MINUTES
City of Cocoa
Regular Meeting of The City Council

July 8, 2020

A Regular City Council Meeting was held on Wednesday, July 8, 2020, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

I. Opening Matters:

Mayor Williams called the meeting to order at 6:15 p.m.

Chief Lamm provided the invocation and Councilmember Boisvert led the assembly in the Pledge of Allegiance to the Flag of the United States of America.

The City Clerk took the roll.

PRESENT:	Jake Williams, Jr.	Mayor
	James Goins	Deputy Mayor
	Don Boisvert	Councilmember
	Lorraine Koss	Councilmember
	Brenda Warner	Councilmember
	Anthony Garganese	City Attorney
	Matt Fuhrer	Interim City Manager
	Carie Shealy	City Clerk

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Jack Walsh, Utilities Director; Michael Cantaloupe, Chief of Police; Jonathan Lamm, Fire Chief; Bryant Smith, Public Works Director; Lora Howell, Deputy Finance Director; Nancy Bunt, Community Services Director; LeShawn Hinton, Helpdesk Support Tech; Samantha Senger, Assistant to the City Manager/PR Specialist; and Dodie Selig, Planning Manager.

II. Approval of Agenda And Minutes:

1. **Agenda:** Regular Meeting of July 8, 2020. (20-384)

2. **Minutes:** (a) Regular meeting of June 10, 2020 (20-385)
(b) Budget FY 2021/Fiscal Sustainability Workshop of June 25, 2020 (20-396)

* **MOTION by Councilmember Koss; Seconded by Councilmember Warner, to approve the agenda as presented for the Regular meeting of July 8, 2020.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

* **MOTION by Councilmember Koss to approve the Minutes for the Regular Meeting of June 10, 2020 with the following amendments: On page 9, it should read 1) Organize a community of faith leaders group meeting to discuss issues, 2) Request to have Council on Tuesday nights, as most churches have services on Wednesday nights, and 3) Request another presentation on the Consent Decree. Cocoa is rich in African American history and our newer citizens may not know about it; and the Minutes for the Budget FY 2021/Fiscal Sustainability Workshop of June 25, 2020 as written.**

Councilmember Warner seconded the motion.

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

III. Awards and Presentations:

1. Presentation by the Marine Resources Council. (20-348). (Dr. Leesa Souto)

Councilmember Koss introduced Ms. Leesa Soto of the Marine Resources Council. She thanked City Council for all that they have done for the Lagoon. Ms. Souto provided a presentation regarding the Indian River Lagoon Report Card[1].

Ms. Souto spoke in detail about what the Report Card was and what it encompassed.

[1] EXHIBIT A: Marine Resources Council Presentation

She pointed out that they got the concept from Chesapeake Bay. The regions that monitor the Lagoon were shown and she mentioned that seagrass was the primary producer in the Lagoon.

Ms. Souto further spoke about tributaries and she advised that those were included in this years' report card.

They added tributaries to the report card this year. Ms. Souto showed a map of how the tributaries connect along the Lagoon.

There are Lagoon Castaway Camps right now and dates were provided.

She thanked Council for their ongoing support.

IV. Delegations:

Bernice Cox, 701 Aurora Street, Cocoa, spoke about the property behind her residence on Aurora. The owner has owned the property since 2005, she has been coming to Council about this prior to him having ownership. She would like this on an agenda for Council discussion. Additionally, in the past there were signs when entering her neighborhood. About ten years ago a sign was put upon Ixora Avenue but not on Aurora. Public Works installed that sign but when she called she was told it was not a public works issue. She thanked Chief Cantaloupe and Chief Lamm for the escort and fire truck for a recognition ceremony at her church for youth with good grades.

Rev. JB Dennis, 3710 Catalina Drive, Cocoa, presented a petition to Council members[2] advocating for investigative and subpoena powers for Police Advisory Committee. He would like this placed on an upcoming agenda. He believes that an advisory board should have the power to weed out bad cops and listen to the input of the public.

Ms. Marisol Lanza, 436 Satsuma Street, Cocoa, spoke about her neighbor who is a hoarder. She submitted photos to the Mayor[3]. She advised that Code has not been doing anything in regards to her neighbors hoarding. She further spoke about her roof that was done by the City. If a hurricane comes through her roof will be gone. The company who did the roof has left and she has been speaking with the Better Business Bureau.

Mr. Aleck Greenwood, 640 Brevard Avenue, Cocoa, announced that the Historic Cocoa Village Commercial Partner Group will be having a meeting on July 29,

[2] EXHIBIT B. Petition submitted by J.B. Dennis
[3] EXHIBIT C. Photos submitted by M. Lanza (envelope of photos provided to Chief of Police)

2020 at the Cocoa Civic Center. The main subject is the issues of Cocoa having the reputation for "if you want to build do not go to Cocoa". There are a list of about ten items that will be discussed. Council members, staff, and the Interim City Manager are invited and there will be guest speakers.

V. Reports:

Mr. Smith announced that the annual paving would be wrapped up by the end of the month and Pineda would be done by mid-August. The relief channel would be completed by mid-August as well.

Chief Lamm advised that there were currently 2,812 cases in Brevard with 371 in Cocoa, but only 37 of those cases are in the City limits of Cocoa. At the last meeting with Brevard Health Alliance it was determined that they would not be setting up another mobile site in Byrd Plaza due to certain constraints. He advised that site ran from May 22 until June 26th and they tested 864 people, with 452 being citizens of Cocoa.

He pointed out that an important thing to notice was with testing those numbers are on a sliding scale. He explained the reporting methods and explained that people come on and off of the reports which cause the numbers to slide.

There has been no spike in hospital capacity and the state is continually opening more and more sites as staffing becomes available. Chief Lamm stressed the importance of continuing to following the CDC guidelines.

Councilmember Koss mentioned that Cocoa's numbers were going down while others were going up. Chief Lamm advised that makes sense due to the number of those being tested and numbers of those coming off of the lists. He explained this in furtherance and she believed it was a drastic change and that she was being contacted daily about the wearing of face masks.

