



# Richmond City Council

*The Voice of the People.*

*Richmond, Virginia*

## OFFICE OF THE CITY AUDITOR

REPORT # 2010-09

*on the*

### **Richmond Department of Finance**

### **MUNIS Project Management Review**

March 2010

## OFFICIAL GOVERNMENT REPORT

*Richmond City Council*

### **OFFICE OF THE CITY AUDITOR**

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*Committed to increasing government efficiency, effectiveness,  
and accountability on behalf of the Citizens of Richmond.*

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City of Richmond  
City Auditor

## **Executive Summary**

March 8, 2010

The Honorable Members of Richmond City Council  
The Richmond City Audit Committee  
Mr. Byron C. Marshall, CAO

### **Subject: MUNIS Project Management Review**

The City Auditor's Office has completed a review of the City's MUNIS project. The review was conducted in accordance with Generally Accepted Government Auditing Standards.

### ***Background***

MUNIS is the computer system in the process of being implemented in the Revenue Administration Division of the Finance Department. MUNIS will replace a legacy system which has numerous deficiencies. The procurement and implementation of MUNIS has taken an unreasonably long period of time. From the initial solicitation of bids in November 2001 and the purchase of software in December 2005 through the present day, only seven of eleven modules have been implemented.

The total budget for implementing this system has increased by 55% to \$2.3 million from the original \$1.5 million. Also, the implementation dates for various system modules have been a moving target. For example, the Personal Property module was expected to be implemented in March of 2007 but now is anticipated to be implemented by July 2010. Until a new team took over in 2008, inadequate project management may have been one of causes of implementation delays and increased costs.

## ***Findings***

- During the three years that elapsed between receiving bids and signing the contract, it would have been beneficial to evaluate whether the business and technical requirements had changed. No evidence was presented to the auditor that such an evaluation was done prior to purchasing the system.
- The following pre-implementation deficiencies may have had a significant impact on initial (until early 2008) project management efforts:
  - Lack of documented business requirements
  - Absence of internally documented workflow processes and procedures
  - Poorly written contract
  - Poor project management and inadequate management support
- In 2008 the City hired an experienced project management consultant to supervise the MUNIS project. Subsequently, there were changes made to MUNIS priorities, project personnel and program strategies.
  - Limited audit testing provided assurance that the new project team has followed the generally accepted guidelines for project management. Currently, the real estate tax module has been completely implemented and functioning. Based on audit tests, it appears that billings are accurate and penalties and delinquent fees are calculated properly.
  - Data is appropriately and completely transferred to the City's financial system.

## ***Conclusion***

As discussed previously, the project has been delayed and additional time and expenses are expected to be incurred, far exceeding the original budget. To date, no objective measure of the project's success has been established. The benefit of the fully implemented system cannot be determined at this time. Under these circumstances, there is no way for the City Administration to determine if the MUNIS project, once fully implemented, will contribute sufficient value for the

costs incurred. Therefore, the decisions about incurring additional costs to complete the project are difficult to evaluate.

The City Auditor's Office appreciates the cooperation of the staff of the Department of Finance during this audit. A written response to the report has been received and is included with this report.

A handwritten signature in black ink, appearing to read "Umesh Dalal", with a long horizontal flourish extending to the right.

Umesh Dalal, CPA, CIA, CIG  
City Auditor

**COMPREHENSIVE LIST OF RECOMMENDATIONS  
MUNIS PROJECT MANAGEMENT REVIEW 2010-09**

<b>#</b>		<b>PAGE</b>
1	<i>Hold the Revenue Administration Division accountable to complete the implementation of MUNIS by the deadline and within the budget established by the City Administration.</i>	21
2	<i>Require the Revenue Administration Division to use the system's functionality to develop appropriate tools and measures to assist in managing the Division.</i>	21
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4	<i>Update and complete the Finance BCP for MUNIS.</i>	21
5	<i>Conduct testing and document the results of testing to examine the effectiveness of the BCP for MUNIS.</i>	21
6	<i>Provide all staff with regular training on the BCP. Document the training sessions and enhance training according to the test results.</i>	21
7	<i>Perform formal vendor performance evaluations pursuant to City policy.</i>	21
8	<i>Ensure that the MUNIS contract is properly renewed and posted on the City's website.</i>	21
9	<i>Update formal policies and procedures, as well as "desktop procedures", for all real estate activities and develop a guideline for a periodic review.</i>	21

## **Introduction**

### ***Introduction***

The City Auditor's Office has completed a review of the City's MUNIS project. The review period covered the inception of the project, November 2001 through July 31, 2009. The review was conducted in accordance with Generally Accepted Government Auditing Standards. A review consists of sufficient testing to express a conclusion; however, a review is not a full-scope audit which includes evaluation and testing of internal controls.

