



# City of Milpitas Measure F Oversight Committee

## AGENDA

Thursday, September 18, 2025

City Hall, 1st Floor Committee Conference Room, 455 E. Calaveras Blvd, Milpitas

5:30 P.M. - 6:30 P.M.

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- I. Call to Order
  - II. Pledge of Allegiance
  - III. Roll Call
  - IV. Seating of Alternates
  - V. Approval of Agenda
  - VI. Approval of Minutes

- i. June 19, 2025

- VII. Public Forum. Please limit remarks to three minutes or less.**

Members of the audience are invited to address the Committee on any subject not on the agenda. Speakers must limit their remarks to three minutes. As an unagendized item, no response is required of City staff or the committee; however, the Committee may agendize the item for a future meeting.

- VIII. Business Items (Roll call vote to be conducted by City Staff)**

- i. Financial Systems Transition (May 2025 Status Report)
  - ii. December meeting date

- IX. Staff and/or Liaison Reports**

- x. Adjournment**

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E-mail: [ccreech@milpitas.gov](mailto:ccreech@milpitas.gov)/ Phone: 408-586-3049

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# CITY OF MILPITAS

## MEASURE F OVERSIGHT COMMITTEE

### MEETING MINUTES-**DRAFT**

5:30 p.m. – 6:30 p.m.

Thursday, June 19, 2025

First Floor Committee Conference Room  
455 E. Calaveras Blvd, Milpitas

- CALL TO ORDER** Ria Lauren Abellera called the meeting to order at 5:32 P.M.
- PLEDGE of ALLEGIANCE** Finance Director Luz Cofresí-Howe led the pledge of allegiance.
- ALTERNATE SEATING** No alternates were seated for voting
- ROLL CALL**
- PRESENT:** Conrad Schapiro, Anas Rehman, Joyita Ghose, Madan Menon (5:35 PM)
- ABSENT:** None
- STAFF PRESENT:**
- Luz Cofresí-Howe, Finance Director  
Ria Lauren Abellera, Recording Secretary
- APPROVAL OF AGENDA** Motion/Second: Conrad Schapiro. Joyita Ghose
- APPROVAL OF MINUTES (March 20, 2025)** Motion/Second: Conrad Schapiro. Madan Menon  
Motion carried by a vote of AYES: All NOES: N/A
- PUBLIC FORUM** There were no members of the public present.
- ANNOUNCEMENTS** There were no announcements.
- BUSINESS ITEMS**
- i. **Chair and Vice Chair Elections**  
After discussion, motion to appoint chair and vice chair elections.
    - a) Chair- Conrad Schapiro  
AYES: ALL NOES: N/A
    - b) Vice Chair- Anas Rehman  
AYES: ALL NOES: N/A
  - ii. **FY 2025-26 Adopted Operating Budget**
    - a) The committee received a presentation on the FY 2025-26 Adopted Operating Budget
    - b) Madan Menon asked for clarification on the Transient Occupancy Hotel Tax interpretation in the table One Time on slide page 5. Finance Director Luz Cofresí-Howe explained that the table was not to be read as debits and credits. It is an add or subtract from the adopted budget.
    - c) Madan Menon asked for clarification of Use Tax. Finance Director Luz Cofresí-Howe explained that is tax on goods from out of state.
  - iii. **Financial Systems Transition (May 2025 Status Report)**
    - a) Item was not discussed due to time restraint

b) Motion to Accept. Motion/Second: Madan Medon/Joyita Ghose

Motion carried by a vote of \_\_\_\_\_ AYES: All NOES:  
\_\_\_\_N/A\_\_\_\_

**CITY LIAISON REPORTS** No reports given.

**ADJOURNMENT** a) Conrad Schapiro adjourned the meeting at 6:43 p.m.

# City of Milpitas, CA

Monthly Status Report – May 2025

Executive Steering Committee Meeting



June 12, 2025

# Agenda – Executive Steering Committee (ESC)

June 12, 2025, 1 – 1:50 p.m.

## ▲ Introductions

## ▲ Review May 2025 Monthly Status Report

- Project Timeline and Implementation Approach
- Reporting Period Highlights
- Recently Completed and Upcoming Project Activities
- Project Health Indicators
- Issue and Risk Management
- Key Decision Points
- Budget Summaries

## ▲ Wrap Up

- Confirm Timing of Next ESC Meeting: July 10, 2025, 1 – 1:50 p.m.
- Discuss City of Milpitas (City) Walk-On Items



# Project Timeline and Implementation Approach



Phase	Start Date	End Date	Duration (Months)
Phase 1: Financials	January 2024	July 2025	18 Months
Phase 2: HR and Payroll	July 2024	July 2026	15 Months
<b>Project Duration: 30 months</b>			



# May 2025 Project Overview

Overall Project Health:

**Green**

Project Risks

**2 New**

**0 Closed**

Project Issues:

**0 Open**

## Phase 1: Financials

Nearing completion with a targeted go-live date of July 1, 2025. While some tasks are behind schedule, overall project health is stable, with focused efforts underway to maintain momentum and readiness.