Interim City Manager Fuhrer announced that an E-Comment was received for the meeting and they handle those comments just like an in-person delegation. There was not a name or address submitted. They can resubmit the comment if they wish.

He advised that a request from Cocoa Rotary had been received, as they meet at EFSC and have not been able to meet since the school was shut down due to Covid-19. They were asking if they could temporarily meet in the Cocoa Civic Center until August if possible. It is a departure from the City's policy and it would usually require a rental fee but they are only requesting temporary usage.

* **MOTION by Councilmember Koss; Seconded by Councilmember Warner, to allow Cocoa Rotary to temporarily meet at the Cocoa Civic Center.**

Mayor Williams asked if they would be required to sign the same Covid release forms as others do. Staff responded in the affirmative.

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

Interim City Manager noted that the new waterfront amenities had opened up and on July 18th from 12 pm until 3 pm a grand opening will be held in the open space by Harrison Street and Riveredge Blvd. The ribbon cutting will be held at 2 pm and from 12 pm until 3 pm the Indian River Queen will be in the basin with a band/concert. This is all in conjunction with the Florida Inland Navigation District who will be on site as well for the ribbon cutting and presentation of their check. It was nice that this was all able to come together at the same time.

Councilmember Warner suggested that when planning outdoor events in the summer that staff look at times as this is the rainy season and 2 pm is usually when the rain comes.

Councilmember Koss extended the following statement for the record:

"For the record and in response to FB posts, I respect the administrators of the Cocoa Village Neighborhood Coalition. I respect Cocoa Main Street and believe it is an important non-profit that can achieve a great deal. You are smart people, well-spoken and write eloquently. We want your participation and feedback. For the good of Cocoa I hope you take a collaborative approach. My door will always be open to you.

As to the accusation that I have a secret agenda, this is not true. I have an agenda, it is my platform. It has been fairly consistent since I first started campaigning for office. There have even been several achievements. This job is much too difficult not to have goals or seek achievements for the city. I don't have development or real estate interests. I'm not trying to build my name for a business. The platform or goals I was elected on can be measured by their achievements for the good of Cocoa."[4]

[4] EXHIBIT D: Statement from Councilmember Lorraine Koss

Deputy Mayor Goins spoke of his attendance at an event with about three hundred teenagers at Skyzone. Chief Cantaloupe also attended and he thanked all for their investment in the children.

He thanked all of the organizations who are continuing to feed those who need it in the community.

Additionally, he has received several comments regarding the waterfront. He feels that it is a positive product.

In closing, he understands that it is political season but wants citizens to understand that we are all here to do our job and helping is more productive then trying to tear them apart.

Mayor Williams asked that in the future when a story is featured in the FYI Newsletter that they sit down with those being portrayed so that all of the correct information can be put in the article.

He agreed that it was election season but he is just going to keep moving forward.

VI. Consent Agenda:

1. Approve Participation in a Cooperative Purchase Agreement with Stewarts Electric Motor Works, Inc. of Orlando, Florida, Utilizing the City of West Palm Beach Contract #21128/ITB17-18-118, Effective April 4, 2018 Through April 3, 2021, for Repairs and Maintenance of High Service Station Skid #2 Including the Pump, EM Clutch, and Synchronous Motor at the Dyal Water Treatment Plant (WTP); To Approve a Resolution Amending the FY2020 Budget, BAF # 20-077-T. (20-334).
(Utilities Director)

2. Approval of the submitted grant application for the 2020 City Catalyst Grant offered through the Florida League of Mayors to enhance the Cocoa Citizens Academy by implementing an Emergency Management component. (20-361). (Assistant to the City Manager/PR Specialist)

3. Approval for the City to enter a Cooperative Purchasing (Co-Op) Agreement by and between Prince William County Public Schools, Contract No. R-BB-19002 and CINTAS Uniform Rental Services to re-outfit City Employees with new uniforms, laundering and rental services, pending the Approval of the FY 2021 Budget. (20- 370). (Finance Director)

* **MOTION by Councilmember Boisvert; Seconded by Deputy Mayor Goins, to approve the Consent agenda.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

VII. Public Hearings:

1. Pass on Second Reading: Ordinance 05-2020; Providing for the location of pharmacies and medical marijuana treatment center dispensing facilities. (20-355). (Community Services Director)

Attorney Garganese read Ordinance No. 05-2020 into the record by title only, as follows. He advised it was second and final reading.

ORDINANCE NO. 05-2020

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA; AMENDING APPENDIX A, ZONING, OF THE CITY CODE; PROVIDING FOR THE LOCATION OF PHARMACIES AND MEDICAL MARIJUANA TREATMENT CENTER DISPENSING FACILITIES IN THE CITY; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS, INCORPORATION INTO THE CODE, SEVERABILITY, AND AN EFFECTIVE DATE.

Mayor Williams opened the hearing to the public.

Sammy Claiborne, Cocoa, stated that from his perspective, Council has been doing a great job. He feels that the City is becoming closer. He thanked the Chief of Police as well.

There being no further response, the public portion of the meeting was closed.

* **MOTION by Councilmember Boisvert; Seconded by Councilmember Warner, to approve Ordinance No. 05-2020 on Second and Final Reading.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

2. Pass on Second Reading: Ordinance No. 06-2020; Amending permitted locations for self-service storage facilities and amending the definition thereof. (20-356). (Community Services Director)

Attorney Garganese read Ordinance No. 06-2020 into the record by title only, as follows. He advised it was second and final reading.

ORDINANCE NO. 06-2020

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA; AMENDING APPENDIX A, ZONING, OF THE CITY CODE TO AMEND PERMITTED LOCATIONS FOR SELF-SERVICE STORAGE FACILITIES AND FURTHER AMENDING REGULATIONS RELATED TO THIS USE; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS, INCORPORATION INTO THE CODE, SEVERABILITY, AND AN EFFECTIVE DATE.

