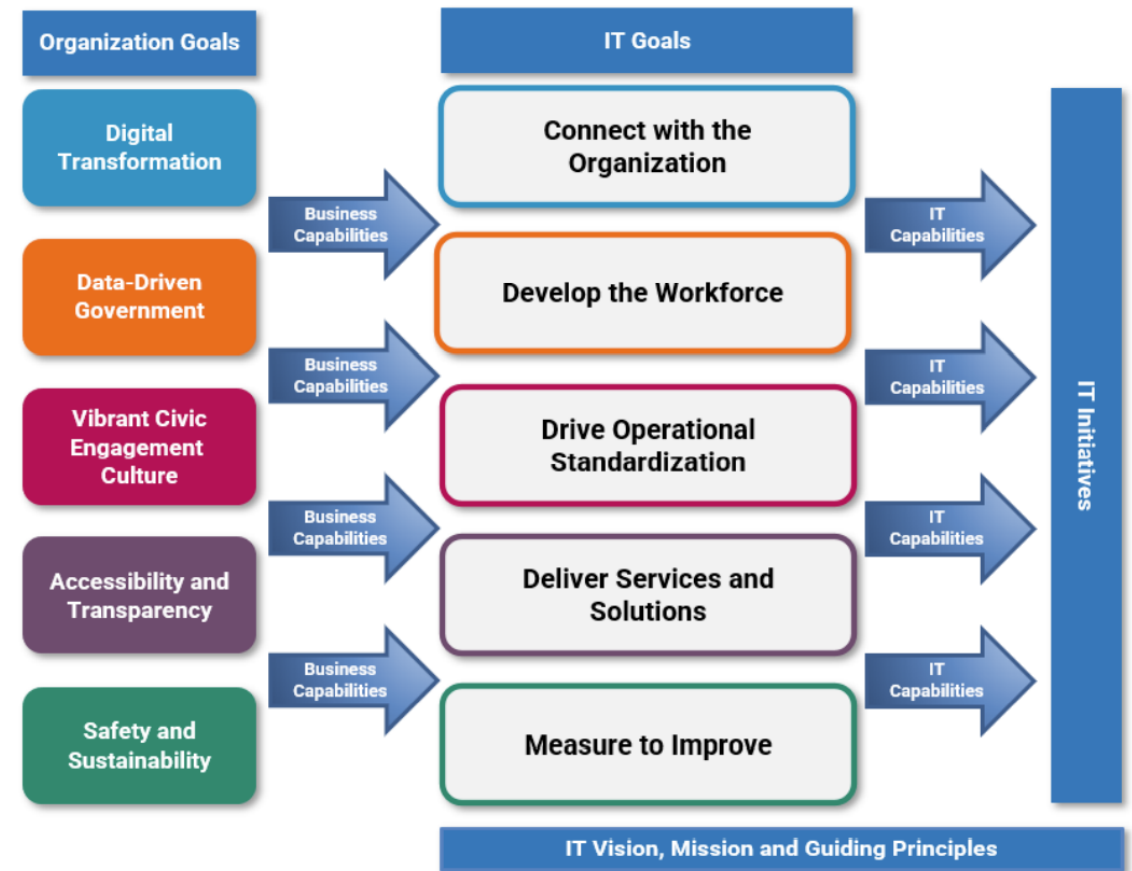
- Comprehensive approach to planning for and funding digital transformation efforts throughout the organization
- Strategy for evaluating and prioritizing projects
- Strategy for identifying funding



CITIZEN ENGAGEMENT (KPI EXAMPLE)			
3-1-1 calls answered within 60 seconds MEETS TARGET Dec 2020 72% Target 70% Desired trend Maintain	3-1-1 service requests MONITORING Dec 2020 18,657 Target N/A Desired trend Maintain	Services Centre customer satisfaction MONITORING Q4 2020 N/A Target 90% Desired trend Maintain	Services Centre wait times MONITORING Q4 2020 N/A Hours Target N/A Desired trend Decrease
Development approved MONITORING Q4 2020 1.54M Square feet Target N/A Desired trend Increase	Major rezoning application processing NEEDS IMPROVING Q4 2020 13.0 Months (average) Target 12.0 Desired trend Decrease	Inspections done on time MEETS TARGET Q4 2020 93.3% Target 93.0% Desired trend Maintain	Passed water quality tests (bacteriological) MEETS TARGET 2020 100.0% Target 100.0% Desired trend Maintain
Passed water quality tests (turbidity) NEAR TARGET 2020 98.8% Target 100.0% Desired trend Maintain	Public input on projects and initiatives MEETS TARGET 2020 215,435 Attendees and responses Target 120,000 Desired trend Maintain	Budget survey responses from residents MEETS TARGET 2020 7,573 Target 2,000 Desired trend Maintain	Budget survey responses from businesses MEETS TARGET 2020 805 Target 500 Desired trend Maintain