## Phase 2: Human Capital Management

Currently paused with Tyler and working on internal City initiatives. Will resume in August 2025.

## Implementation and OCM Highlights



Completed Solution Validation Testing sessions



Conducted an on-site Go-Live Readiness Assessment



Completed Phase 1 end-user account creation in EERP



Facilitating end-user training sessions



Developing customized end-user training documentation



# Phase 1 Implementation Progression



<b>Initiate and Plan</b>	01/01/2024 – 03/31/2024
<b>Assess and Define</b>	<i>Gather Requirements, Solution Orientation, Best Practice Reviews, Design Recommendations</i>
<b>Build</b>	<b><i>Configuration, Data Conversion, RBAC</i></b> 09/18/2024 – 04/07/2025
<b>Validate</b>	<i>Solution Validation Testing</i> 04/08/2025 – 05/14/2025
<b>Training</b>	<i>Train the Trainer: 05/15/2025 – 05/27/2025</i> <i>End-User Training: 05/28/2025 – 06/19/2025</i>
<b>Production</b>	<i>Cutover: 06/01/2025 – 06/30/2025</i> <i>Deploy: 07/01/2025</i>
<b>Project Closure</b>	<i>To be determined ~ 10/01/2025</i>



# Recently Completed Project Activities

This table summarizes completed activities during the 5/1/2025 – 5/30/2025 reporting period.

Ongoing Activities	Occurrence	Dates	Description
<b>BerryDunn Project Management Team (PMT) Meetings</b>	Weekly	<b>May 5, 12, 19, and 27 2025</b>	<p><b>Topics Discussed:</b></p> <ul style="list-style-type: none"> <li>• Prioritization of activities in progress</li> <li>• Recently completed and upcoming activities</li> <li>• OCM activities</li> <li>• Solution validation testing preparations</li> <li>• HR/Payroll internal homework assignments</li> <li>• Upcoming Tyler finance session preparations</li> <li>• Tyler schedule changes and communications</li> <li>• Master issues and actions list management</li> <li>• Issue and risk management mitigation</li> </ul>
<b>Tyler Project Management Office (PMO) Meetings</b>	Weekly	<b>May 6, 14, 22, and 28, 2025</b>	Discussed current and upcoming project activities, action items, open decisions, issues/risks.
<b>OCM Meetings</b>	Weekly	<b>May 2, 9, 16, 23, and 30, 2025</b>	Reviewed OCM tasks and updates, developed communications, and shared knowledge with broader City staff.
<b>Thursday Project Huddles</b>	Weekly	<b>May 1, 8, 15, and 22, 2025</b>	Addressed weekly action items and decision points while focusing resource priorities to drive accountability and progress.
<b>BerryDunn/Tyler PM Huddles</b>	Biweekly	<b>May 13 and 27, 2025</b>	Collaborated with Tyler PM to work through open items, seek clarification on tasks, and reduce reliance on email communications.
<b>Tyler Finance Sessions</b>	<i>Per Tyler Project Schedule</i>	<b>May 2, 5, 7, 9, 12, 13, 14, 15, 16, 21, 23, 27, 28, 29, and 30, 2025</b>	<p><b>Topics Discussed:</b></p> <ul style="list-style-type: none"> <li>• Project Ledger</li> <li>• Solution Validation Testing</li> <li>• End-User Training</li> <li>• Custom Documentation</li> <li>• Environment Preparations</li> <li>• Roles and Workflow</li> <li>• Data Conversion and Imports</li> </ul>

# Reporting Period Activities



## Recurring project meetings included:

- Weekly BerryDunn PMT Meetings (Monday)
- Biweekly Tyler/BerryDunn PM Huddles (Tuesday)
- Weekly Tyler PMO Meetings (Wednesday)
- Weekly Phase 1 Sprint Meetings (Thursday)
- Weekly OCM Leadership Meetings (Friday)
- Monthly Executive Steering Committee Meeting (5/16/2025)