Ms. Bunt mentioned that at the last council meeting the applicant expressed their desire to include trucks and cars, along with recreational vehicles to the outdoor storage. Staff was fine with the change but with a limit of five spaces.

Mark Barnebey, with Storage Cap Cocoa, stated that they support the amendment but pointed out that five was not many spaces. While five is better than nothing, they were requesting ten spaces. He added that he has been in front of several council's and commissions and felt that this Council does a very good job.

Mayor Williams opened the hearing to the public. There being no response, the public portion of the meeting was closed.

Deputy Mayor Goins asked how ten spaces would affect the Ordinance. In response, Ms. Bunt advised that staff would support ten spaces based on how many units he has.

* **MOTION by Deputy Mayor Goins; Seconded by Councilmember Warner, to approve Ordinance No. 06-2020 on Second and Final reading with the change of allowing ten cars/trucks/recreational vehicles.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

3. Ordinance No.07-2020/2nd and Final Reading: Amending Section 2-51 of the City Code to modify City Council regular meeting days from Wednesday to Tuesday. (20-383). (City Attorney)

Attorney Garganese read Ordinance No. 07-2020 into the record by title only, as follows. He advised it was second and final reading.

ORDINANCE NO. 07-2020

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA; AMENDING SECTION 2-51 OF THE CITY CODE TO PROVIDE THAT REGULAR CITY COUNCIL MEETINGS SHALL BE HELD ON EVERY SECOND AND FOURTH TUESDAY OF EACH AND EVERY MONTH; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS, INCORPORATION INTO THE CODE, SEVERABILITY, AND AN EFFECTIVE DATE.

Mayor Williams opened the hearing to the public. There being no response, the public portion of the meeting was closed.

* **MOTION by Councilmember Warner; Seconded by Councilmember Koss, to approve Ordinance No. 07-2020 on Second and Final Reading.**

AYES: **Williams, Goins, Boisvert, Koss, Warner**

THE MOTION CARRIED UNANIMOUSLY (5-0)

VIII. **Council Business:**

1. Informational item related to City Council's request to discuss the addition of an agenda review meeting. (20-358). (Interim City Manager)

Councilmember Koss advised that this was brought up due to sitting on the other side of the dias and wondering what Council was thinking after approving certain items and also from frustration from not hearing the same information as other members of Council so that when they get before the public they were more informed. In talking with Interim City Manager and understanding time issues, she believed one way to handle this would be to have a regularly scheduled workshop once a month. This would be a time to bring items forward and ask questions on the agenda. They could be informed by others questions and add expediency to regular council meetings. She has no intention of staff coming to all of the workshops and does not understand why they all have to come to council meetings.

* **MOTION by Councilmember Koss to plan one workshop per month that can be used to discuss special issues and would provide an opportunity to discuss agenda items in order to provide a little more transparency and to develop ideas. It would not require all staff to attend, only those with a specific item that they would be speaking to.**

Discussion was held on the motion.

Councilmember Boisvert does not feel that there is a need for an agenda meeting. The Interim City Manager is available before the meeting if they have questions. If he does not have the answer he can call staff for the answer. He feels staff does not need any more meetings and the Interim City Manager's door is open five days a week.

Deputy Mayor Goins agreed that he has been on the other side as well and sees how quickly council can go through items. If he has an argument on an item, he would do it at both meetings no matter what. He wants the public to hear his argument.

Mayor Williams understands that there are some items that are hotter than others. He agreed with the Deputy Mayor and they would argue at a workshop or a council meeting in order to get their point across.

Councilmember Koss further clarified her intentions and that this would be open to the public.

Councilmember Warner mentioned that if there was an agenda item that was important to the public she would usually get a phone call or email prior to the meeting with questions or comments. If she has a question she calls the Interim City Manager. Staff does a really good job of providing information in the agenda item and she cannot remember the last time she had to do anything in regards to an agenda. She felt that maybe with the new incoming Council this might be needed, but with all that staff has to do and with council members who cannot meet anytime they want, she does not feel it was needed. They have had a lot of workshops lately.

It was requested to table this item.

* **MOTION by Councilmember Koss; Seconded by Deputy Mayor Goins, to postpone this item until a later date.**

AYES: **Williams, Goins, Boisvert, Koss, Warner**

THE MOTION CARRIED UNANIMOUSLY (5-0)

Interim City Manager asked when they would like this brought back. It was determined to bring it back to the July 22, 2020 City Council meeting.

IX. City Business:

1. Approve an Interlocal Agreement with Brevard County and a Resolution Amending the Fiscal Year 2020 Budget (BAF # 20-084-A1 and A2), to replenish General Fund Balance by accepting $199,840 in revenue, for the facility site improvements at the Dr. Joe Lee Smith Center Project #CP1504. These funds are being reimbursed to the City by Brevard County and deposited back into General Fund Balance. (20-54). (Interim City Manager)

* **MOTION by Deputy Mayor Goins; Seconded by Councilmember Boisvert, to approve the item.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

Multi-Year Contracts:

2. Authorize the Interim City Manager to execute a multi-year contract addendum between the City of Cocoa and First Mobile Trust, LLC, for credit card settlement and utility bill printing, mailing, and online presentment. The expenditure for the bill printing and postage is pending the Approval of the FY2021 Budget. (20-233). (Finance Director)

* **MOTION by Councilmember Boisvert; Seconded by Councilmember Warner, to approve the item, with discussion.**

Councilmember Koss mentioned the cost of credit card fees and the profits that are received from these. She further spoke about the frustration of when you are trying to pay your bill you cannot get questions answered if needed. She believed that the City should look into whatever investments we could make in our own system for customer convenience. We need one place for a customer to go, pay their bill, and have questions answered all at one time.

Ms. Howell explained how the charges are derived and pointed out that it changes with every transaction. They are in the process of a software conversion and are looking into various ways that they can do what was being suggested.

