

INTERIM REPORT - I



**A Report to the
City Commission**

Mayor
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Commission Members

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Harvey Ward

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**City Auditor's Office
City of Gainesville**

Carlos L. Holt – City Auditor

Audit of the General Government Enterprise Resource Planning System Implementation

Interim Report I

February 7, 2019

EXECUTIVE SUMMARY

February 7, 2019



Why We Did This Audit

Successful implementation of the Enterprise Resource Planning system has great impact on the efficiency and effectiveness of city operations. This audit was included in the City Auditor's 2019 Fiscal Year Audit Plan.

What We Recommend

The ERP project team should:

- Establish a project charter to formalize the governance structure with defined responsibilities;
- Develop a project management plan to address processes in all phases of the project.
- Charter Officers should collaborate to build a city-wide strategy for IT governance and investments

BACKGROUND

The City Manager proposed a \$7 million dollar investment in technology to the City Commission during fiscal year 2017 budget discussions. The City Manager planned to use the \$7 million dollars to upgrade or replace the existing Enterprise Resource Planning (ERP) system, Advantage from CGI Group. The Advantage system was adopted in 2013 to manage financial and workforce activities. The City Manager planned to finance this investment with 2.3 million dollars from several fund balances and 4.7 million dollars from new debt. This proposal was approved by the City Commission. Subsequently, the City Commission Resolution No. 170056 approved the issuance of \$9.250 million of bonds, of which the \$4.7 million was designated for the ERP project.

OBJECTIVES

The objectives of this audit were to determine, through the entire life cycle of the project and to meet stakeholder expectations, whether the project management of the ERP Implementation followed best practices delineated in the *Project Management Body of Knowledge*. The following specific areas would be focused on for drawing conclusions on this objective:

1. Are business requirements successfully implemented through management of stakeholders, scope, procurement, change controls, and quality?
2. Are expectations for time and cost controlled through management of schedule, cost, and change controls?

WHAT WE FOUND

- A project charter (an essential element of the *Project Management Body of Knowledge*) does not exist nor does a formalized steering committee. Responsibilities are not defined for all stakeholders.
- There is no project management plan to address major processes that are critical to the success of the project, such as: procurement, change control, cost, and quality.
- The City lacks a consolidated strategy for IT governance and investment.