SDTIP

- Pursue Communitywide Digital Transformation
- Build Capacity for Data-Driven Government
- Foster a Vibrant Civic Engagement Culture
- Enhance Accessibility and Transparency
- Promote Safety and Sustainability through Connectivity
- Strategy for evaluating and prioritizing projects





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BEST PRACTICES

THIS PRESENTATION
IS ENTIRELY BASED ON
BEST PRACTICES

Ignore at Your Own Peril



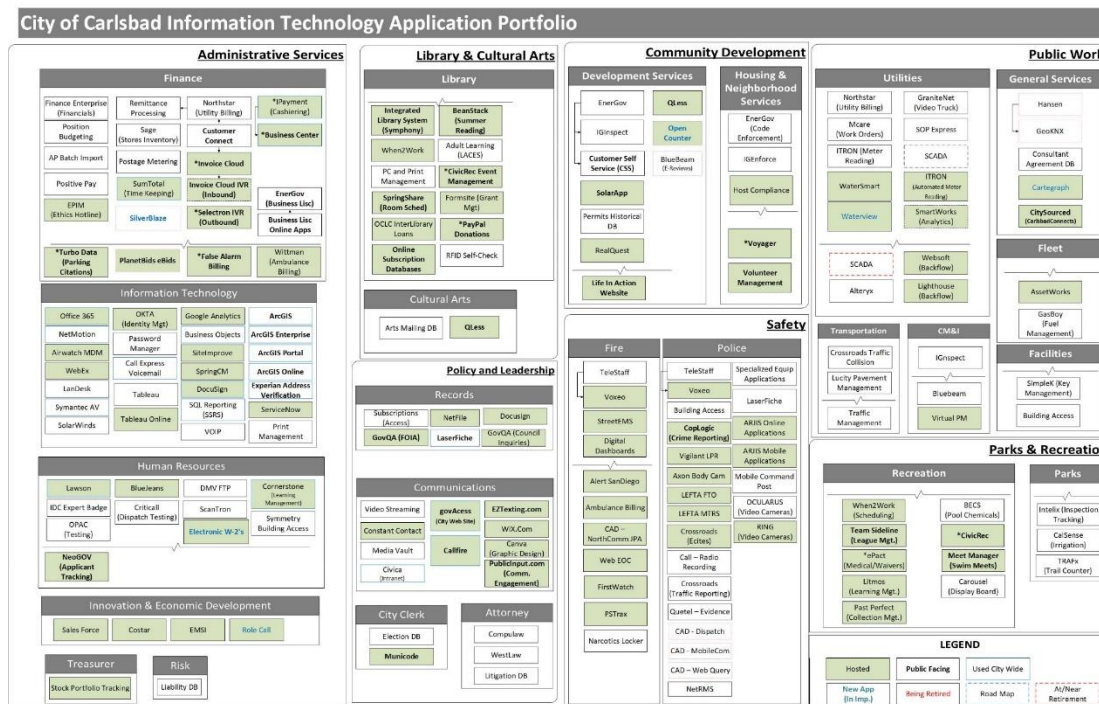
KEY BEST PRACTICES

- Application Support Roles and Responsibilities
- Needs Assessments and Business Process Reviews
Assessments
- New System Requirements
- Resource Allocations and Project Management
- Change Management

ROLES AND RESPONSIBILITIES

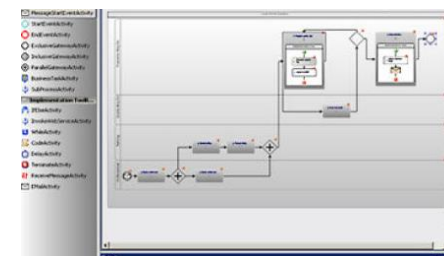
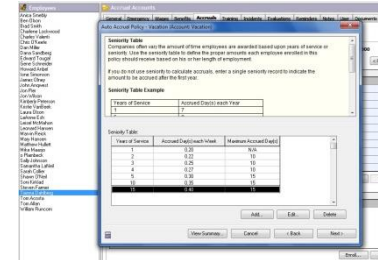
ROLES AND RESPONSIBILITIES