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

3. Consider approval of a multi-year contract between the School Board of Brevard County and the City of Cocoa for renewal of the School Resource Officer program for the 2020-2021 school year and the 2021-2022 school year, beginning July 1, 2020 and ending June 20, 2022 and authorize the City Manager and City Attorney to finalize and execute the contract with the School Board. (20-375). (Chief of Police)

Chief Cantaloupe pointed out that SRO's are currently at Cocoa High School, Endeavor Elementary, and Cambridge Elementary.

* **MOTION by Councilmember Koss; Seconded by Councilmember Warner, to approve.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

Deputy Mayor Goins asked about the possibility of a crossing guard on Fiske Blvd, going north, in front of Windover. Chief Cantaloupe assured him that they would look into the issue and that he would have more patrol in that area. He noted the traffic light timer was off.

X. Informational Agenda:

None.

XI. Adjournment:

* **MOTION by Councilmember Boisvert; Seconded by Deputy Mayor Goins, to adjourn the Regular meeting of July 8, 2020.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

The meeting adjourned at 7:39 p.m.

Jake Williams, Jr., Mayor

CITY OF COCOA CORPORATE SEAL FLORIDA

Carie Shealy, MMC, City Clerk

Bringing the Lagoon back to Health

ANNUAL HEALTH UPDATE

LEESA SOUTO, PH.D.

EXECUTIVE DIRECTOR

MARINE RESOURCES COUNCIL

MRC
Marine Resources Council

EXHIBIT A: Marine Resources Council Presentation

MRC

Marine Resources Council

Science

Education

Restoration

www.SaveTheIRL.org

Indian River Lagoon Report Card

20+ years of state monitoring data

Evaluates water quality and sea grass health

Translates science for the community

COCOA
FLORIDA

MRG
Marine Resources Council

APPLIED
ECOLOGY

www.SaveTheIRL.org

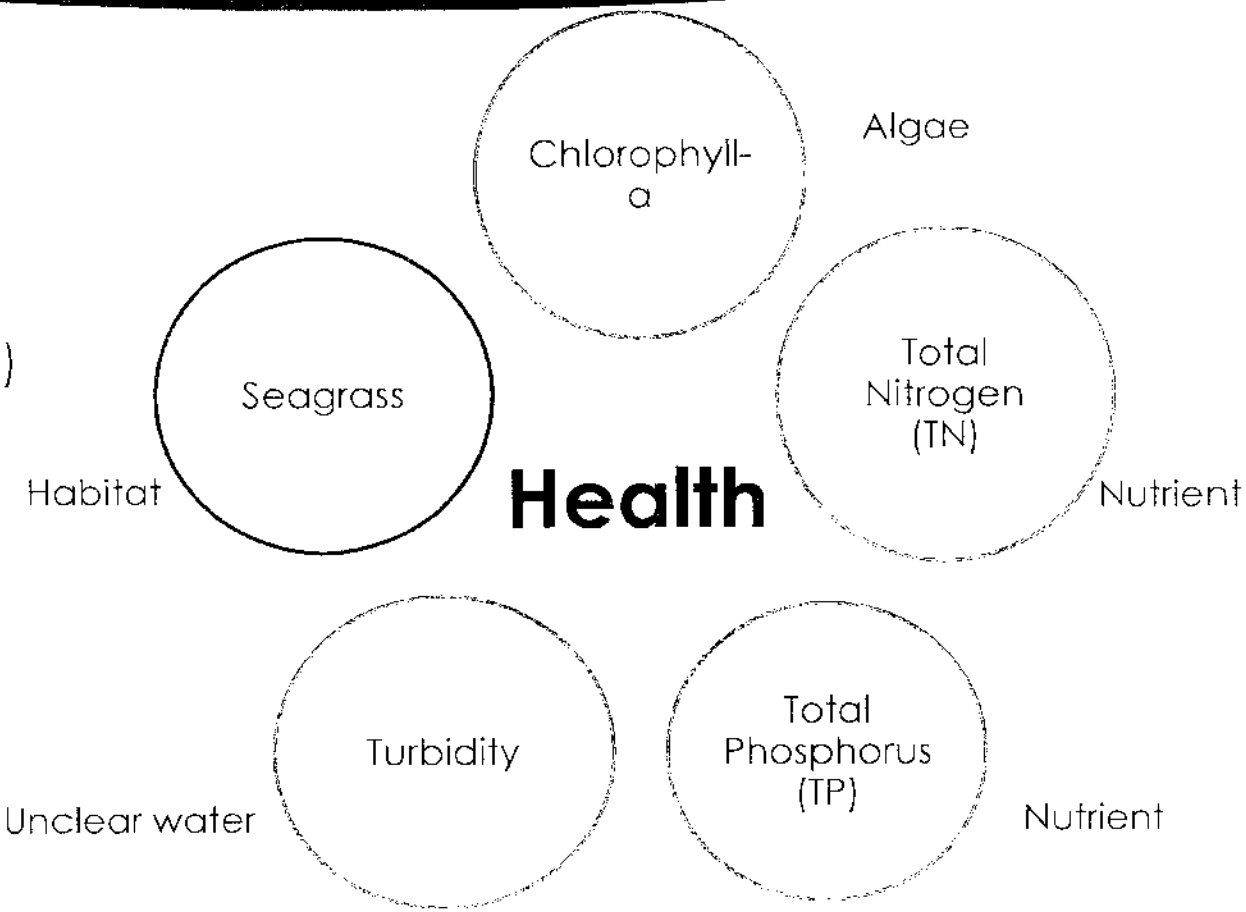
Tracking change over time: Chesapeake Bay Report Card

Five Indicators

Based on regulatory standards

4 water quality (WQI)