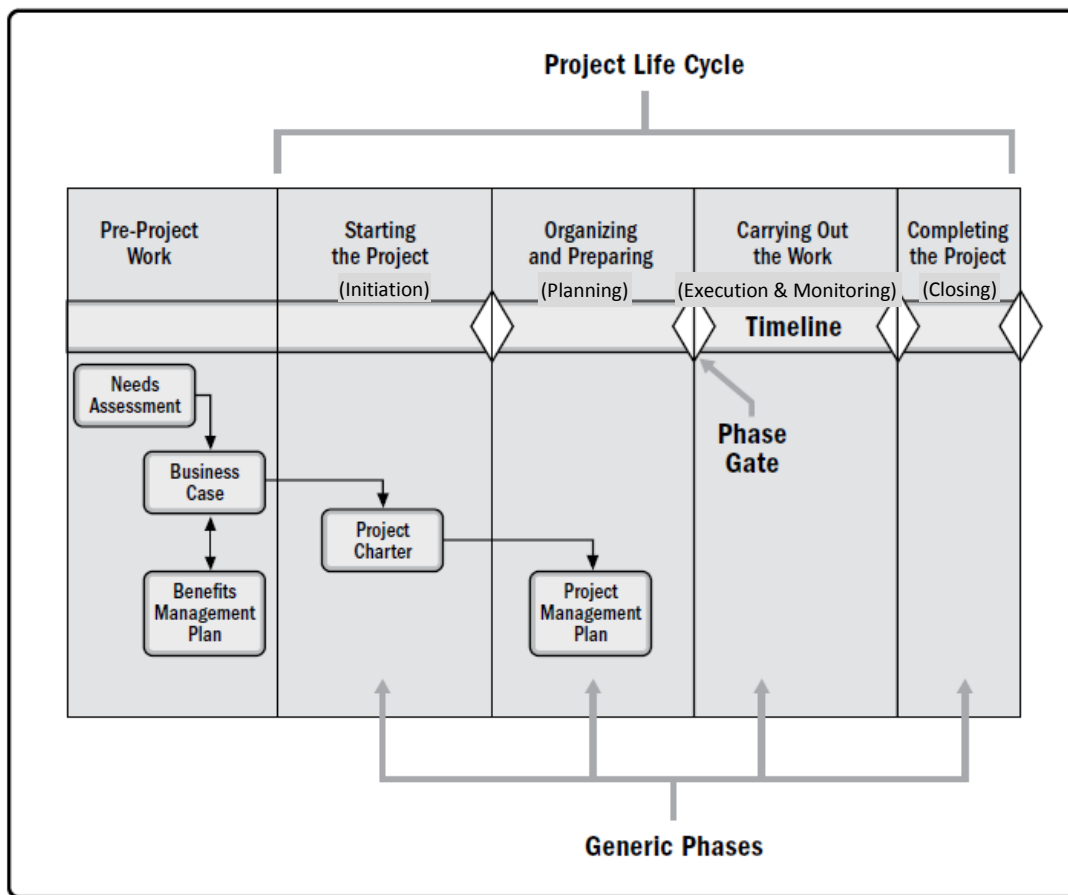
GOVERNANCE

At the inception of the project in early 2017, a project “core team” was established to consist of an executive sponsor (the City Manager), project sponsors (including directors of Human Resource, Finance, and Risk Assessment), a project manager, and four project leads from the departments of Human Resource, Finance, Risk Assessment, and Information Technology. By December 2018, the original executive sponsor and two members of the sponsor team from Human Resource and Finance had left the project and were replaced by new members. (During the audit entrance conference meeting on November 14, 2018, the new executive sponsor added the Director of the newly created department of Information Technology to the sponsor team.)

PROJECT MANAGEMENT LIFE CYCLE

The project team uses the *Project Management Body of Knowledge* (PMBOK) as a guideline to track five phases in the life cycle of the project. These phases include initiation, planning, execution, monitoring and controlling, and closing. Figure 1 below shows key documents for initiation and planning phases in a generic diagram of the project life cycle.

Figure 1: Interrelationship of Needs Assessment and Critical Business/Project Documents



Source: PMBOK (6th Edition) Figure 1-8

- Processes in the initiation phase include developing a project charter, identifying stakeholders, and establishing key project documents to be updated continuously throughout the entire project implementation.

- The planning phase is when an integrated project management plan should be developed. Major processes in the plan include, but are not limited to, defining scope, collecting requirements, defining activities and deliverables for all phases, identifying internal resources, estimating cost and budget, and identifying risks.
- Processes in the execution phase include performing activities identified in the planning phase. Activities include building the project team, acquiring internal resources, procuring external resources, and other core activities to achieve project objectives.
- The monitoring and controlling phase runs concurrently with the execution phase to track, review and regulate the progress and performance of the project in accordance with a defined scope and requirements, deliverables, and change controls.
- Processes in the closing phase mainly include final verifications of acceptance of deliverables and completion of all processes. Documentation should be properly archived for future reference or review.

The City Manager hired a project manager on a limited, but full-time basis to lead the project. A project manager is responsible for managing all processes from initiation to closing of the project.

PROJECT FINANCIALS AND STATUS

A total amount of \$7.057 million dollars from various funds was allocated to this project. In fiscal year 2019, all allocated fund balances were transferred into one single fund designated solely for the use of ERP/Technology Investment. Details of fund allocations are shown below in table 1.

Table 1: Funds Allocated for the ERP Project

Fund Code	Fund Description	Allocation
302	To account for the cost of various projects.	\$1,925,000
332	To account for capital expenditures associated with FFGFC Bond of 2005.	\$20,000
335	To account for the capital improvement projects funded by CIRB of 2005.	\$120,000
348	To account for various capital projects funded by the CIRB 2010 and interest earnings.	\$75,000
349	To account for the costs of various capital projects financed by the CIRN 2011 and interest earnings.	\$7,000
354	To account for the costs associated with various capital projects financed by planned bond issue for FY15.	\$210,000
357	To account for the costs associated with various capital projects financed by the CIRB of 2017 bond issue.	\$4,700,000
Total allocation from funds:		\$7,057,000

Source: City of Gainesville Fiscal Year 2017 Budget in Brief

Table 2 below shows summarized expenditures that the project incurred. The personal services and temp services costs were incurred from the payroll of the project manager, four other full-time city employees serving as subject matter experts in functional areas, and part-time technology technicians hired through

TempForce. Contracted professional services costs were for consulting services hired for the study of business needs and solutions, and assessment of the current technical environment for new solutions to be adopted.