- The days of total dependence on IT for 100% of software application maintenance and support is no longer realistic
- Systems and functionality is too broad and in-depth



APPLICATION MANAGEMENT BEST PRACTICES

- Best Practice for Departments to:
 - Own and maintain their own business processes
 - More participatory management of application utilization and improvements
 - Understand, document processes, and train staff
 - Define staff Application Roles and Responsibilities by module



APPLICATION ROLES/RESPONSIBILITIES

- Process Owners
- Power Users
- Report Writers
- Module Leads
- Key Module SMEs

[illegible]



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CARLSBAD EXPERIENCE

FINANCE INVOLVEMENT

- Roles and Responsibilities
 - Identify early, review often
 - Ownership and accountability
- Timeline and Milestones
 - Project charter
 - Feasibility
 - Input and agreement from all stakeholders
- Resource Planning
 - Identify roles and responsibilities within each department/division
 - Identify early, review often
 - Plan the work and time necessary





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NEEDS ASSESSMENT AND BUSINESS PROCESS REVIEWS

NEEDS ASSESSMENT & PROCESS REVIEWS

- Need Assessment
 - Surveys/Questionnaires
 - Process and Needs Workshops
 - Manual Processes
 - Shadow Systems (e.g., Excel, Access, etc.)
 - Inventory Reporting Gaps
 - Inventory Functionality Gaps
- Process Review Improvements
 - More Detailed Process Walkthroughs
 - Workflow Documentation
 - Narrative Steps
 - Diagrams
 - Swim Lanes

A detailed process flowchart titled "Vendor Agreement Process". It outlines the steps from identifying a need to the final agreement, including roles like City Manager, City Council, and various departments. It also includes a section for "Identify the Need" and "Identify the Solution".

Find Ability to:

- Automate Manual Processes
- Eliminate Duplication
- Eliminate Spreadsheets & Shadow Systems
- Is a Process Truly Necessary?

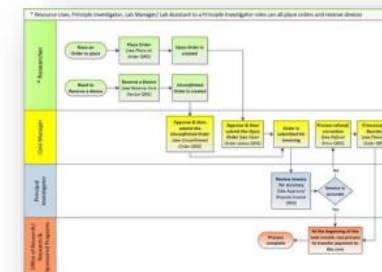
A collage of documents related to needs assessment and process review. It includes a "Needs Assessment Questionnaire" form, a "Requisitions and Purchasing (To-Be Process)" flowchart, and a "Technology Needs Planning" document. The documents are overlapping and show various forms and diagrams.

BUSINESS PROCESS REVIEWS

- Identifying enhancement and streamlining opportunities
- Automating manual processes and eliminating paper
- Dramatically reducing the use of shadow systems
- Configuring the knowledge of subject-matter experts (SMEs) into the systems automated workflows

BUSINESS PROCESS REVIEWS

- Features, functions, and capabilities of applications systems can dictate opportunities for process improvements
- Documentation as needed
 - Narratives
 - Diagrams
 - User Manuals
- Process review and improvement is a continual process.
 - Not settling on the status quo