### ***Management Responsibility***

The management of the City of Richmond is responsible for maintaining relevant records and maintaining a system of internal accounting and management controls. In fulfilling this responsibility, management is required to assess the expected benefits and related costs of the project and related control procedures.

### ***Objectives and Methodology***

The objectives of this review were to:

- Assess the adequacy and effectiveness of past, current and future project management initiatives;
- Evaluate the reasonableness of resources committed to the project; and
- Assess the compatibility with current and future systems.

Auditors employed the following methodologies to complete this review:

- Interviewed management, staff and project management consultants;
- Reviewed relevant policies and procedures;
- Reviewed financial data, supporting documents and data flows;
- Tested calculations for accuracy;
- Examined and evaluated industry best practices; and
- Conducted other tests as deemed necessary.

Based upon management and staff interviews and review of the documentation provided and available facts, the auditors do not have reasonable assurance that the MUNIS project has proven to be a cost-beneficial project for the City.

***Revenue  
Administration  
Divisions***

The City of Richmond's Finance Revenue Administration unit has four divisions:

- 1) Customer Service
- 2) Assessment and Audit
- 3) Treasury
  - a. Cash Operations
  - b. Accounts Receivable Management
  - c. Tax Enforcement
- 4) Financial Management
  - a. Accounting Control
  - b. Accounting, Reporting & Analysis
  - c. Information Systems

The Revenue Administration unit is charged with certain tax assessments, tax audits, collections, and tax enforcement. Assessments include business, professional and occupational license fees; admissions, lodging and meals taxes; individual personal property taxes; and business personal property taxes. Services include personal property valuation; determination of tax liability; tax forms, applications and bills; adjustments, abatements, and refunds; responses to taxpayer inquiries; tax policy; local and state level tax law updates; tax auditing; and revenue and accounts receivable accounting, reporting and analysis. The Treasury and Financial Management groups are responsible for the collection of and accounting for all taxes, fees, utility payments and miscellaneous revenue due to the City. This group is also



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responsible for coordinating the printing and mailing of delinquent real estate and personal property tax billings.

## **History of Procuring the Information System**

### ***MUNIS Project Background***

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***Revenue  
Administration's  
legacy system is  
antiquated and  
inadequate***

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Prior to 2007, Revenue Administration was using a legacy system developed by the City's Department of Information Technology (DIT). Except for the real estate tax module, the legacy system is still in use. Auditors were informed that the legacy system was comprised of stand-alone applications that didn't communicate with each other and had limited functionality. Although the exact ages of the legacy applications are not known, DIT personnel believe that some of the applications were installed in the 1980s and early 1990s. Previous administrations had become concerned that the legacy system technology was becoming increasingly unreliable, unsustainable and no longer had any programming support; therefore, the City elected to respond proactively instead of waiting for an archaic, yet critical, City system to fail. Some of the concerns with the legacy system are detailed below:

- The legacy system lacked integration of taxpayer or account information across the various types of taxes and fees within existing applications.
- Special handling and information requests were difficult due to lack of integration. This issue, along with the number of applications, created data interface and reconciliation tasks and increased the potential for control risks.
- The legacy applications could not reprint various tax bills.
- Ad hoc reporting requests were handled by DIT and took time to develop for management.
- Supervisors could not effectively manage accounts or readily review changes to accounts.

- Modifications to the application resulted in errors to the existing functionality. Software was written in code that was complex, and none of the original programmers remain at the City.
- The legacy applications were not table-driven. Therefore, rates, charge codes and other system variables were hard-coded into the applications. Consequently, a change to the source code was required whenever there was a change to any of this information.
- The legacy applications were unavailable to online users while batch processing was being performed.
- The legacy system did not provide an audit trail for certain transactions.

The City Administration developed a Request for Proposal for a new automated Revenue Administration system to:

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*The replacement system was expected to address shortcomings of the legacy system*

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- Encompass all taxes, fines and fees levied by the City of Richmond;
- Provide all or portions of the following functions: assessments (excluding Real Estate), billings, collections, and delinquent collections;
- Provide a variety of detailed management reports on both a scheduled and ad hoc basis; and
- Provide compatibility with existing and future City of Richmond systems' initiatives and robust reporting capabilities on both actual and pro forma bases.