The team has completed collecting functional business requirements, the bidding and the negotiation process for an ERP service provider and implementation vendor. The project team is currently proactively working on activities for data migration.

Table 2: Expenditures and Encumbrances

Fiscal Years	2017	2018	2019
Personal Services for Employees	\$ 124,894	\$ 301,530	\$ 67,132
Temp Services	-	-	1,981
Encumbered Temp Services	-	-	40,372
Non-Personnel Expenditures	11,198	1,591	2,084
Contracted Professional Services	85,696	81,897	-
Encumbered Contracted Services	0	0	263,198
Capital Outlay	773	-	-
Fiscal Year Total	\$ 224,578	\$ 387,036	\$ 376,786
Total three year amounts as of December 10, 2018			\$ 988,400

Source: City of Gainesville Advantage Finance System

SCOPE AND METHODOLOGY

This engagement concentrated on the project management practice during the life cycle of the implementation of the Enterprise Resource Planning system for the general government of the City of Gainesville, Florida. During the engagement, we attended meetings, interviewed key personnel, observed and mapped processes, examined documents, attempted to recalculate figures, and compared program reports to known data. Interim reports will be issued at various stages whenever observations are noted, until completion of the project.

OBJECTIVES AND CONCLUSIONS

Does the project management of the ERP Implementation follow best practices delineated in the *Project Management Body of Knowledge* to meet stakeholder expectations?

Generally yes. However, several issues are in divergence with the *Project Management Body of Knowledge*. The project does not have an official charter to authorize the use of resources (see Observation A). The project governance does not have a formal steering committee to collectively provide guidance and make decisions (see Observation B). The project needs an integrated management plan (see Observation C). Additionally, the city should establish a city-wide strategy over information technology practices (see Observation D).

AUDIT OBSERVATIONS

Internal controls help entities achieve important objectives and sustain and improve performance. The *Project Management Body of Knowledge (sixth edition)* provides a set of processes, tools and techniques generally recognized as best practices applicable for most projects, and enables organizations to effectively and efficiently conduct projects in a methodical and consistent way. The audit observations listed are offered to help management fulfill their project management responsibilities.

Observation A: Project Has No Adopted Charter

Conditions:

Eighteen months after presentation to the City Commission, the project has yet to adopt an official charter. During this time a \$7 million dollar budget was approved, \$4.7 million dollar debt was issued, and approximately \$1 million dollars has been spent or encumbered. A project charter is a document that formally authorizes the existence of a project with identified stakeholders, cost and benefits, and official authority for the project manager to apply organizational resources to project activities.

To create a project charter, business documents, often resulting from a needs assessment and economic feasibility study, should be used to establish the validity of the benefits from a proposed solution. At the July 13, 2016, City Commission meeting, the seven million dollar proposal was in the broad name of Investing in Technology without supporting business documents for the City Commission to make an informed decision. Items included in the presented list of proposed products and systems might not be completely covered by an ERP system alone. However, the ERP project alone is being planned based on the approved seven million dollars.

The present option decided by city management is to replace the existing ERP system with a cloud based solution from a vendor other than the existing ERP vendor. Consulting firm Plante & Moran, PLLC was contracted to evaluate three options for a potential new ERP solutions. Their study explicitly excluded Gainesville Regional Utilities SAP environment as an option. The consulting contract, at a final cost of \$61,680, was terminated after Plante & Moran, PLLC provided the city with a draft report. Obtaining draft reports from consulting firms are a common practice so that the organization and consultant agree on the facts (not necessary the conclusions and recommendations) and that all requested options contracted for have been met. The Plante & Moran, PLLC draft report suggested that using cloud based options from vendors other than the current one could cost the city about fifteen to nineteen million dollars. The suggested cost for an ERP upgrade with the current vendor's (CGI Advantage) cloud based solution was \$9.4 million dollars. A final report from Plante & Moran, PLLC was never issued (at least no one could be found to have a copy of it). It was unclear whether the draft report relied on as a basis for adopting the current option. There is no other document to show how the current option of choosing a new contractor was adopted.