1 habitat quality



10 Mapping Regions

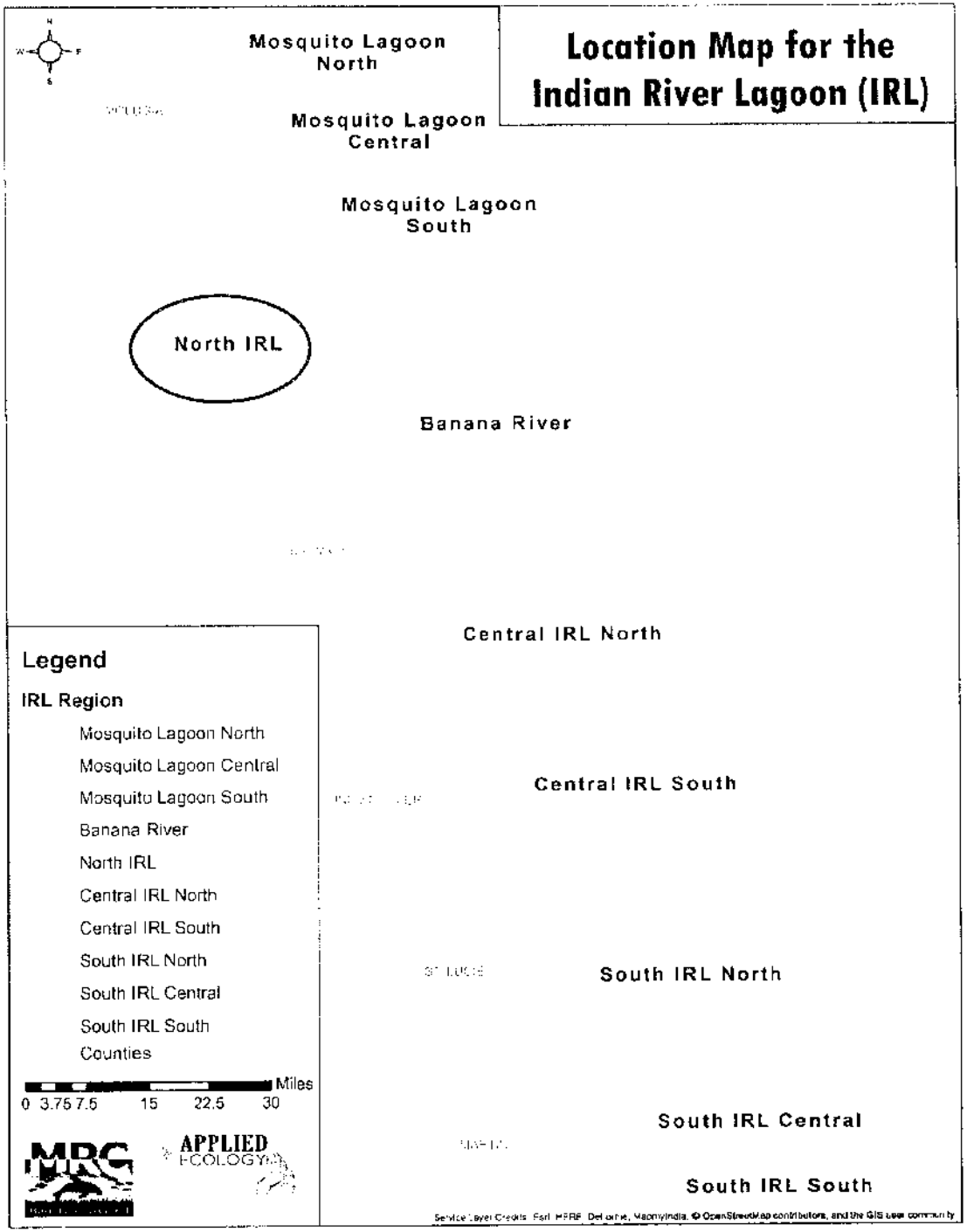
Mosquito Lagoon (North, Central, & South)

Banana River Lagoon

North IRL

Central IRL (North & South)

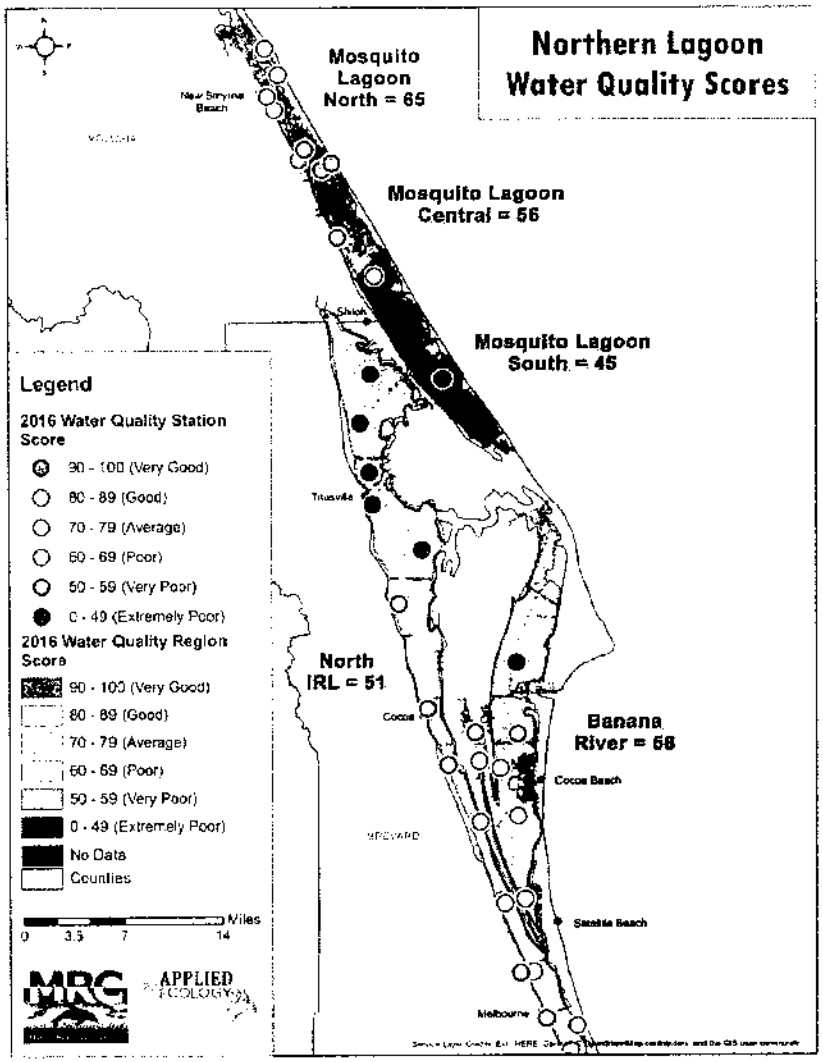
South IRL (North, Central, & South)