The City acquired a system known as MUNIS from Tyler Technologies Inc. (the Vendor) to address the foregoing deficiencies of the legacy system. As outlined in the remainder of this report, Revenue Administration has yet to achieve these objectives as the system is not fully implemented.

## Observations

### *Comparison of MUNIS to the legacy system*

The auditors interviewed personnel who provided additional insight on the difficulties in working with the legacy system. For example, the billing process was described as highly labor-intensive to acquire data which had to be checked for completeness and accuracy and any last-minute changes before bills could be created. This process took several months to perform. In addition, providing customer service using the legacy system hampered customer service representatives' efforts to research and resolve problems timely and effectively.

- By contrast, the use of MUNIS results in three billing runs that correspond to the general public real estate tax, PILOT (Payment-In-Lieu-Of-Tax), and PSC (Professional Service Corporation) accounts.
- MUNIS is a table-driven system which allows easy change of information such as rate changes, tax charge codes, property types, etc. In the legacy system, this information was hard-coded requiring a programming change each time the information needed revision.

Quantifiable, direct evidence regarding reductions in operating costs or processing time is not readily available. The auditors also inquired if the use of MUNIS has lowered delinquencies and improved cash flow, but no information was provided.

The audit tests of the MUNIS Real Estate module indicated that:

- The real estate information from the City Assessor's system (PROVAL) appeared to be accurately and completely captured in MUNIS;

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***MUNIS is an  
improvement over  
the legacy system***

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- Billings appeared to be accurate and penalties and fees on delinquent accounts were calculated properly;
- Revenue and payment activity recorded on the MUNIS general ledger were accurately recorded in the City's general ledger report;
- The MUNIS Real Estate module could readily generate current bills for taxpayers who requested them;
- The commonly used structured query language (SQL) used by MUNIS is easy to use to manipulate large databases; and
- MUNIS is capable of accepting data files from other applications in different formats; therefore, MUNIS is compatible to run on industry standard platforms and is supported by industry-leading databases.

However, certain concerns remain about the partially implemented system as noted below:

- The auditors learned during their interviews that the Tyler Cashiering module does not process credit card payments. Therefore, the legacy system application that was supposed to be replaced could not be retired. A manual process is used to enter credit card payments into Tyler Cashiering. These issues are yet to be addressed which the Chief of Revenue Administration believes will be addressed in July 2010.
- The system's ability to integrate all taxes due from an individual taxpayer cannot be verified as the system is not completely implemented.

***Pre-  
implementation  
Planning and  
Project  
Management***

The Request for Proposal was issued at the end of November 2001. Four vendors submitted bids in March 2002; however, bids were not evaluated

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***Three years elapsed  
between inviting  
bids and purchasing  
the software***

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until April 2003. The City of Richmond and Tyler Technologies Inc. entered into a contract dated April 2, 2005. The first software purchase was made in December 2005. There was a significant time gap between inviting bids and awarding the contract. Generally, technology is dynamic, and significant improvements are made in a relatively short period.

In its 2008 annual report, which is filed with the Securities and Exchange Commission, Tyler Technologies acknowledges that it must respond to rapid technological changes since the market for its products is characterized by rapid change and evolving industry standards in computer hardware and software technology. Products with new technologies and the emergence of new industry standards can render existing products obsolete and unmarketable. The vendor also acknowledged that certain competitors have greater technical, marketing and financial resources, and that Tyler Technologies cannot offer assurance that these competitors will not develop products or services which are superior to its own.

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***Prior to purchase,  
business and  
technical  
requirements or  
changes in available  
technology should  
have been formally  
evaluated***