Cause:

Management oversight or inattention to project management best practices.

Effect:

Stakeholders were not appropriately informed to approve budgets for activities that could cost the city more in future fiscal years.

Criteria:

The Project Management Body of Knowledge (sixth edition) Standards 2.1 states *“Develop Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.”*

Risks:

- The adopted solution will not be in the best interest of stakeholders.
- Unnecessary cost will be incurred for services not clearly defined and rendered.
- Inaccurate cost analysis will cause negative impacts on budget planning

Recommendations:

- 1) The executive sponsor, departmental sponsors and the project manager should work together to establish a formal project charter to document, at minimum, the business case and scope, power and authority of the project manager, specific responsibilities for all stakeholders, and resources approved and available for the project.
- 2) For future projects City management should present business documents, including a needs assessment and cost benefit analysis, to the City Commission when requesting funds.

Observation B: Project Does not Have a Formalized Steering Committee

Condition:

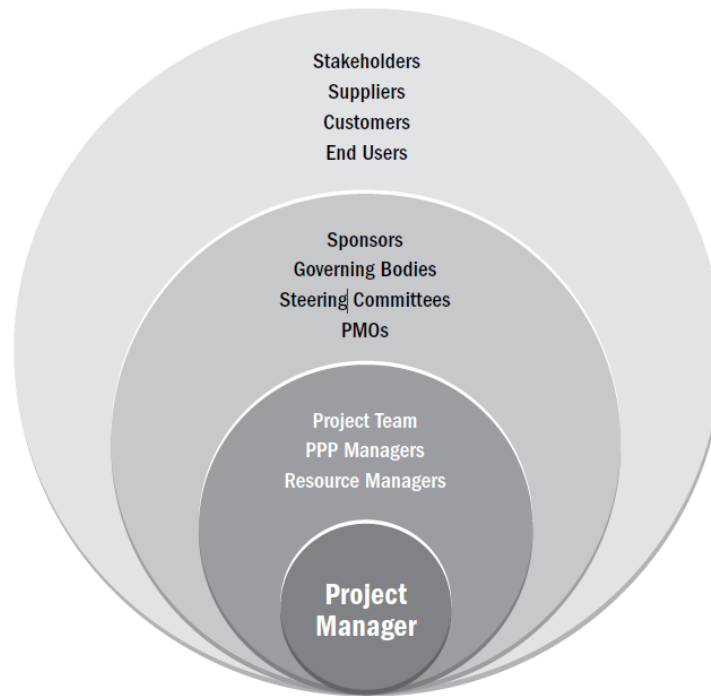
A document dated August 3, 2017 presented an organizational structure of the “Core Team” for the project which includes an Executive Sponsor, a Sponsor Team, a Project Manager, and four Functional Leads. However, no specific responsibilities were documented for each level of the team. The Sponsor Team was noted for decisions and sign-offs, but no document detailed what decisions and sign-offs the sponsor team was responsible for. A sponsor is a person or group who provides resources and support for the project and accountable for enabling success. So far, the sponsors have signed off on functional requirements and acted as evaluators of vendor bids in their respective functional areas. They also serve as negotiators from their respective area for the service provider contract. Since the inception of the project, the majority of the sponsor team members were replaced due to job changes. Documented defined responsibilities can help maintain consistency in project leadership.

A steering committee is a governing body of a project that provides collective guidance to the project manager. The committee’s role is to collectively ensure:

- the project team is provided with guidance on business issues,
- the project’s scope aligns with agreed requirements,
- efforts and expenditures are appropriate to stakeholder expectations,
- threats to success are regularly re-assessed and remediated, and,
- reports on progress are provided to City leadership.

Table 2 below shows layers of stakeholders that a project manager should engage. While the City does not have a project management office, a formalized steering committee should provide guidance to the project manager and oversee the progress of the project.

Figure 2: Example of Project Manager’s Sphere of Influence



Source: PMBOK (6th Edition) Figure 3-1

Cause:

Management oversight or inattention to project management best practices.