## May 2025

Milpitas, CA

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2 Ariel/Sean - 1 8:30 - 12 HRM Check in Sean - Custom Doc Creation 8:30 - 12	3
4 Payroll Week- Internal Auditors ONSITE	5 Stephen - 1 SVT - Work through FAILED scenarios	6	7 Stephen - 1 Project Ledger Discussion & Wrap-Up	8 INITIAL EMAIL TO VENDORS	9 Stephen - 1 SVT Carry-Over	10
11 (Internal Auditors Onsite)	12 Stephen R. (.5) /Sean - 1 Solution Validation WRAP UP/ SEAN assisting with SVT/User Creation (Stephen in AM ONLY)	13 Stephen R. (.5) /Sean - 1 Solution Validation WRAP UP/ Custom Doc Finishes (Stephen in PM ONLY)	14 Stephen/Sean 2 Solution Validation WRAP UP/ Custom Doc Finishes **10-12 ROLES Meeting**	15 Sean - 1 EUT Prep/Custom Doc Finishes	16 Sean - 1/Stephen - 1 EUT Prep *Ensure all roles are assigned to end users (RBAC600)	17
18 BerryDunn Go Live Readiness Assessment (Onsite) Payroll Week	19 EUT Run Through (Internal)	20 EUT Run Through (Internal)	21 Stephen - 1 EUT Prep**EOD Refresh TRAIN from PROD** Historical project budget loaded in PROD prior to refresh	22 Prep TRAIN for EUT	23 Prep TRAIN for EUT	24
25	26 memorial DAY	27 Stephen - 1 Last Minute EUT Prep REMOTE	28 Sean/Stephen 2 EUT ONSITE (Stephen Available Remotely)	29 Sean - 1 EUT ONSITE	30 Sean - 1 EUT ONSITE	31



# Phase 1 - Financials



## Go Live Readiness Assessment Results

- Conducted a series of six in-person sessions on May 20 and 21, 2025.
- Reviewed 14 critical implementation assessment areas with six stakeholder groups, including the Project Management Team, Information Technology, Finance Functional Area Leads, and two sets of Department Stakeholders.
- During these sessions, the following readiness classifications were determined:

Status as of May 21, 2025	Number of Assessment Areas	%	Assessment Area Details
Completed	1	7%	<ul style="list-style-type: none"> <li>Communications to external agencies are complete</li> </ul>
In Progress: On Schedule	5	36%	<ul style="list-style-type: none"> <li>Deliverables from Tyler are complete and approved</li> <li>Interfaces are complete</li> <li>Training is complete</li> <li>Technical preparations are complete</li> <li>Go-live cutover plan is complete and approved</li> </ul>
In Progress: Behind Schedule	8	57%	<ul style="list-style-type: none"> <li>Project participants understand activities remaining prior to go-live</li> <li>Design, development, and configuration activities are complete</li> <li>Security is in place and has been tested</li> <li>Data conversion is complete</li> <li>Reports are complete</li> <li>Testing is complete</li> <li>Department readiness</li> <li>City support structure is established</li> </ul>
Not Started	0	0%	
<b>Total</b>	<b>14</b>	<b>100%</b>	



# Phase 1 - Financials

## Go-Live Readiness Assessment Recommendations



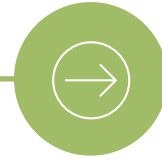
### Drive Completion of Production Cut-over Tasks

As the source of truth for remaining project tasks, City staff should focus efforts on timely completion of cut-over activities by providing frequent updates, discussing barriers, and requesting assistance.



### Organize and Prioritize Reports

The City should confirm the list of reports required at go-live by department and with supporting prioritization. Any desired but non-essential custom reports should be flagged for Phase 2 work.



### Confirm Conversions

The City should confirm conversions validation for timely review of data specific to:

- Vendor
- Project
- FY26 budget



### Focus and Complete Testing

The City should continue and complete testing of:

- Security
- Workflow
- Solution Validation Testing scenarios



### Frequent Internal and Partner Touch Points

With a focus on completion of support issues and cut-over activities, the City should continue meeting with:

- City PMT with Tyler
- City PMT with BerryDunn
- City with Tyler ICs



### Support Work Efforts Through Communications and Planning

- City PMT should help ensure decisions are made promptly, and clear and consistent communications occur.
  - City PMT and IT should establish and distribute a formal communication plan.

# Phase 1 – Financials Continued

## Key Accomplishments

### Decisions:

- Per the City Finance Director on 5/20/25, Tyler CUBES will be pushed to Phase 2 due to delays in resolving ongoing City connectivity issues. No negative impacts are anticipated for July 2025 go-live.
- Finance leadership elected to postpone the implementation of the P-Card module in EERP until September 2025 to prioritize the critical functional modules for a July 1 go-live.