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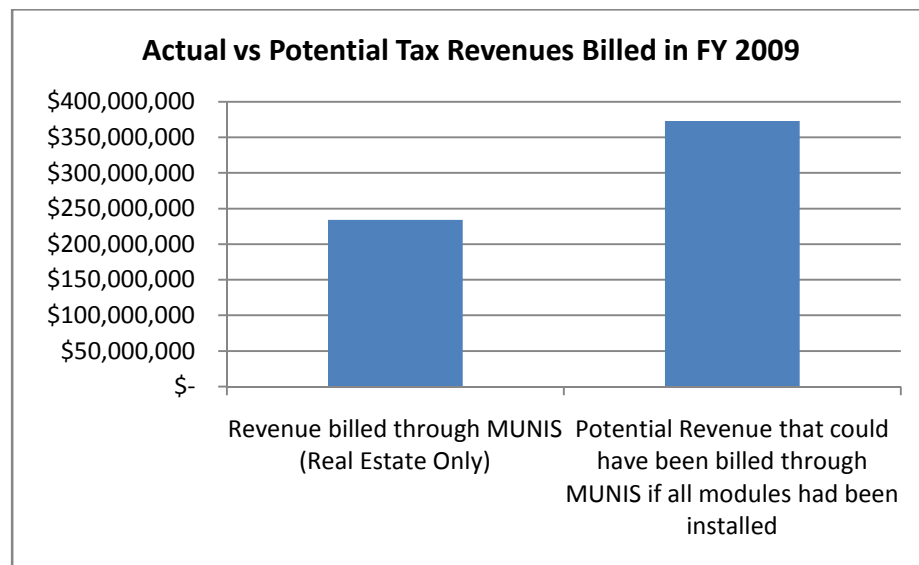
During the three years that elapsed between receiving bids and the signing of the contract, it would have been beneficial to evaluate if business and technical requirements had changed. The project management team informed the auditors that an informal analysis had been performed in 2008, but there was no documentation available for the auditors to review. It is not possible to determine if MUNIS was the most desirable product at the time of purchase.

As new products and technologies are available in the market, there are opportunities for acquiring better technology in a more cost-effective manner. This point can be illustrated by the Chief of Revenue Administration's assertion that a decision was reached to discontinue implementing the MUNIS

Parking Ticket module and to pursue a non-MUNIS solution. According to the Chief of Revenue Administration, the Parking Tickets module did not fit the needs of the City. He also indicated that the online module as it exists may not have adequate functionality to warrant implementation. Revenue Administration may need to perform additional analysis to define the gap in service delivery offered by this module and determine its suitability.

The system offered eleven modules in addition to various data conversions, interfaces and customizations. More than four years after the beginning of implementation, only seven modules have been implemented.

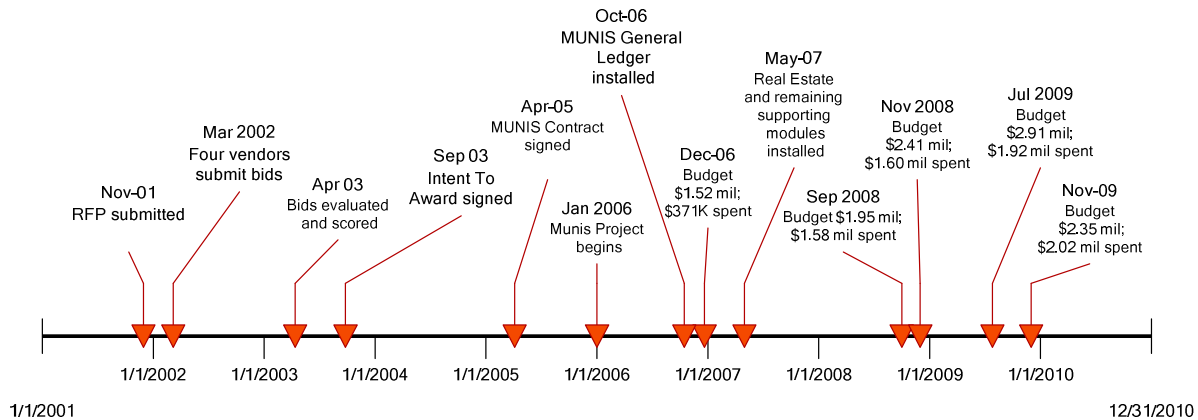
The graph below shows the revenue collected in 2009 through MUNIS versus the potential revenue that could have been collected more efficiently if all modules had been installed:



Source: 2009 CAFR

A timeline for the MUNIS project is depicted as follows:

**Summary Timeline of MUNIS Project-To-Date**



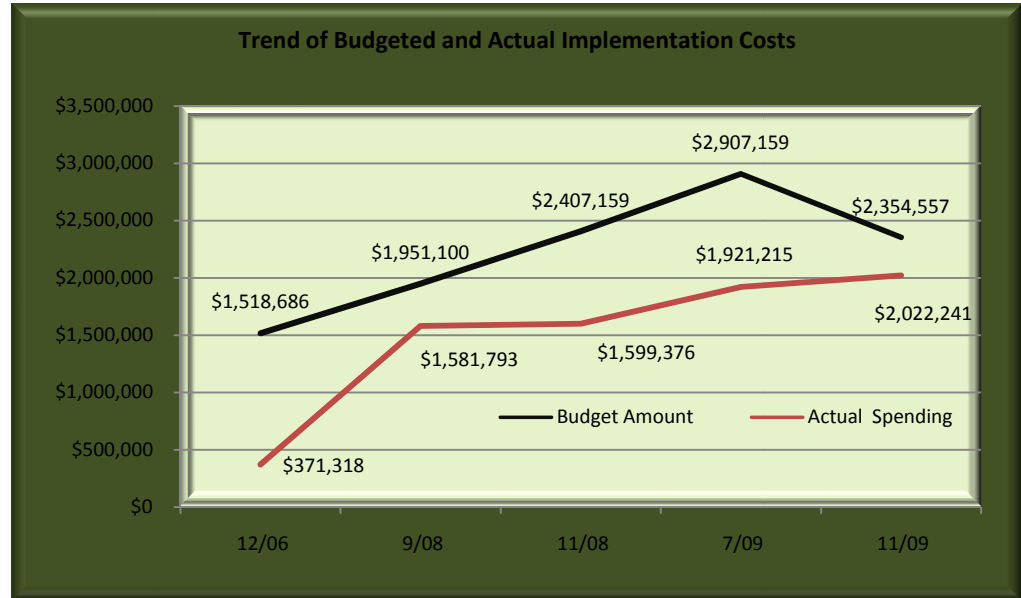
Along with extensions of the implementation date, the expected budget of \$1,518,686 was increased periodically as depicted in the following table and graph:

*The total budget for implementation of this system has increased by 55% to \$2.3 million from the original \$1.5 million*

<b>Date</b>	<b>Revised Budget Amount</b>	<b>Actual Spending</b>
<b>December 2006</b>	<b>\$1,518,686</b>	<b>\$ 371,318</b>
<b>September 2008</b>	<b>\$1,951,100</b>	<b>\$1,581,793</b>
<b>November 2008</b>	<b>\$2,407,159</b>	<b>\$1,599,376</b>
<b>July 2009</b>	<b>\$2,907,159</b>	<b>\$1,921,215</b>
<b>November 2009</b>	<b>\$2,354,557</b>	<b>\$2,022,241</b>

Source: Budget reports provided by Revenue Administration





*Note: In July '09, in an effort to reduce costs, the Chief Financial Officer lowered the project budget substantially.*

The latest implementation costs, estimated in November 2009, are 55% more than the originally budgeted project costs. According to the Chief of Revenue Administration, the 55% increase in the program budget is due to many factors, such as:

- The reimplementation of the Real Estate Tax module which was installed improperly in FY 2007 and had to be reconfigured from May 2008 to November 2008 when testing was completed. The need for reconfiguration thus increased the actual cost of installing and testing the Real Estate module.
- The use of enhancements to accommodate certain gaps in standard features and the City's needs.
- Properly resourcing the program by hiring an experienced project manager and three other MUNIS project personnel.

In August 2007, after the Real Estate module was originally installed, DIT conducted a “lessons learned” session and compiled the following list of deficiencies:

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*Major deficiencies  
in implementing  
the system existed  
until the new  
project  
management team  
took over*

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- **Lack of documented business requirements:**

The City’s requirements were not sufficiently detailed and thus inadequate. Consequently, no traceability matrix could be created which would allow the City to validate that the system met the functional requirements. Also, scope management issues such as functional, non-functional and technical requirements must be documented clearly prior to testing.

- **No internal documented workflow process and procedures:**

Since the current policies and procedures were not available, the process of acquiring detailed business requirements was cumbersome and inefficient.

- **Poorly written contract:**

The MUNIS contract was written by a third-party vendor. The contract was not milestone-driven. Therefore, vendor performance and scheduled payments were not tied to progress made.

- **Poor project management and inadequate management support:**

This includes the inadequacies of document requirements for all phases of the project such as:

- The City’s lack of workflow processes and practices;
- The lack of a full-time Project Manager dedicated to the project;
- Lack of participation by key decision-makers and subject experts in all key meetings;

- Inadequate time provided in the project plan to ensure sufficient time to complete tasks properly and to test, re-test and signoff on all interface and integration points; and
- Budgets not being broken down by phase to adequately manage and access the risks of overspending.

The points listed above echo some of the literature on project management that notes the following as major causes of project failure:

- Inadequate specifications
- Inexperienced personnel
- Unrealistic estimates
- Poor project management
- Expectations not properly set

As noted previously, the original contract was written so that contractual payments to the vendor were “date-driven” rather than performance-related or “milestone-driven”. This resulted in spending \$187,950 for modules which have not been installed.