Effect:

The sponsor team is not officially assigned as a steering committee to assume steering committee’s responsibilities.

Criteria:

The Project Management Body of Knowledge (sixth edition) Standards 1.3 states *“Governance at the project level includes guiding and overseeing the management of project work; ensuring adherence to policies, standards and guidelines; establishing governance roles, responsibilities, and authorities; decision-making regarding risk escalations, changes, and resources; ensuring appropriate stakeholder engagement; and monitoring performance.”*

Risks:

- Unclarified responsibilities among stakeholders could lead to unresolvable disputes affecting the success of the project.

Recommendation:

1. The executive sponsor should formally establish a steering committee as the decision making body to direct and oversee the progress of the project.

Observation C: Project Has No Integrated Project Management Plan

Condition:

During the sponsor meeting on December 12, 2018, the reported status showed 100 percent completion of the initiation phase and 80 percent completion of the planning phase. However, key outputs from those two phases were either not presented or not updated. Key outputs from the initiation phase are a project charter, stakeholder register, and defined project documents among others. Key outputs from the planning phase is an integrated project management plan to include, but not limited to, project scope, functional requirements, project schedule, activity list, change control, cost control, and risk control. The team did setup a communication plan, and a Risk Assumption Issue and Dependency (RAID) file in early 2017. RAID is a working document to be updated continually with new assessments when events happen. This document has not been updated with an assessment of risks during the ongoing procurement process.

Current activities over cost and timeline represent more of a tracking function than planning. Original estimates were not updated when new information was obtained. Although a major part of software implementation cost depends on the vendor who implements the system, estimated costs could have been adjusted with vendor's quotes or targeted negotiation prices and known personnel costs. The project timeline should have been adjusted with activities already performed and new targeted completion dates.

PMBOK provides guidance on key process groups for developing an integrated project management plan (see Appendix A).

Cause:

Management oversight or inattention to project management best practices.

Effect:

Project status not reported accurately when activities in each phase are not identified.

Criteria:

- Project Management Body of Knowledge (sixth edition) Standards 3.1 states "Develop Project Management Plan is the process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan. The key benefit of this process is the production of a comprehensive document that defines the basis of all project work and how the work will be performed."
- Project Management Body of Knowledge (sixth edition) Standards 3.7 states "Define Activities is the process of identifying and documenting the specific actions to be performed to produce the project deliverables. The key benefit of this process is that it decomposes work package into scheduled activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work."

Risks:

- Unnecessary cost incurred for activities not clearly defined and rendered.
- Waste of resources due to a lack of planning
- Success criteria not adequately defined due to the lack of defined outputs.

Recommendations:

1. The project manager should develop an integrated project management plan to include, at minimum, strategy or methodology to manage the scope, cost, schedule, and procurement, and plans for change control, quality control, and risk remediation.
2. The project manager should work with the steering committee (once established) on expected outputs from all phases based on PMBOK guidance, with defined activities and reporting content.

Observation D: City Lacks Consolidated Strategy on IT Governance, Investment, and Maintenance

Condition:

Prior to the \$7.057 million dollars budget approved for this new ERP system (which according to the Plante & Moran, PLLC report could cost even more) a \$32.34 million dollar budget (later found to be materially inaccurate) was approved in 2015 to build/rebuild three modules of Gainesville Regional Utilities' ERP system (a project still ongoing). A well-designed ERP system normally works for all perspectives of financial management, assets management and work force management, despite underlining operational details. The City will have two ERP systems, at least for financial management, after the completion of these two projects. There is only one government of the City of Gainesville, and all assets from the General Government and GRU belong to the City of Gainesville. From a financial reporting perspective, a single ERP system is more efficient than two for the compilation of financial statements and monitoring financial positions¹. From an IT governance perspective, it would be more efficient to maintain a single system to support the same end users. The existence of two ERP systems is just an example of a lack of strategic planning at the city level. There are other systems procured separately by the two entities but with the same functional purpose that possibly could be just one system to be used city-wide.