- During the reporting period of May 1 – 30, 2025, BerryDunn completed the following:
  - Began end-user training (EUT) sessions.
    - May 19 – 20 BerryDunn conducted on-site training preparation sessions using a "train the trainer" approach.
    - May 28 – 30 Finance Functional Area Leads (FALs), and an on-site Tyler resource-led 9 EUT sessions with over 25 attendees covering the below topic areas:
      - EERP 101
      - Purchasing, Requisitions, and Contracts
      - Account Payable Invoice and Approval Essentials
      - EERP for Managers
      - Reports and Inquiries
- Connected with the City of Avondale, AZ , for a demonstration of their approach to Projects in Tyler.
- Continued tracking production cut-over progress with Tyler project manager. Details on next slide.

# Phase 1 - Production Cutover Progress

In May, the Tyler PM worked with the City Project Management Team to assign cutover tasks, drive task completion, and address barriers. As of the writing of this report, the Tyler PM expressed concern regarding the City's backlog of past due items. While none of the tasks have been determined to be critical for the July 1 go-live, failure to complete tasks per the deadlines will likely increase City stress and the need for additional manual processes at and beyond go-live.

Go-live Checklist		
Complete	13	18%
In Progress	19	26%
Past Due	25	34%
Not Started	39	53%
N/A	2	3%
<b>Total Tasks</b>	<b>73</b>	



## Phase 2 – HCM/Payroll

### **Decision:**

On 5/9/2025, the City formalized resuming Tyler sessions in August. The Phase 2 project schedule has been adjusted accordingly.

*This phase is currently paused and will resume in August 2025.*

### ▲ Key Accomplishments

- During the reporting period of May 1 – 30, 2025, BerryDunn and HCM/Payroll Staff completed the following:
  - Developed an agenda and facilitated a check-in with Tyler's Phase 2 implementation consultant.
  - Continued the internal agile process to finalize preparations for the Phase 2 restart.
  - Participated in SVT and end-user training sessions with Finance staff.
  - Worked with Tyler to establish a first draft of the Phase 2 schedule including meeting frequency, duration, and Implementation Consultant resources.
  - Developed a high-level timeline graphic to share with City staff.