Revenue Administration was not able to provide any evidence that the following project management techniques were performed for the MUNIS project at its outset:

- Risk assessment to determine the potential effect on a project objective such as time, cost, scope, or quality, including both negative effects for threats and positive effects for opportunities.

- Feasibility study evaluating the business functional and technical requirements covering the full scope of all initiatives to achieve the expected outcomes.
- Cost-benefit, cost savings, return on investment (ROI), payback, or net present value (NPV) analyses.
- Performance measurements used to monitor the effectiveness of MUNIS.

Based on the above discussion, it is clear that, until 2007, the project was not managed properly. These circumstances may have contributed to excessive costs and time delays.

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***Turnover in  
MUNIS project  
personnel  
contributed to the  
project delay***

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The Chief of Revenue Administration also noted that there was turnover in project management at both Tyler Technologies and the City. Additionally, there was turnover in some key personnel including the Director of Finance, the City's Chief Financial Officer, and the previous Chief of Revenue Administration. The turnover contributed to the overall project delay.

***The Finance  
Department's  
efforts to save  
the project***

In February 2008, after two and a half years of project work, a new project management team led by a newly hired Chief of Revenue Administration took over the implementation of this system. In May 2008, the City hired an experienced project management consultant to supervise the MUNIS project. Subsequently, there were changes made to MUNIS priorities, project personnel and program strategy.

The MUNIS project management team brought project management techniques which provided a formal framework to the project. Specifically, they developed a technical operating environment statement (TOE) and a program plan. These documents provided guidance for proper project

management of the system implementation and related technical aspects of the implementation environment.

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*Limited audit testing provided assurance that generally accepted guidelines for project management were followed*

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With respect to planning, organization, software acquisition and implementation objectives, the auditor performed limited testing procedures and gained reasonable assurance that some COBIT guidelines for project definition, project approval, system quality assurance plan, test plan and system testing documentation were followed starting with the MUNIS 7.2 release.

The new project team has placed tighter controls over the production and non-production environments. Members of the MUNIS Project Management team informed the auditors that Tyler Technologies previously had been able to access both environments. Presently, Tyler Technologies has to seek separate permission from the City's Department of Information Technology and from the MUNIS System Administrator. Without obtaining this permission, Tyler Technologies cannot get into the City's network to access the MUNIS environment and download program code. The process described above is documented in the TOE document. The above procedures were verified by the auditors during an upgrade to MUNIS version 7.5.

*Current Status and Projected Completion*

These developments significantly improved the clarity and effectiveness of the project implementation in addition to improving the communication between the City and Tyler Technologies.

Due to budget cutbacks, the contract with the program manager was terminated as of January 22, 2010. Although his responsibilities have been divided amongst the remaining staff, this recent development may affect the timely testing and installation of the remaining modules.

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As presented in the table below, the implementation dates have been a moving target for various modules:

***Implementation dates have been a moving target***

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Modules	Statement of Work 2006	Status Report Sept. 2008	Status Report Feb. 2009	Status Report Aug. 2009	Info. Given in Dec.2009	Implemented?
MUNIS A/R	Jan. 2007	Dec. 2008				Yes
Personal Property	Mar. 2007	Nov.2009	Nov.2009	Nov. 2009	Jul. 2010	No
Real Estate	May.2007	Dec. 2008	Feb. 2009			Yes
Business License	Oct. 2007	Nov.2009	Nov.2009	Nov.2010	Dec. 2010	No
General Billing	Jan. 2008	May.2010	May.2010	Mar. 2010	Jul. 2010	No
Parking Ticket	Jan. 2008	Nov.2009	Nov.2009			No
Animal License	Jan. 2008	May.2010	May.2010	Jun. 2010	Jul. 2010	No
MUNIS On-Line	-	May.2010	May.2010	Nov.2010		No
General Ledger	-	Dec. 2008				Yes
Crystal Reports	-	Dec. 2008				Yes
Cashiering	-	Dec. 2008		Sep.2009		Yes

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To date, the implementation dates for two modules are not known. Therefore, the latest projections are incomplete, and the result affects remaining projected costs. As noted previously, actual costs have continually increased and, therefore, there is little reliability in the projected costs.