Both the IT Infrastructure Library (ITIL) and the Control Objective for Information and Related Technology (COBIT), the two worldwide dominant frameworks for IT operations, propose holistic and systematic approaches to ensure IT investments and operations are in line with overall objectives of the organization. Gainesville Regional Utilities has adopted the ITIL framework, but this framework does not cross the administrative boundary to the general government. The consolidation and separation of the IT function between the two entities of the same government has gone back and forth over the past 20 years in the City of Gainesville. Most other organizations have a consolidated IT function under a Chief Information Officer (CIO) to provide organization-wide IT strategy, planning and services. Such practice can ensure that resources used for technology are for the best interest of the entire organization, IT policies are consistent across the organization, and services are managed and delivered with consistent quality to end users.

Cause:

There is no city-wide consolidated strategy to efficiently leverage information technology to support the entirety of City's operations.

Effect:

Resources are wasted on duplicated investments, activities, and efforts.

¹ For unknown reasons, the Plante & Moran, PLLC consulting report commissioned by City general government explicitly excluded utilizing Gainesville Regional Utilities' SAP environment as an option.

Criteria:

- The Committee of Sponsoring Organizations of the Treadway Commission, Internal Control – Integrated Framework (2013) Principle Three states: *“Management establishes, with board oversight, structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.”*
- Principle one of the Control Objectives for Information and Related Technology (COBIT), A Business Framework for the Governance and Management of Enterprise IT, proposes to “translate stakeholder needs into specific, actionable and customized enterprise goals, IT-related goals and enabler goals.”
- Principle two of the Control Objectives for Information and Related Technology (COBIT), A Business Framework for the Governance and Management of Enterprise IT, proposes a governance from an enterprise-wide, end-to-end perspective that “covers all functions and processes required to govern and manage enterprise information and related technologies wherever that information may be processed.”
- Principle four of the Control Objectives for Information and Related Technology (COBIT), A Business Framework for the Governance and Management of Enterprise IT, proposes a systemic governance and management through interconnected enablers that *“Any enterprise must always consider an interconnected set of enablers. That is, each enabler needs the input of other enablers to be fully effective; delivers output to the benefit of other enablers.”*

Risks:

- Waste of resources due to a lack of strategy and planning

Recommendation:

1. All charter officers should collaborate to build an integrated strategy on how information technology should be implemented efficiently to support the overall objectives of the entire City of Gainesville.

GOVERNMENT AUDITING STANDARDS COMPLIANCE

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and conclusions based on our audit objectives.