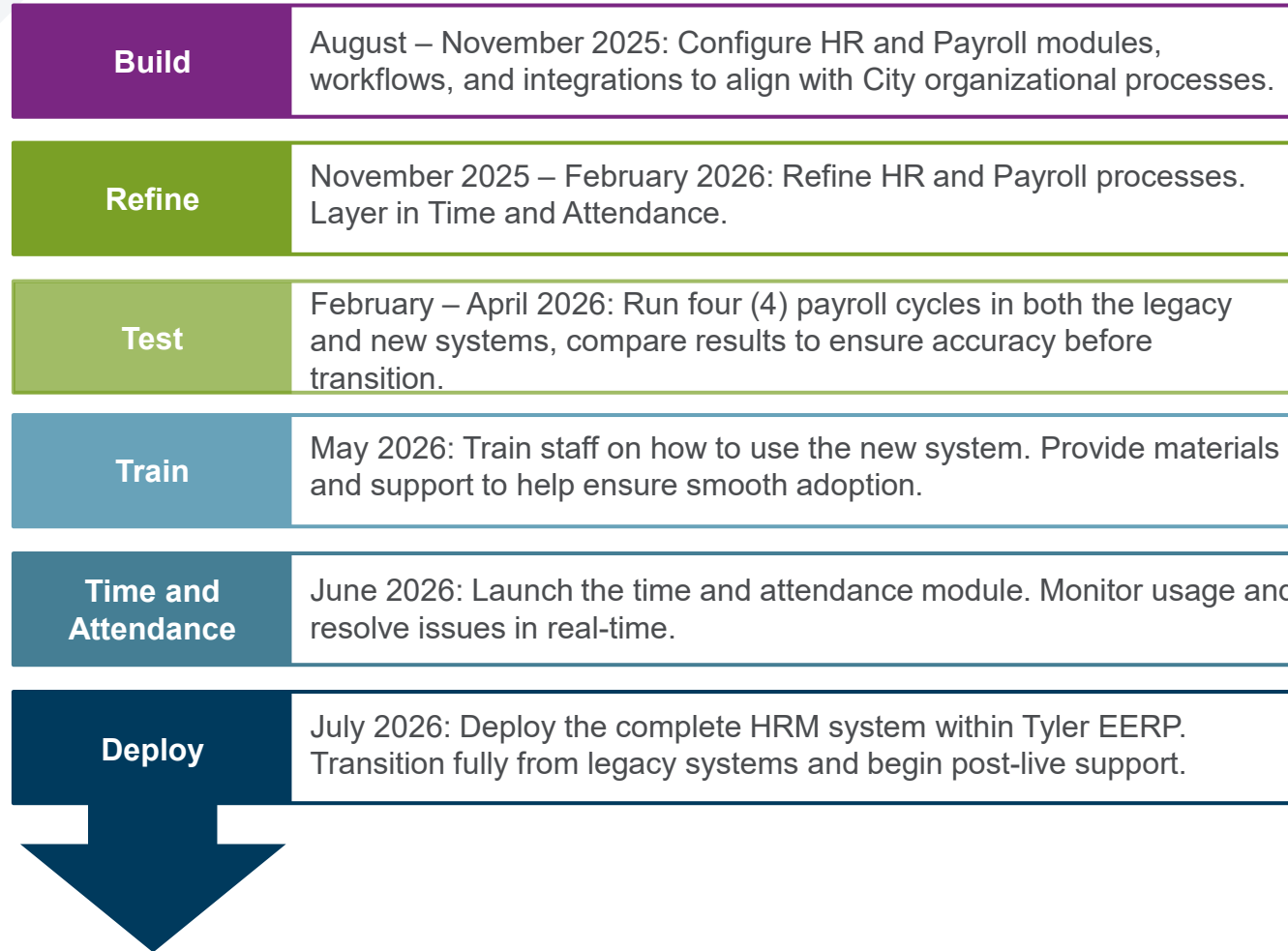
# Phase 1 - Financials

## ▲ Upcoming Activities

- In June, the City and BerryDunn will:
  - Conduct EUT sessions from May 28 – June 6, 2025.
    - Following the train-the-trainer approach, departmental trainers will support the delivery of materials to their departments and help encourage adoption across the City.
    - The Tyler Implementation Consultant will facilitate an additional session exclusively for the City Executive Leadership Team on June 17, 2025, supported by Finance Superusers Joyce Chan and Gabby Tsang.
  - Continue tracking production cut-over tasks with Tyler PM to prepare for a July 1 go-live.
  - Finalize configuration and workflow decisions to prepare the Production environment (PROD) for daily functions.
  - Finalize internal support considerations for end users.
  - Develop communications to staff detailing go-live plan and associated support for all City staff

# Phase 2 – HCM/Payroll

## Upcoming Activities – Phase View



# Phase 2 – HCM/Payroll

## Upcoming Activities – Calendar View

2025					2026						
August	September	October	November	December	January	February	March	April	May	June	July
<b>Build:</b> Configure modules, workflows, and integrations to align with City organizational processes											
			<b>Refine:</b> Refine HR and Payroll processes. Layer in Time and Attendance.								
			<i>Reduced Tyler Schedule November-December 2025</i>		<b>Test:</b> Run four (4) payroll cycles in both the legacy and new systems, compare results to ensure accuracy before transition.						
									<b>Train:</b> Train staff on how to use the new system. Provide materials and support to ensure smooth adoption.	<b>Time and Attendance:</b> Launch the time and attendance module. Monitor usage and resolve issues in real-time.	<b>Deploy:</b> Deploy the complete HRM system within Tyler EERP. Transition fully from legacy systems and begin post-live support.
August	September	October	November	December	January	February	March	April	May	June	July
2025					2026						



# Project Health Indicators

# Project Health Indicators



Project Health Report	Overall	Schedule	Scope	Budget	City Staffing	Vendor Staffing	Issues	Risks
Trend	↔	↔	↔	↔	↔	↔	↔	↓
Current Period: May 2025	G	Y	G	G	G	G	G	Y
April 2025	G	Y	G	G	G	G	G	Y
March 2025	Y	Y	G	Y	Y	Y	Y	G
February 2025	G	G	G	Y	Y	G	G	G
January 2025	G	Y	G	G	G	G	G	G

Project Health Indicator Key	
Symbol	Explanation
↔	The horizontal trend arrow indicates that the project health report is on a neutral trend (i.e., no change from the previous reporting period).
↑	The upward trend arrow indicates a positive trend (i.e., the project health report has improved since the previous reporting period).
↓	The downward trend arrow indicates a negative trend (i.e., the project health report has weakened since the previous reporting period).
G	Green "G" means the schedule/scope/cost are not at risk.
Y	Yellow "Y" means the schedule/scope/cost are at risk.
R	Red "R" means the schedule/scope/cost are at significant risk.

**Overall Project Health** is trending positively in May due to the following impacting factors:

- **Project Schedule** – Remains at a yellow status as the City continues to work diligently to maintain an aggressive timeline and manage a demanding project workload. While progress is ongoing, the originally designated timelines for Solution Validation Testing and other internal assignments have extended beyond initial expectations. This shift is primarily due to Finance staff prioritizing EUT and critical go-live preparations
- **Risks** – Maintaining a yellow status, however trending negatively due to two new risks opened this period; 1) The timely completion and quality of EUT documentation from Tyler and 2) Finance staff's ability to complete assigned cut-over tasks by the established deadline.