***Value  
Contributed***

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***The decisions  
about incurring  
additional costs to  
complete the  
project are  
difficult to  
evaluate.***

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As discussed previously, the project has been delayed and additional time and expenses are expected to be incurred, far exceeding the original budget. To date, no objective measure of the project's success has been established. The benefit of the fully implemented system cannot be determined at this time. Under these circumstances, there is no way for the City Administration to determine if the MUNIS project, once fully implemented, will contribute sufficient value for the costs incurred. Therefore, the decisions about incurring additional costs to complete the project are difficult to evaluate.

## Other Issues

### ***Business Continuity Plan***

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***A BCP is designed to  
reduce the impact of  
a major disruption  
on the organization***

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Business continuity planning (BCP) is a critical, logistical plan for partial or complete recovery of mission-critical systems, processes or environments interrupted due to a disaster within a predetermined time. It should include a business impact analysis to develop strategies for minimizing risk and identifying the impact of disruptions. Generally accepted best practices, COBIT, recommend that an IT continuity plan be designed to reduce the impact of a major disruption on key business functions and processes. The plan should be based on risk understanding and potential business impacts and address requirements for resilience and alternative processing of all critical IT services. It should also cover usage guidelines, roles and responsibilities, procedures, and communication processes.

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***Finance's BCP has  
not been completed***

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The auditors reviewed the Finance Continuity of Operations Plan (BCP) which includes MUNIS. The Finance BCP is a draft dated June 2007 that has not been completed or approved. The auditors also requested but were not provided with a copy of a risk assessment or a business impact analysis. These procedures are performed prior to developing a BCP to ensure its completeness.

The Department of Emergency Management has noted that the following items should be included in the Finance Department's BCP:

- Procedures for notifying personnel, clients, vendors, etc.
- Detailed instructions for restoring operations
- Documented recovery timeframes
- Clearly delineated responsibilities
- Listing of responsible personnel and supplies



- Listing of critical systems and data files
- Information on the alternate processing facility
- Alternate communication mechanisms
- Dependencies on other systems, processes and third parties
- Deviations from normal processing procedures
- Steps to return to normal operations following the disaster

The lack of a complete, approved BCP for MUNIS increases the risk that disruption of this system could prevent the City from collecting revenues for a prolonged period in the event of a disaster.

DIT informed the auditors that MUNIS has not been tested. The real estate module was installed in 2007, which was too late to be included in the Citywide BCP testing.

***Vendor  
Performance  
Evaluation***

The auditors noted that the MUNIS contract did not appear on Procurement Services' active contract list. The auditors brought the matter to their attention. Procurement confirmed that the current contract renewal was overlooked and the contract technically expired in January 2008 even though it has been, in substance, an active contract. Procurement also responded that they will renew the contract.

The auditors learned that a formal vendor evaluation has not been performed by Revenue Administration for the MUNIS contract. According to the City's policy, a formal vendor performance evaluation is required annually. The absence of a formal vendor performance evaluation increases the risk that sub-par performance is not reported and evaluated in order for the City to take appropriate action to improve performance or cancel the contract.

***Policies and Procedures***

Updated, formal policies and procedures for the MUNIS Real Estate Taxes Billing module were not available. Revenue Administration's policies and procedures have not been revised since April 2005. One of the policies referred to a "Comprehensive and Detailed Delinquency Collection Manual". After several requests, a document dated March 13, 2001, "Collection Plan Proposal" was submitted to the auditors with a note that an updated manual would be completed for Tax Year 2010.

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***Updated formal policies and procedures for MUNIS were not available***

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The auditors were also given two other hardcopy manuals. The first one, dated February 27, 2002, was titled "Delinquent Tax Division Policy". The second one was a copy of a course titled "Collection of Delinquent Taxes and Other Charges" that is sponsored by the Treasurers' Association of Virginia Certification Program. The auditors noted that this is not an official City of Richmond policy and procedures manual; however, management noted that the manual is used by the staff for guidance.

## RECOMMENDATIONS

1. *Hold the Revenue Administration Division accountable to complete the implementation of MUNIS by the deadline and within the budget established by the City Administration.*
2. *Require the Revenue Administration Division to use the system's functionality to develop appropriate tools and measures to assist in managing the Division.*
3. *Ensure that the program is properly staffed in order to complete the project within a reasonable time period.*
4. *Update and complete the Finance BCP for MUNIS.*
5. *Conduct testing and document the results of testing to examine the effectiveness of the BCP for MUNIS.*
6. *Provide all staff with regular training on the BCP. Document the training sessions and enhance training according to the test results.*
7. *Perform formal vendor performance evaluations pursuant to City policy.*
8. *Ensure that the MUNIS contract is properly renewed and posted on the City's website.*
9. *Update formal policies and procedures, as well as "desktop procedures", for all real estate activities and develop a guideline for a periodic review.*