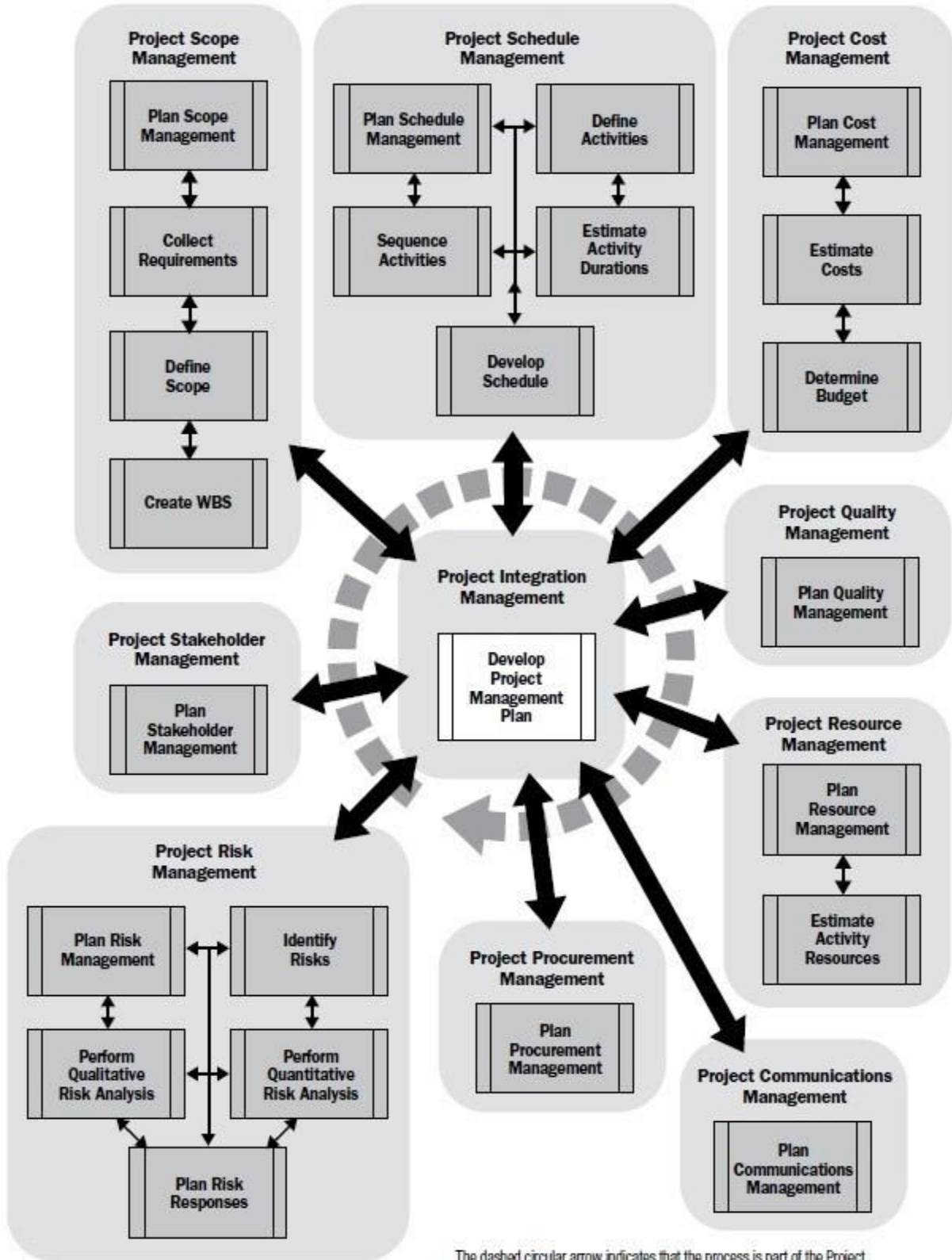
AUDIT TEAM

Carlos L. Holt, CPA, CFF, CIA, CGAP, CFE, City Auditor

Qian Yuan, CIA, CISA, ACDA, Assistant City Auditor

Ronald Ison, PMP, Lead Auditor

APPENDIX A – PROJECT MANAGEMENT PLANNING PROCESS GROUP




The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area coordinates and unifies the processes from the other Knowledge Areas.

Gainesville.
Citizen centered
People empowered

Office of the City Manager
200 E. University Avenue |
Gainesville, FL 32601
PO Box 490 | Station 6

(352) 393-8674

Date: 01/25/2019
To: Carlos Holt, City Auditor
From: Deborah Bowie 
Interim City Manager
Subject: Department of Technology – Audit of ERP System Implementation

Please see attached response from the Office of the City Manager. Feel free to contact me directly if you have any questions or you require additional information.

APPENDIX B – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

We believe that management is in a unique position to best understand their operations and may be able to identify more innovative and effective approaches, and we encourage them to do so when providing responses to our recommendations.

Recommendation	Management Concurrence and Corrective Action Plan	Proposed Completion Date
<i>Recommendations for City Management:</i>		
<p>A.1 The executive sponsor, sponsors and the project manager should work together to establish a formal project charter to document, at minimum, the business case and scope, power and authority of the project manager, specific responsibilities for all stakeholders, and resources approved and available for the project.</p>	<p>Partially Agree The drafted Project Charter was created on 9/5/2017 (uploaded to SharePoint on 1/9/2019)</p> <p>The ERP Implementation Project Charter will be formalized once we select the ERP vendor.</p>	4/30/2019
<p>Auditor notes for A.1 Management Response: The drafted Project Charter was reviewed. It represents an initial effort only and is contradictory to some management responses.</p> <p>A project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. The charter is not dependent on the selection of an ERP vendor. Heavy reliance on vendors are indicative of a lack of knowledge of the system and project management. This is inconsistent with hiring of a project manager, presumably with the required knowledge.</p> <p>(Reference: PMBOK (6th) Standards 2. Initiating Process Group)</p>		
<p>A.2 For future projects City management should present business documents, including a needs assessment and cost benefit analysis, to the City Commission when requesting funds.</p>	<p>Agree IT PMO will be established to follow the standard process of funding approval for all the new projects. The City established a Department of Technology in October 2018 and the new Director is developing those processes.</p>	TBD
<p>B.1 The executive sponsor should formally establish a steering committee as the decision making body to direct and oversee the progress of the project.</p>	<p>Disagree In March 2017, it was decided to have no Steering Committee as Sponsors will act like Steering Committee. Supporting emails has been uploaded on SharePoint on 1/10/2019. As we evolve with the Project, roles and responsibilities will be updated in respective project</p>	Already Addressed

