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<td>Lance Ahern</td>
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<td>Kate Giard</td>
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SAP Restructure – First CFO Draft – Has not been reviewed or approved by the Administration at this time.
Overview

The Mayor has instructed the CFO perform an examination of the SAP Implementation, Change Management, Go Live and Post Go Live effort with an eye to restructuring the program for successful completion.

The examination and remediation program is to occur on an expedited basis and is expected to take 60 days.

Remedial tasks and solutions, if identified between the initial assessment and the final report may be implemented immediately provided all appropriate approvals are received.

The CFO has sought assistance from the MOA PM, RDI, SAP, Peloton, and the MOA staff engaged on the project to identify critical missing links.

1 DRIVERS

Key issues driving the restructuring of the SAP Project include:

- The past inability to meet all previous scheduled completion and go-live dates
- The desire to fully implement and therefore fully realize the benefits associated with an ERP.
- The cost of the implementation.

2 INITIAL ASSESSMENT

The CFO has identified the following deficiencies which need to be addressed within the next 60 days. This list has been compiled based on empirical analysis and interviews with staff over the past two weeks. It is fully anticipated that this is a living list and that it will be updated as knowledge transfer is completed.

- Problem - Project Management tools are lacking.
  - Implement better tools to track issues and time associated with task completion
- Problem – Project Management and supervision is insufficiently staffed for the complexity of the implementation.
  - Add two layers of project management with clearly defined roles.
- Problem – PM has no real authority or decision making power over the project.
  - Restructure the Organizational Chart, document, distribute and enforce PM authority to manage the project.
- Problem – MOA Controller has been left out of the decision-making process.
  - Create a Functional Steering Committee which will own the functional implementation of the system.
- Problem – Design decisions have been made by external consultants and not MOA executive leadership.

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• Place decision making in the Functional Steering Committee with material deviations from the original project scope coming to the Executive Steering Committee.
• Problem – Fear of failure, feelings of failure and/or lack of recognition for effort put forward permeate project team.
  o Executive Steering Committee will take ownership for the success of the implementation and project members will be encouraged to communicate freely their thoughts, ideas or objections to the Sponsor, the Administration, members of the Assembly and the public.
  o Rapid deployment of restructuring and the implementation of new tools will help mitigate project stress.
• Problem – Project staff is presented with the duties associated with project implementation and with regular work duties.
  o This problem is looking for solutions but will need more time.
• Problem – Anecdotal information points toward the Kronos implementation as a possible delay or complication to the SAP implementation
  o This problem is looking for solutions but will need more time.
• Problem – Anecdotal information points to questioning whether SAP can be configured efficiently to calculation MOA’s payroll given its complex structure.
  o This problem will be addressed by SAP commitment to MOA described below.

3 SAP COMMITMENT TO MOA

National Vice President, State & Local Government and Education
Art Dorfman is responsible for leading the strategy and operations of the state and local government and education practice, including growing sales, expanding the portfolio and entering new verticals. Art is dedicated to helping transform state and local government and education institutions streamline processes and share vital information for enhanced decision making. Prior to joining SAP in 2002, he served as Vice President of Global Operations at Concur Technologies and Vice President at PeopleSoft, both leading providers in technology solutions. He has over 20 years' experience in the government and technology arena beginning with his Bachelor’s degree in Computer Science from the University of New Hampshire.

Mr. Dorfman spoke with MOA’s CFO and Deputy IT Director on September 19, 2014, and has made the following offer to MOA:

1. 85% discount on MOA’s licensing needs contracted for prior to 10/31/2014. This is a higher discount than MOA received when it made its originally purchase and is offered as a show of faith and good will from SAP to MOA.
2. SAP will provide a Solution Engineer for MOA at no cost to evaluate MOA’s Payroll configuration.
3. SAP will provide MOA the ability to make adjustments to the licensing structure over a 12 month period and a hold on its discount.
A project manager is responsible for completing a project on time, within the budget, and meeting the required objectives (project scope). Because a project normally has approximately 15% project management (or 1 PM for every 6 non project managers on the project), most large projects have multiple managers managing sub-projects, all of whom report to the lead project manager.

Project managers are ultimately responsible for planning the work and overseeing executing the work. They are involved in defining the business objectives, making sure the team defines all of the requirements, and then building a schedule that includes all of the work that needs to be done as well as accurately identifying the staffing available or required to complete the work. This schedule is dependent on knowing all of the tasks, having accurate estimates of the hours needed to actually complete each task, and having a realistic assessment of the actual availability of people to do the work. As a result the schedule must be continuously evaluated. If the project is behind schedule the basic options are to add more people, extend the schedule, or cut scope/tasks. Depending on whether the schedule, budget, or scope/tasks are more appropriate, the project manager will work with the client or business owner to identify the most appropriate solution.