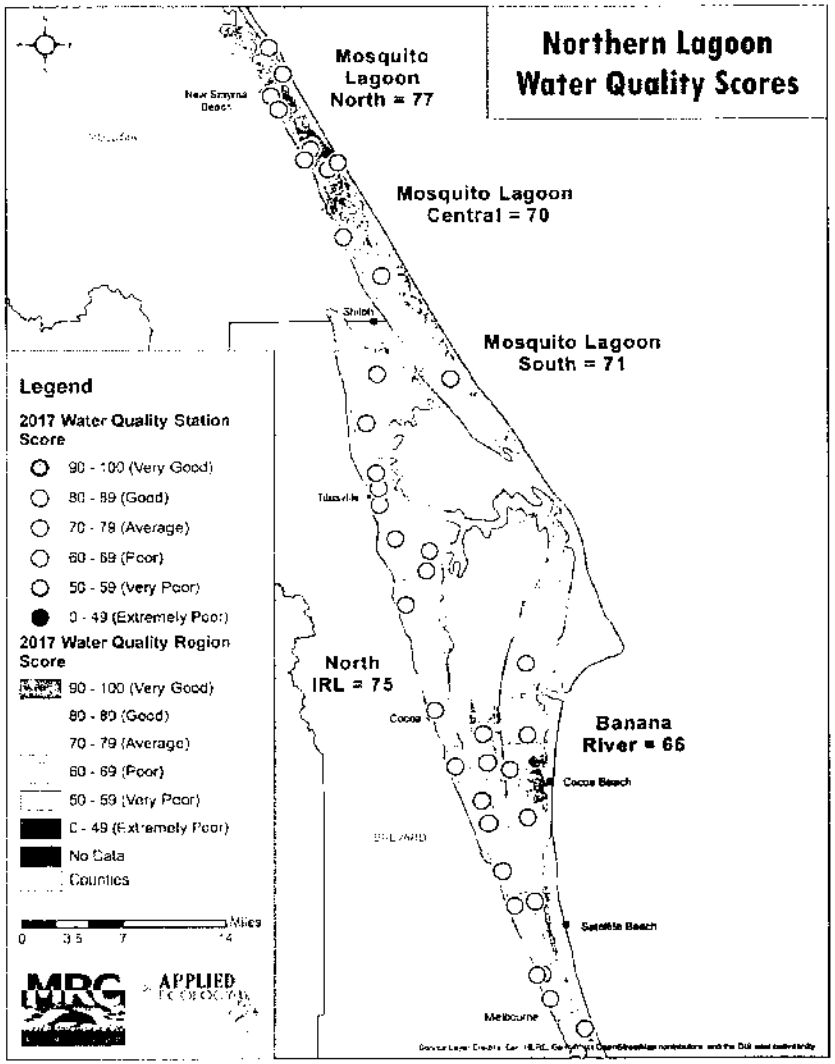
Water Quality Grades

Year	Mosquito Lagoon	Mosquito Lagoon	Mosquito Lagoon	Banana River	North IRL	Central IRL North	Central IRL South	South IRL North	South IRL Central	South IRL South
1996	57	64	74	64	68	53	66	76	72	82
1997	68	64	68	79	74	63	74	69	73	85
1998	69	62	53	65	66	58	64	64	66	84
1999	76	67	61	74	67	62	75	76	72	92
2000	88	80	84	78	73	64	79	75	80	92
2001	64	70	83	66	69	54	72	78	81	93
2002	66	66	70	66	71	61	72	74	76	88
2003	67	71	84	77	79	69	79	77	69	88
2004	62	79	78	72	73	62	82	80	77	92
2005	73	77	80	88	77	67	81	78	71	91
2006	87	80	85	82	75	72	91	84	75	88
2007	90	89	92	90	83	76	92	81	78	92
2008	78	82	88	75	77	67	87	77	81	93
2009	77	80	86	80	81	68	82	86	83	94
2010	70	66	76	61	68	58	71	84	85	94
2011	72	61	63	[redacted]	[redacted]	54	66	82	90	97
2012	63	56	57	78	73	69	77	86	87	96
2013	74	69	71	78	69	67	90	85	86	
2014	78	73	85	76	79	65	91	87	81	
2015	73	66	58	68	71	61	76	86	82	
2016	65	56	[redacted]	58	51	62	78	77	77	
2017	77	70	71	66	75	66	87	87	82	