APPENDIX B – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

Recommendation	Management Concurrence and Corrective Action Plan	Proposed Completion Date
	documents. The Sponsor Group performs the same function as a Steering Committee. Moving forward we are aligning our processes to more closely mirror the terminology used in the Project Management Body of Knowledge (PMBOK).	
<p>Auditor notes for B.1 Management Response: Steering committee responsibilities were not clearly transferred to the sponsor team. The fundamental difference between the two is that a sponsor provides resources and a steering committee makes decisions. Although the PMBOK does not require a steering committee, when a project charter is not available and the project manager is a term limited employee, weaknesses in project governance is easily visible.</p> <p>(Reference: PMBOK Standards 1.3 Linking Organizational Governance and Project Governance, 1.7 Role of the Project Manager, 2 Initiating Process Group.)</p>		
<p>C.1 The project manager should develop an integrated project management plan to include, at minimum, strategy or methodology to manage the scope, cost, schedule, and procurement, and plans for change control, quality control, and risk remediation.</p>	<p>Partially Agree The drafted Project Plan was created in Feb 2017.</p> <p>The ERP Integrated Implementation Project Plan will be developed once the vendor is selected. However, we have integration components (Communication plan, scope statement, cost , RAID) already in the works. As stated in the previous item, although we are already following a complete project plan, we are transitioning our project management approach to more closely align with the PMBoK.</p>	<p>Start in Feb 2019 and is a live document</p>
<p>Auditor notes for C.1 Management Response: The said draft project plan was reviewed. It is a drafted, but not updated work schedule; not similarly fitting the definition of a management plan in accordance with PMBOK.</p> <p>The noted project team’s accomplishments are acknowledged in the body of the report. However, an integrated project management plan establishes baselines for all processes within the project scope. It describes how a project should be executed, monitored, controlled and closed. It is a document that should represent the best interest of the city that <u>the vendor should abide by</u>.</p> <p>(Reference: PMBOK Standards 1.7 Role of the Project Manager, 1.8 Project Management Knowledge Areas, 3.1 Develop Project Management Plan)</p>		

APPENDIX B – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

Recommendation	Management Concurrence and Corrective Action Plan	Proposed Completion Date
<p>C.2 The project manager should work with the steering committee (once established) on expected outputs from all phases based on PMBOK guidance, with defined activities and reporting content.</p>	<p>Disagree Through meetings already scheduled with the Sponsors/Steering Committee, decisions on expected outputs, tasks etc. are and will be included in the project baselines.</p>	<p>Start in Feb 2019 and is a live document</p>
<p>Auditor notes for C.2 Management Response: The project governing body must be aware of the activities and outputs to be completed within each phase of the project, so as to hold the project manager accountable and assess the status accurately. It is the project manager’s responsibility to identify and document key activities and outputs in each phase. As Observation C points out, key outputs for the initiation and planning phases are missing to justify the reported percentage of completion. The Project status reports on financials lack expenditure breakdowns and cost projection. Additionally, the scheduled sponsor meetings were not consistently held.</p> <p>(Reference: PMBOK Standards 1.7 Role of the Project Manager, 1.8 Project Management Knowledge Areas, 3.1 Develop Project Management Plan, 3.7 Define Activities)</p>		
<p>D.1 All charter officers should collaborate to build an integrated strategy on how information technology should be implemented efficiently to support the overall objectives of the entire City of Gainesville.</p>	<p>All Charter Officers Consolidated Response: In response, six of six Charter Officers agreed that they should move forward to explore possibilities for an integrated IT strategy across the City of Gainesville, to include GG, GRU and other charter offices.</p>	<p>Unknown</p>