# Issue and Risk Management

# Risk Overview – May 2025



Risk Status		Risks				
		Low Impact	High Impact			Total
New (Opened This Period)		0	2			2
Closed (Closed This Period)		0	0			0
Current (Actively Monitored)		0	4			4
Category	Technical	Project Management	Organizational	Contractual	All Categories	Total
Risks	0	4	1	1	0	6



# Risk #10 -NEW



Risk ID		Risk Title: End User Training Documentation	
R.10		Status	In Progress
Date Identified	5/16/2025	Impact	Medium
Category	Project Management	Owner(s)	City PMT
Risk and Impact Description		Mitigation Recommendation and Updates	
<p>The initial end-user training documentation provided by Tyler did not meet the City's expectations in terms of alignment with specific internal processes and configurations. The materials lacked the requested depth and customization, making it challenging for City staff to effectively prepare for system adoption. As a result, both BerryDunn and internal City staff worked to adjust training plans and fill documentation gaps to mitigate the impact of effectiveness in initial training sessions.</p> <p>Additionally, City Finance leadership and staff have not yet provided updates to or finalized the draft training documentation revised by BerryDunn. Continued delays in finalizing the documentation pose a risk to long-term training effectiveness and end-user support. If these materials are not completed in a timely manner, staff may lack access to accurate, City-specific reference guides during and after go-live, potentially increasing reliance on vendor resources.</p>		<p>BerryDunn resources collaborated closely with designated Finance leaders to revise and enhance the drafts of customized EUT documentation tailored to the City's needs. In alignment with this approach, the City requested that Tyler pause further documentation development to avoid duplication of efforts and instead reallocate available resources toward producing targeted training videos and finalizing a report crosswalk.</p>	



# Risk #11 -NEW



Risk ID	Risk Title: Failure to Complete Cutover Tasks by Deadline		
R.11		Status	In Progress
Date Identified	5/27/2025	Impact	Medium
Category	Project Management	Owner(s)	City PMT
Risk and Impact Description		Mitigation Recommendation and Updates	
<p>The Finance project management team, in coordination with the Tyler Project Manager, initiated production cutover planning using Tyler’s provided Go-Live checklist. A significant number of the assigned tasks on the checklist remain marked as “in progress” or “not started,” despite having passed their scheduled due dates. This delay raises concerns about the City’s ability to complete essential cutover activities on time. Failure to finalize these tasks may result in disruptions to the cutover timeline and potential system readiness issues on the targeted July 1 go-live date. Timely completion of these activities is critical to ensuring a smooth transition and minimizing risk to operational efficiency in the new system.</p>		<p>The Tyler Project Manager has initiated weekly “EERP Production Cutover Sprints” to reinforce accountability and maintain focus on outstanding checklist items. In parallel, the BerryDunn project management team is actively supporting these efforts by using the weekly PMT meetings and Thursday morning sprints to follow up on task ownership, provide support, and escalate concerns as needed. These combined efforts are designed to drive accountability and help ensure that all critical cut-over activities are completed in time to support a successful July 1 go-live.</p>	



# Risk #3 – Current (Actively Monitored)



Risk ID	Risk Title: City Staffing		
R.3		Status	In Progress
Date Identified	<ul style="list-style-type: none"> <li>• Risk October 30, 2024.</li> <li>• Escalated to an Issue on March 21, 2025.</li> <li>• Deescalated on April 30, 2025.</li> </ul>	Impact	Medium
Category	Organizational	Owner(s)	City PMT
Risk and Impact Description		Mitigation Recommendation and Updates	
<p>Resource shortages and limited staff availability to engage in Tyler configuration sessions and BerryDunn SVT preparation meetings has impacted milestone progress and achievement of internal deadlines. Negative impacts were identified in the areas of:</p> <ul style="list-style-type: none"> <li>• Tyler 600 level sessions while intended for business process refinement failed to meet this objective as City decisions remained outstanding and configuration progress fell behind schedule.</li> <li>• SVT preparation and execution timelines were not achieved by the City, with delays to finalizing test cases and confirmation of City testers. The combination of this and the above configuration progress delays, resulted in SVT being unable to kick off as anticipated the week of 3/31/2025.</li> </ul>		<p>BerryDunn reengaged Tammie Warren to provide additional SVT preparation and support, answering City questions and refining test cases/business processes.</p> <p>BerryDunn is establishing an SVT schedule for the first two weeks of testing to drive testing accountability, to set expectations for testing durations, and is tracking daily testing progress in the SVT workbook that has been centrally shared with Tyler.</p> <p>Testing progress will be reported to the PMT weekly as the project schedule cannot allow for slippage without compressing end-user training or compromising the July 1 go-live date.</p>	