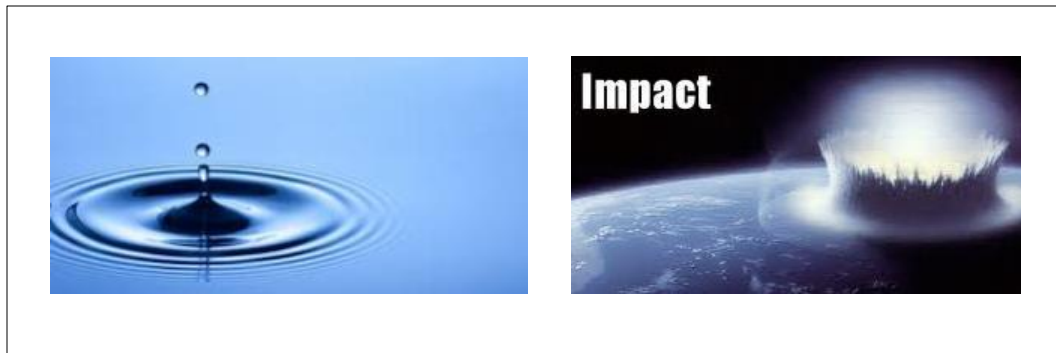


WHERE HOW
WHO WHEN
WHAT WHY

SYSTEM REQUIREMENTS

FEATURE/FUNCTION CONSIDERATIONS

- Not all feature/function gaps have the same effect
- Which issues or lack of feature/functions require significant efforts to work around (e.g., 2 hrs./mo. vs. 100-500 hrs./yr., or more)
- Avoid distraction by “bells & whistles”



REPORTING BEST PRACTICES

- Difficult to maximize utilization if data/info. cannot be accessed in a meaningful way
- Inventory all reports, including shadow-system reports (i.e., those compiled in MS Excel), by user and module
- ID those responsible for report development
 - Departmental staff know their business processes best
- Consider including reports, key data, and performance measure tracking on individual's dashboards



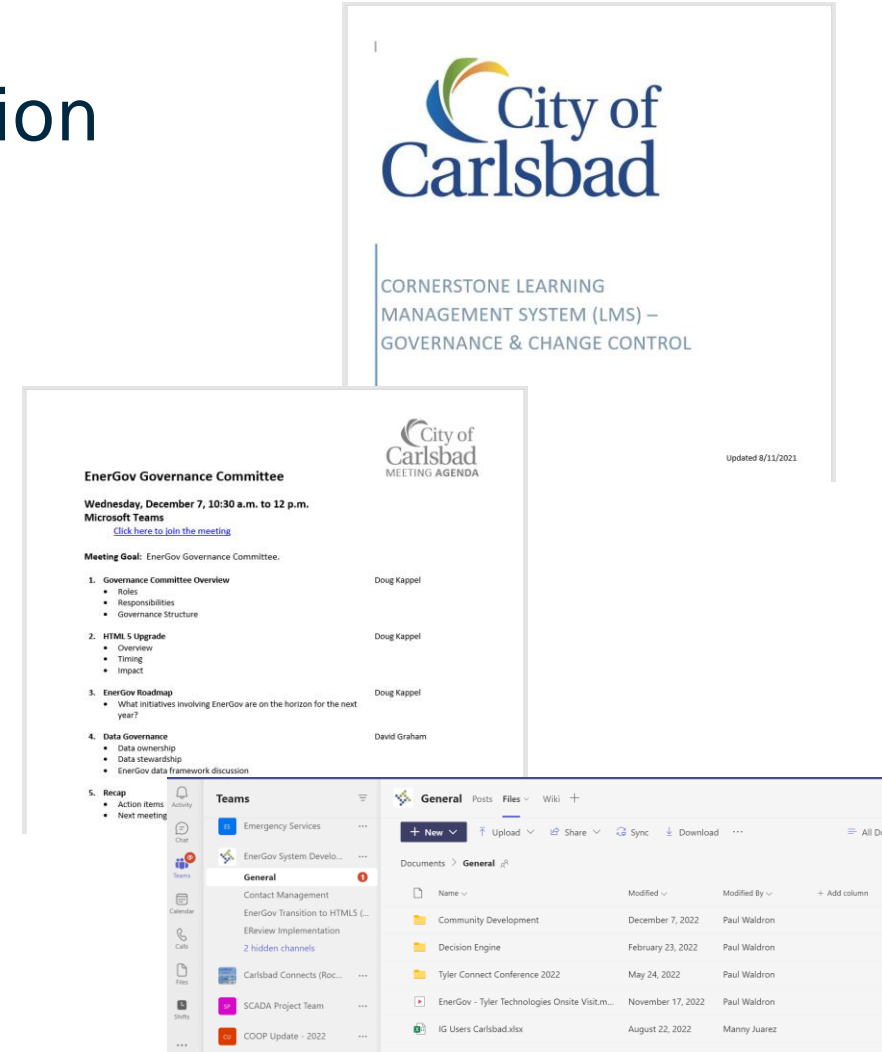
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CARLSBAD EXPERIENCE

GOVERNANCE

- City requires for each enterprise application
 - Governance document
 - Governance committee
 - Users group
 - Change control process