# MANAGEMENT RESPONSE FORM

## DEPARTMENT OF FINANCE

### MUNIS PROJECT MANAGEMENT REVIEW

#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
1	<i>Hold the Revenue Administration Division accountable to complete the implementation of MUNIS by the deadline and within the budget established by the City Administration.</i>	Y	RA readily accepts accountability for the implementation of Munis. To the best of its ability RA will continue to operate within the established budget for the project. The current budget reflects the implementation strategy currently in place; should the strategy change, including changes in the use of project management or other professionals, RA will adjust the deadline and budget accordingly, through appropriate means.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Chief of Revenue Administration		31-Dec-10
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
2	<i>Require the Revenue Administration Division to use the system's functionality to develop appropriate tools and measures to assist in managing the Division.</i>	Y	RA currently uses the system's functionality in the Real Estate Tax module. The implementation plan for each ensuing module will specifically address how the system's functionality will support the development of appropriate tools and measures for assisting the management of RA.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Chief of Revenue Administration		31-Dec-10
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
3	<i>Ensure that the program is properly staffed in order to complete the project within a reasonable time period.</i>	Y	RA agrees that the program must be properly staffed in order to complete the project within a reasonable time period. The current staffing reflects the resources available to the program at this time. Should this resource allocation change, RA will adjust its staffing and timelines accordingly.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Chief of Revenue Administration		31-Dec-10
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
4	<i>Update and complete the Finance BCP for MUNIS.</i>	Y	The Finance BCP will be updated and completed for Munis.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Chief of Revenue Administration		31-Mar-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
5	<i>Conduct testing and document the results of testing to examine the effectiveness of the BCP for MUNIS.</i>	Y	The BCP for Munis will be tested and documented to examine its effectiveness upon completion of the Munis program.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Chief of Revenue Administration		31-Mar-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION

#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
6	<i>Provide all staff with regular training on the BCP. Document the training sessions and enhance training according to the test results.</i>	Y	All staff will be provided training on the BCP upon the completion of the Munis program.
	<b>TITLE OF RESPONSIBLE PERSON</b>		<b>TARGET DATE</b>
	Chief of Revenue Administration		31-Mar-11
	<b>IF IN PROGRESS, EXPLAIN ANY DELAYS</b>		<b>IF IMPLEMENTED, DETAILS OF IMPLEMENTATION</b>
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
7	<i>Perform formal vendor performance evaluations pursuant to City policy.</i>	Y	The annual review of the vendor's performance pursuant to City policy was an oversight by the Contract Specialist. Corrective action has been taken to obtain the "Vendor Performance Review" from Revenue Administration for the MUNIS contract.
	<b>TITLE OF RESPONSIBLE PERSON</b>		<b>TARGET DATE</b>
	Procurement Services		Completed
	<b>IF IN PROGRESS, EXPLAIN ANY DELAYS</b>		<b>IF IMPLEMENTED, DETAILS OF IMPLEMENTATION</b>
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
8	<i>Ensure that the MUNIS contract is properly renewed and posted on the City's website.</i>	Y	The MUNIS contract elapsed because the renewal process changed and the contract did not appear on the contract renewal list. We initiated corrected action immediately, once the department became aware that the contract had elapsed. The Contractor made significant changes to the contract ratification document. The proposed changes to the contract requested by the Contractor are under review by legal. Legal's review will be complete within the next 60 days.
	<b>TITLE OF RESPONSIBLE PERSON</b>		<b>TARGET DATE</b>
	Procurement Services		Completed
	<b>IF IN PROGRESS, EXPLAIN ANY DELAYS</b>		<b>IF IMPLEMENTED, DETAILS OF IMPLEMENTATION</b>
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
9	<i>Update formal policies and procedures, as well as "desktop procedures", for all real estate activities and develop a guideline for a periodic review.</i>	Y	RA will continue to update the formal policies and procedures for all real estate activities. These policies and procedures, including "desktop" procedures will be reviewed seasonally.
	<b>TITLE OF RESPONSIBLE PERSON</b>		<b>TARGET DATE</b>
	Chief of Revenue Administration		31-Dec-10
	<b>IF IN PROGRESS, EXPLAIN ANY DELAYS</b>		<b>IF IMPLEMENTED, DETAILS OF IMPLEMENTATION</b>