# Risk #5 – Current (Actively Monitored)



Risk ID	Risk Title: Strict Project Schedule		
R.5		Status	In Progress
Date Identified	December 2024	Impact	High
Category	Contractual	Owner(s)	City PMT
Risk and Impact Description		Mitigation Recommendation and Updates	
<p>City-requested and unanticipated Tyler resource changes resulted in significant schedule adjustments impacting calendared Phase 1 Finance sessions from December 2024 through July 2025. Although the Phase 1 calendar was able to be recast (sessions canceled, moved, and added) at zero additional cost to the City, the process resulted in 1), a near complete cancellation of all Tyler-led December sessions and 2) the consumption of remaining project activity slack through go-live.</p> <p>To achieve a July 2025 Phase 1 go-live, the City will need to support an increased monthly Tyler session expectation through the remainder of the project, accomplish assigned action items in a timely manner, and complete remaining configuration, conversions, and integrations within the next three months (January through March). Failure to meet timelines or deviate from this plan has a high likelihood of resulting in a go-live delay.</p>		<p>In January 2025, Tyler and BerryDunn PMs will confirm the City’s intention to drive toward a July 2025 go-live.</p> <p>On an ongoing basis, BerryDunn will:</p> <ol style="list-style-type: none"> <li>1) Leverage OCM to provide clear messaging to City stakeholders to set proper expectations for upcoming tasks and activities, highlighting resource time estimates and activity success criteria.</li> <li>2) Encourage increased accountability for action item completion among the City team.</li> <li>3) Utilize recurring project touchpoints (Weekly BerryDunn PMT meeting, Weekly Sprint meeting, and Weekly Tyler PMO meetings) to measure progress toward activity completion.</li> <li>4) Focus discussion on identifying and removing potential barriers and challenges.</li> </ol>	

**Note:** This risk is anticipated to remain open through the duration of Phase 1 due to the consumption of all project activity slack in the schedule.



# Risk #8 Current (Actively Monitored)



Risk ID	Risk Title: Bank Delays		
R.8		Status	In Progress
Date Identified	4/23/2025	Impact	Medium
Category	Project Management	Owner(s)	City PMT
Risk and Impact Description		Mitigation Recommendation and Updates	
<p>JP Morgan has not provided information in a timely manner, as anticipated to date. Specifically, the City needs:</p> <ol style="list-style-type: none"> <li>1. Full bank reconciliation file, to include deposits, transfers, checks, etc.</li> <li>2. List of credit card information so that we can test our cashiering system. We need the RCM URL, Terminal ID, and any authentication key IDs for the terminals that are <u>not</u> currently being used for utility billing transactions.</li> </ol> <p>Delayed attainment of these documents will impact pre-go-live system testing and could result in issues once the City starts using the production environment.</p>		<p>BerryDunn to attend remote meetings with the bank and will drive follow-up through detailed email communications.</p>	



# Risk #9 Current (Actively Monitored)



Risk ID	Risk Title: Tyler Integrations		
R.9		Status	In Progress
Date Identified		Impact	Medium
Category	Project Management	Owner(s)	City PMT
Risk and Impact Description		Mitigation Recommendation and Updates	
<p>Tyler will not be providing dynamic system-system integrations as anticipated. As explained by the Tyler PM and supporting Phase 1 implementation consultants, absent the City electing to purchase API toolkits, integrations will be handled as scheduled or manual file imports.</p> <p>It is uncertain if scheduled/manual file imports will meet the City's integration needs and may require future scope adjustments.</p>		<p>The City Finance and IT resources held meetings with Tyler to better understand the initial and long-term costs and maintenance of the API toolkits; resulting in a City decision not to purchase any at this time.</p> <p>BerryDunn recommends the City build automated file exchanges, as appropriate, to reduce human interaction with the files; and revisit integration options during post-go-live system optimization.</p>	



# Issue Overview – May 2025



Issue Status		Issue				
		Low Impact	High Impact			Total
New (Opened This Period)		0	0			0
Closed (Closed This Period)		0	0			0
Current (Actively Monitored)		0	0			0
Category	Technical	Project Management	Organizational	Contractual	All Categories	Total
Issues	0	0	0	0	0	0