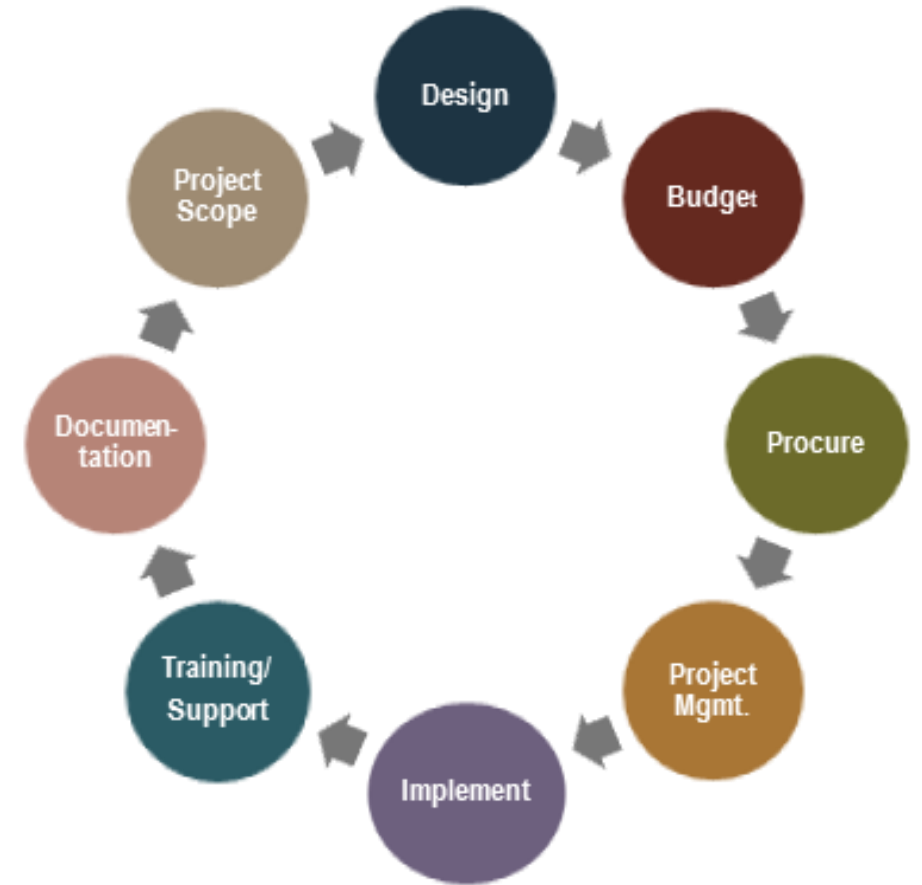
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PROJECT RESOURCING