## Key Decision Points

# Key Decision Points – Previously Reported



No.	Decision Point	Date	Status	Update
D.1	Change Order #1 executed.	8/6/2024	Resolved	The City executed Change Order #1, which increased BerryDunn's level of involvement on the project. BerryDunn sent the change order on July 11, 2024, which the City executed on August 6, 2024.
D.2	BerryDunn to assume all scheduling responsibility for both internal project meetings as well as the scheduling of Tyler sessions.	8/12/2024	Resolved	BerryDunn is working with the City to establish a comprehensive stakeholder register to enable informed scheduling.  The City provided BerryDunn with Milpitas email accounts on August 19, 2024.
D.3	Pause Phase 2 Tyler sessions after the September 23, 2024, HRM Workbook and determine date for resuming during January 2025.	9/16/2024	Resolved	At the City's direction, all Phase 2 Tyler sessions, from October 2024 and beyond, have been placed on hold. The City, Tyler, and BerryDunn will work to determine a date for resuming Phase 2 efforts after the start of the new year (2025).
D.4	Restructure Tyler session agendas to dedicate an hour to RBAC.	10/30/2024	Resolved	Rather than requiring IT to participate in multiple, full-day RBAC sessions, the City opted to allocate a focused hour from 11 a.m. to noon. for RBAC discussions regarding the day's topic with relevant staff members.
D.5	Tyler IC resource change.	11/20/2024	Resolved	Following the General Billing 400 Tyler Finance Session, the City concluded there was not an effective working dynamic with the assigned IC and requested an alternate resource for sessions moving forward.
D.6	Change Order #2 delivered to the City for execution.	1/30/2025	Resolved	BerryDunn sent Change Order #2 to increase funding allocation to project management hours.  During the April 1, 2025, City Council session, the BerryDunn Change Order was approved by a vote of 4-1.



# Key Decision Points – Captured This Reporting Period



No.	Decision Point	Date	Status	Update
D.7	Phase 2 to resume in August 2025	5/9/2025	Resolved	The City formalized resuming Tyler sessions in August. The Phase 2 project schedule has been adjusted accordingly.
D.8	Tyler CUBES to push to Phase 2	5/20/2025	Resolved	Per the City Finance Director, Tyler CUBES will be pushed to Phase 2 due to delays in resolving ongoing City connectivity issues. No negative impacts are anticipated for July 2025 go-live.
D.9	KoaHills data archival	5/21/2025	Open	<p>To be determined if the City will move forward with KoaHills for Finance and Payroll data archival. An initial quote and demonstration have been provided to the City. As the Cayenta contract expires in August of 2026, a solution will need to be secured.</p> <p>Cayenta estimates five to six months worth of effort to convert data into SQL.</p> <p>The City will need to determine the scope of historical data and if any additional HR records will be desired.</p>
D.10	P-Card module to go-live in September 2025	5/27/2025	Resolved	Finance leadership elected to postpone the implementation of the P-Card module in EERP until September 2025 to prioritize the critical functional modules for a July 1 go-live.



# Budget Summaries

# Budget Summary – Tyler



Tyler Project Expenditures						
Description	Total Budget (\$)	Expended to Date (\$)	Budget Remaining (\$)	Expended to Date (%)	Status Indicator	Status Notes
<b>Tyler</b>						
- Software	*\$619,385	\$296,163	\$323,222	48%	Green	Invoiced on a quarterly basis; last invoice through 6/30/2025
- Professional Services	\$839,380	\$212,408	\$626,972	25%	Green	10% retainage applied on all services invoices; includes invoices through 5/21/2025
- Travel	\$39,000	\$2,008	\$36,992	5%	Green	Includes invoices through 11/20/2024
<b>Totals</b>	<b>\$1,497,765</b>	<b>\$510,579</b>	<b>\$987,186</b>	<b>34%</b>	<b>Green</b>	Includes invoices through 5/21/2025

BerryDunn is working with the City to resolve a backlog of unpaid Tyler invoices from March through May.



# Budget Summary – BerryDunn



BerryDunn Project Expenditures						
Description	Total Budget (\$)	Expended to Date (\$)	Budget Remaining (\$)	Expended to Date (%)	Status Indicator	Status Notes
<b>BerryDunn</b>						
- BerryDunn PM/OCM Services	\$968,000	\$413,142	\$554,858	43%	Green	Billed through 5/20/2025
- Travel	\$18,000	\$3,954	\$14,046	22%	Green	Billed through 5/20/2025
<b>Totals</b>	<b>\$986,000</b>	<b>\$417,096</b>	<b>\$568,904</b>	<b>42%</b>	<b>Green</b>	Billed through 5/20/2025



# Wrap Up



- ▲ Confirm Timing of Next ESC Meeting
  - July 10, 2025, 1 – 1:50 p.m.
- ▲ Discuss City Walk-On Items