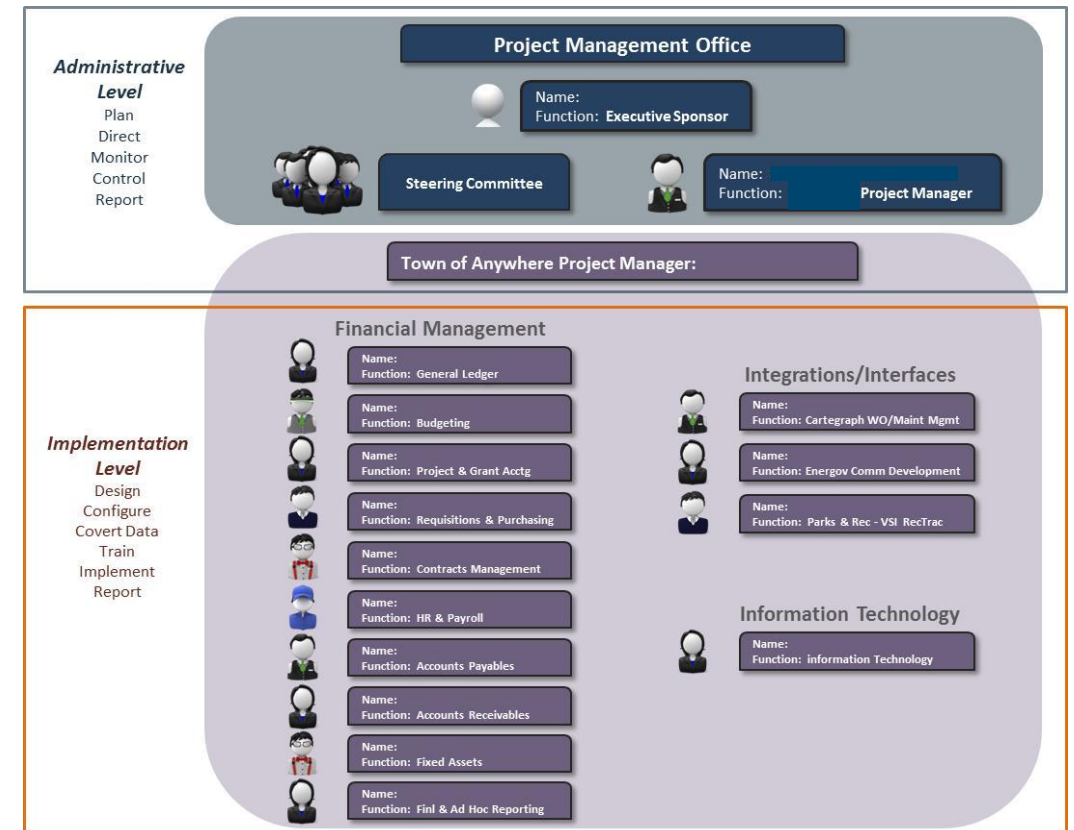
IMPLEMENTATION BEST PRACTICES

- Effective Scoping
- Independent Project Management Assistance
 - SME
 - Status Reporting
 - Scheduling
- Module Teams (collaborative teams, spread the work)
- Testing
 - Sample Transaction
 - Full Cycle (e.g., procure to pay)
 - User Acceptance Testing
 - Conversion, customizations and integrations
- Reporting Inventory, creation and testing before go-live
- Training
- Communications



SAMPLE – PMO CHART

- This is your “Project Management Team”
- Skill Set
- Knowledge of Business Processes
- Personal Characteristics & Abilities



BUSINESS/APPLICATION ANALYST SUPPORT

- Focused on departmental core application modules (not desktop support)
- Business process analysis
- Application Training
- Ad hoc/custom report writing
- System setup and configuration Changes
- Project coordination
- Not a desktop/helpdesk technician



Sample job description available upon request!

ONGOING TRAINING BEST PRACTICES

- Training – Has highest and shortest Return-on-Investment (ROI)
- Greater utilization is key to significant increases in productivity and greater efficiency, as well as achieving cost savings
- Survey, by user, to determine actual needs and enrollment
- Process improvement reviews will uncover many needs
- Training Room

In a study conducted by Nucleus Research, an organization drove productivity gains of up to 50% through ongoing, successful user trainings.

ONGOING TRAINING BEST PRACTICES

- Determine strategies for accomplishing training needs and engage software vendors
 - Self-learning aids
 - Internal classes (internal or external trainers)
 - On-site vendor training
 - Lunch-and-learns
 - Go-To Application Champions
 - Training opportunities at software vendor annual user conferences
 - Don't neglect the potential need for training when applying new releases/versions





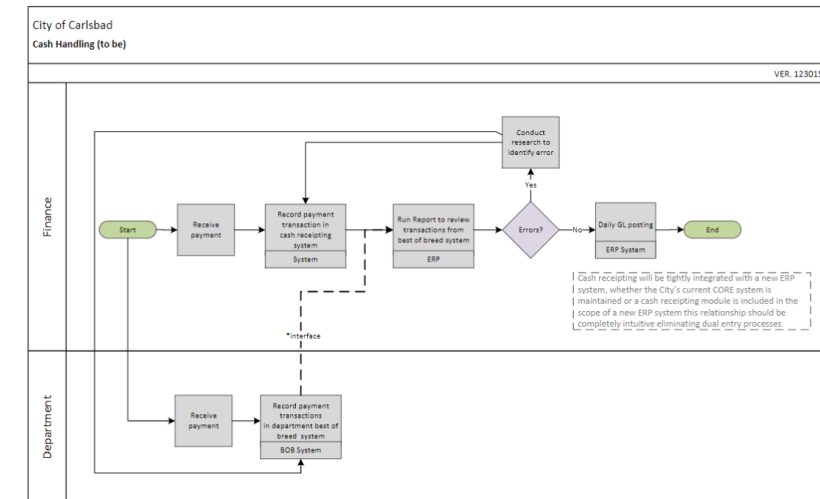
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CARLSBAD EXPERIENCE

BUSINESS SYSTEMS TEAM

- Technologists embedded in departments
- Liaison between IT and department
- Not only understand technology but also:
 - Business
 - Applications
 - Processes
- Identify business challenges and develop requirements



ENTERPRISE APPLICATIONS TEAM

- Server-side maintenance
- Integrations
- Database administratio
- Web administration



PROJECT MANAGEMENT TEAM

- Ensure projects are implemented following a standard methodology
- Maintain project schedule and tasks
- Primary point of contact between city and vendor project manager
- Coordinate city resources
- Change management

IT Project Portfolio Dashboard

Project Dashboards

SNOW Service Portal Dashboard

Project Management RFQ

Consolidation Core Systems Assessment

Laserfiche Phase 2: Workflow Automation

EnerGov Transition to HTML5

AD Migration Dashboard

Cartegraph (EAMS) Dashboard

Energov Business Process Documentation

Enterprise Digital Asset Mgmt Dashboard

Construction Management System

Computer Aided Dispatch (CAD)

Traffic System Server Migration Dashboard

QLess Dashboard

Links

IT Project Road Map

Project Schedules

Primary	Start Date	End Date	Sheet Name	Q4 Oct	Nov	Dec	Q1 Jan	Feb	Mar	Apr	Q2 May
QLess for CD Services	10/26/20	01/21/22	QLess CD Schedule								
Consolidation Core Systems (Finance/HR) Assessment Schedule	09/27/21	01/30/23	Consolidation Core Systems Assess								
Laserfiche Phase 2: Workflow Automation Schedule	07/05/21	02/06/23	Laserfiche Phase 2: Workflow Autor								
Traffic Server Migration Project	09/26/22	02/13/23	Traffic Server Migration Schedule								
EnerGov Transition to HTML5 (ver. 2021/2022)	07/13/21	02/17/23	EnerGov Transition to HTML5 Sche								
Project Management RFQ	04/29/21	04/17/23	Project Management RFQ								
Energov Business Process Documentation - Phase 2	12/07/21	04/28/23	EnerGov BPD - Phase 2 Project Sc								
AD MIGRATION PROJECT	04/05/21	05/01/23	AD Migration Project								
Premier One Cloud CAD Cloud Deployment	05/02/22	12/14/23	CAD Schedule								



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CHANGE MANAGEMENT

CHANGE MANAGEMENT

- Key components ensure buy-in across the organization and key to a successful and timely implementation
- Main goals are communication and the mitigation of project disruptions that can affect the project
 - Scope
 - Schedule
 - Budget
 - Risk Management

CHANGE MANAGER RESPONSIBILITIES

- Communication Facilitation
- Support the City's Project Manager and Core Implementation Team

ONE-TIME TASKS/DELIVERABLES

- Stakeholder Change Management Assessment Workshops
 - Review of Potential Change Issues/Impacts
 - Determine Change Management Committee
 - Representative sub-set of core implementation team
 - Change Management Escalation Team (sub-set of Steering Committee)
 - Recommend 3-5 persons

RECURRING ACTIVITIES

- Change Management Committee Meetings
 - Monthly (plus as needed)
 - Updates (awareness)
 - Status of existing issues
 - New issues discussion
 - Communication needs/planning
- Change Management Escalation Team
 - Monthly (plus as needed for escalation issues)
 - Updates (awareness)
 - Status of existing issues
 - New issues and risk discussions



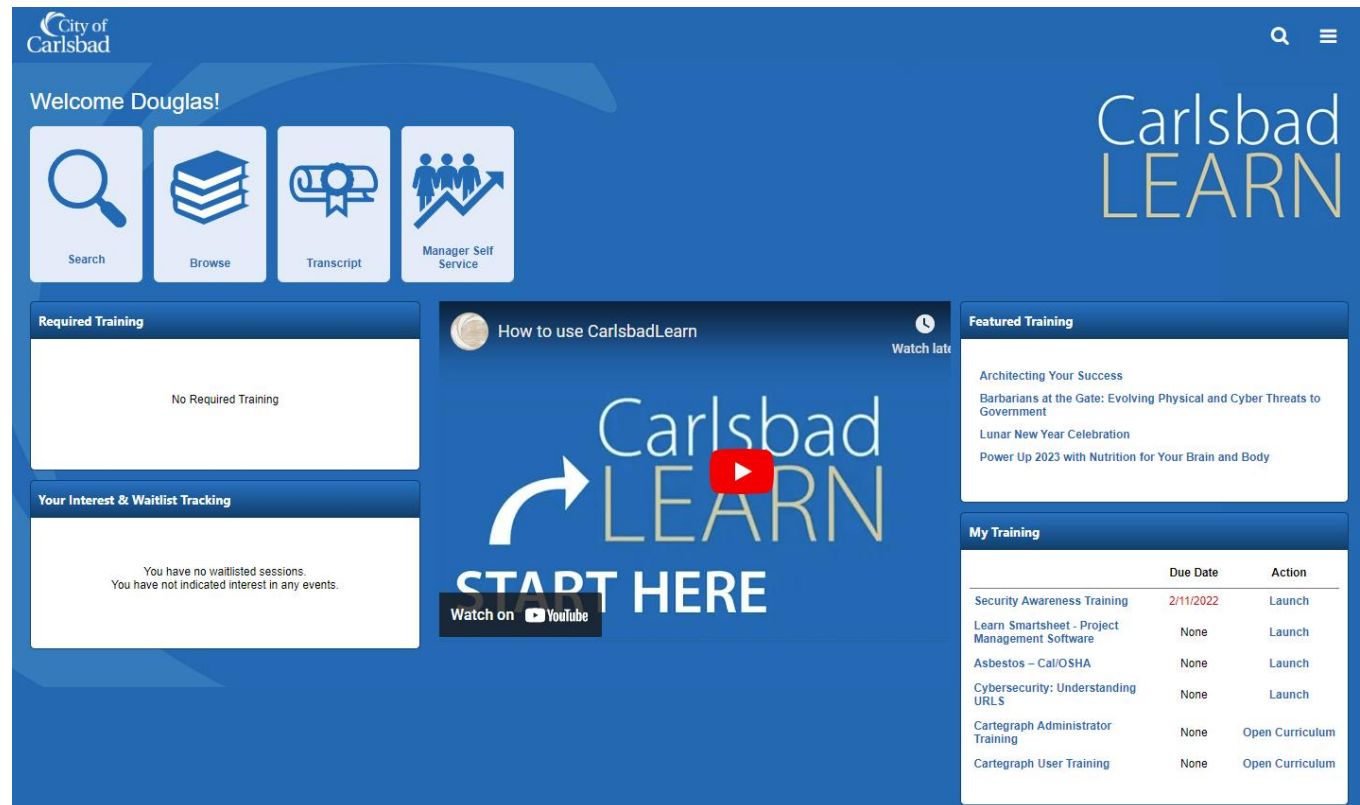
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CARLSBAD EXPERIENCE

CHANGE MANAGEMENT

- Deliberate component of every project
- Consistent messaging across organization:
 - Stakeholders
 - Impacted users
 - Public
- Training
 - Content
 - Delivery methods
 - User Guides
 - Short term & long term



The screenshot displays the Carlsbad LEARN portal. At the top, it says "City of Carlsbad" and "Welcome Douglas!". Below this are four icons: Search, Browse, Transcript, and Manager Self Service. The main content area is divided into several sections:

- Required Training:** A box indicating "No Required Training".
- Your Interest & Waitlist Tracking:** A box indicating "You have no waitlisted sessions. You have not indicated interest in any events."
- Featured Training:** A list of training topics including "Architecting Your Success", "Barbarians at the Gate: Evolving Physical and Cyber Threats to Government", "Lunar New Year Celebration", and "Power Up 2023 with Nutrition for Your Brain and Body".
- My Training:** A table showing training sessions with columns for "Due Date" and "Action".

A large central banner features the "Carlsbad LEARN" logo and the text "START HERE" with a "Watch on YouTube" button. A video thumbnail titled "How to use CarlsbadLearn" is also visible.

	Due Date	Action
Security Awareness Training	2/11/2022	Launch
Learn Smartsheet - Project Management Software	None	Launch
Asbestos - Cal/OSHA	None	Launch
Cybersecurity: Understanding URLs	None	Launch
Cartegraph Administrator Training	None	Open Curriculum
Cartegraph User Training	None	Open Curriculum

QUESTIONS AND ANSWERS



WRAP-UP

THANK YOU