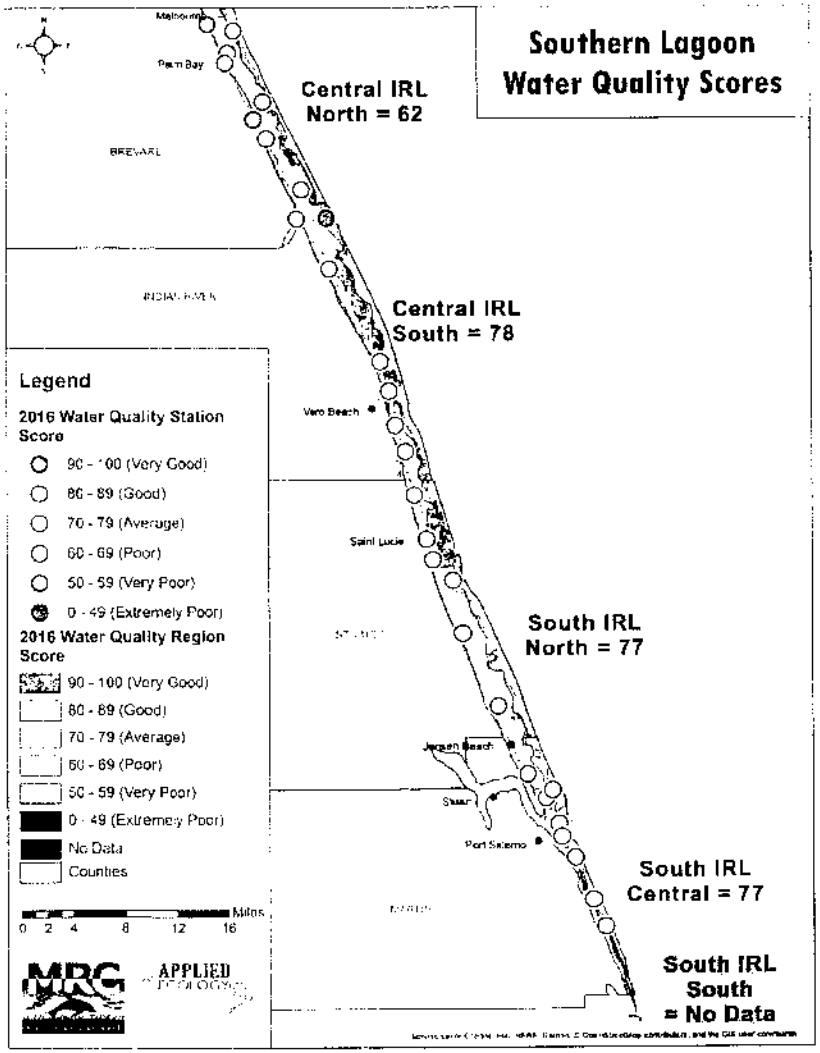
2016 Water Quality Grades



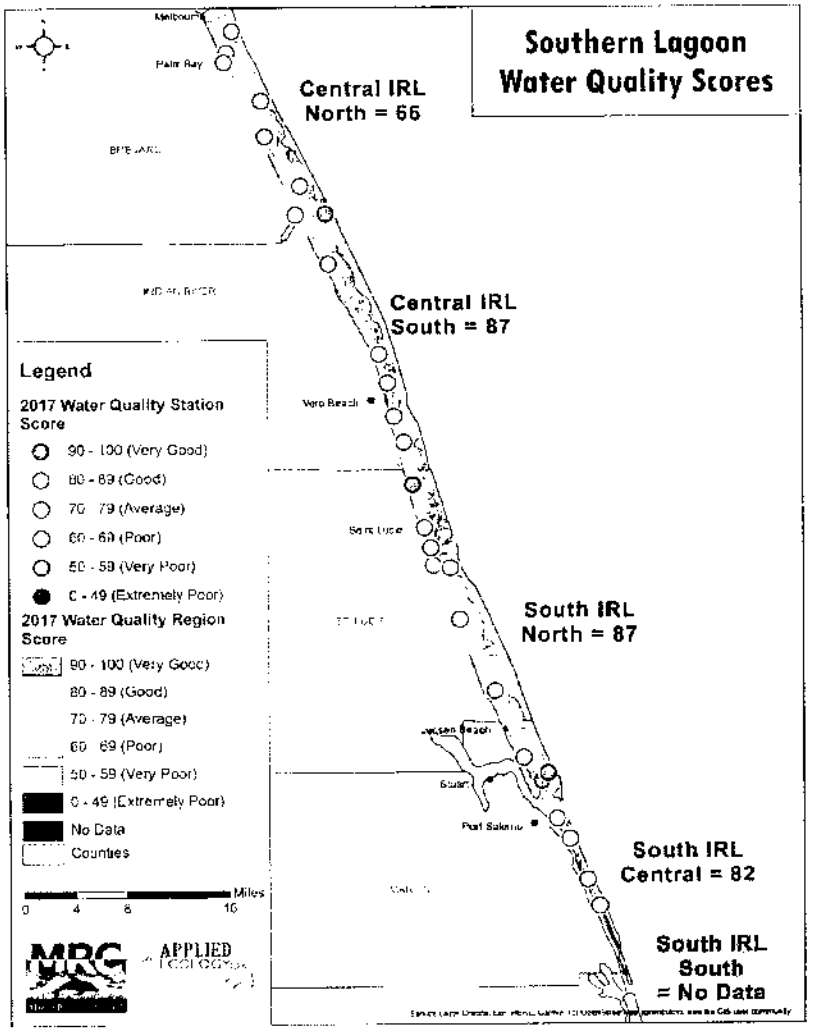
2017 Water Quality Grades



2016 Water Quality Grades



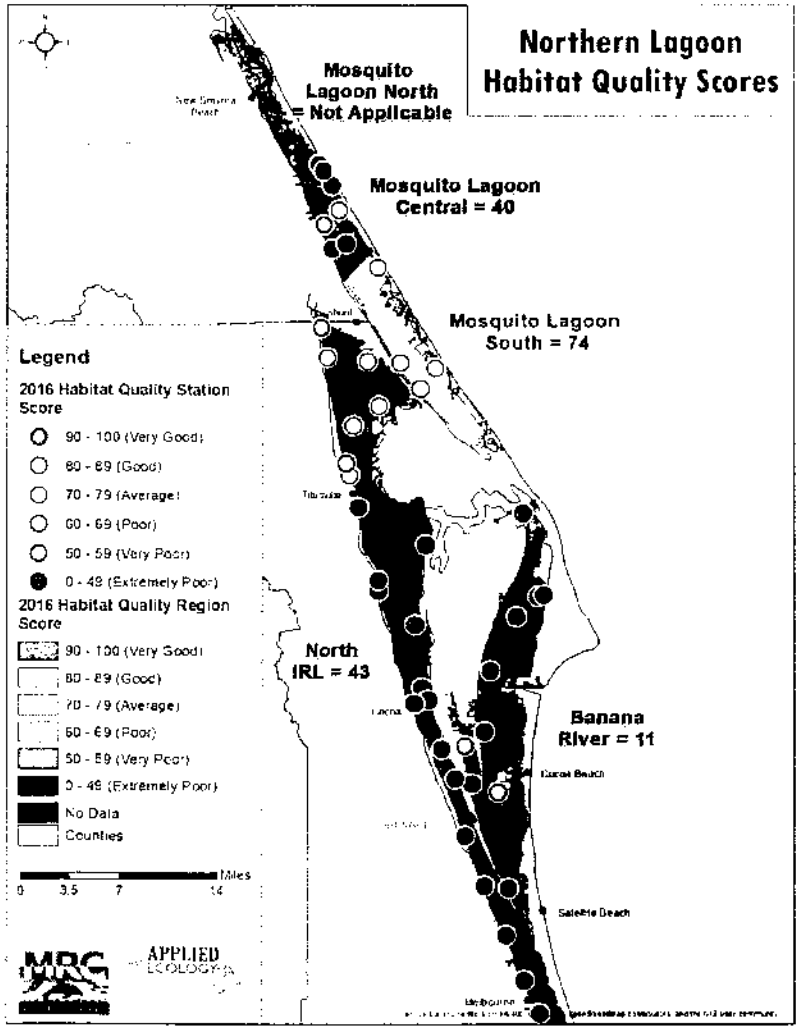
2017 Water Quality Grades



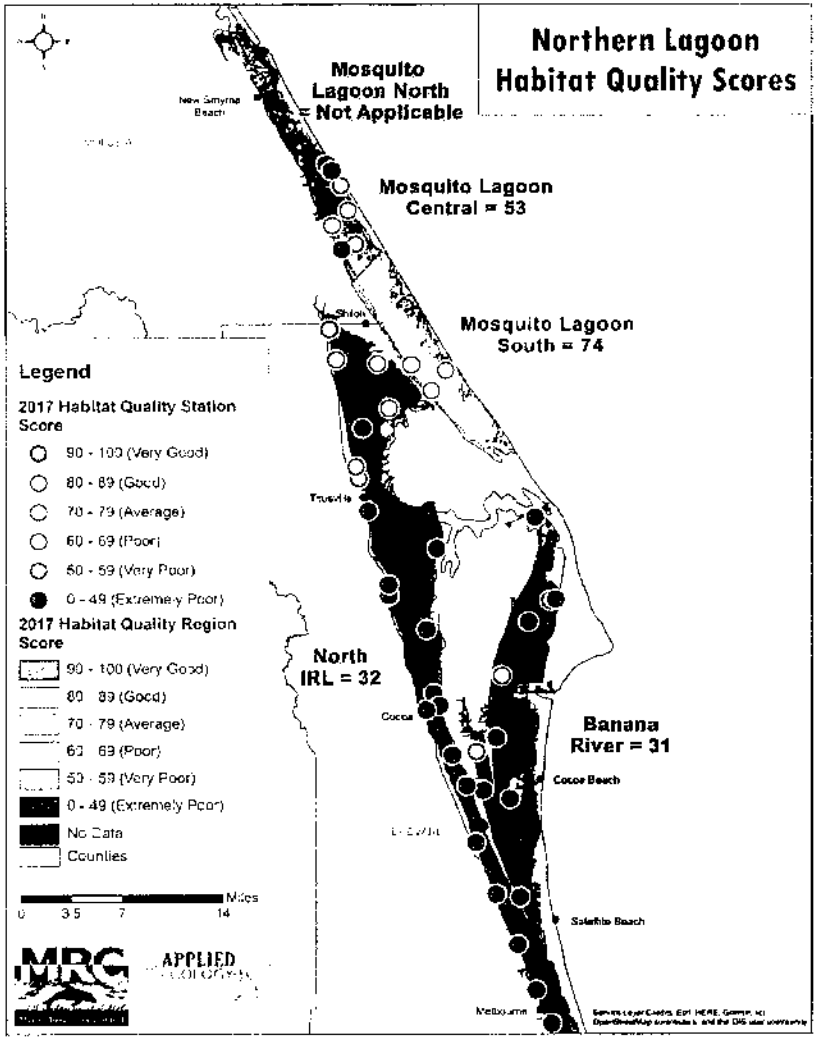
Seagrass Grades

Year	Mosquito Lagoon North	Mosquito Lagoon Central	Mosquito Lagoon South	Banana River	North IRL	Central IRL North	Central IRL South	South IRL North	South IRL Central	South IRL South
1994	NA	67	70	60	58	70	66	57	54	72
1995	NA	67	70	62	59	68	66	59		
1996	NA	67	86	67	59	72	68	57	53	73
1997	NA	64	80	71	60	73	74	58	52	73
1998	NA	66	84	74	65	75	73	59	52	73
1999	NA	68	84	73	68	74	68	59		74
2000	NA	65	80	75	68	73	73	59		73
2001	NA	62	80	68	65	75	73	58	51	78
2002	NA	62	82	71	65	69	68	56	53	80
2003	NA	57	84	70	66	69	72	57	52	78
2004	NA	58	94	71	65	73	77	60	53	80
2005	NA	57	82	70	62	73	69	54	52	78
2006	NA	58	81	80	68	78	72	58	55	77
2007	NA	60	86	87	71	82	70	61	56	78
2008	NA	66	98	93	70	84	77	59	53	79
2009	NA	66	86	79	71	76	75	62	53	78
2010	NA	68	99	77	71	79	75	61	55	78
2011	NA	67	93	61	61	56	57	61	61	79
2012	NA	62	80		59			59	59	78
2013	NA	62	78		61		50	57	62	77
2014	NA	66	79	56	64	50	57	58	55	77
2015	NA	61	78	58	63	50	59	59	56	72
2016	NA		74				56	51		69
2017	NA	53	74				58	51		69

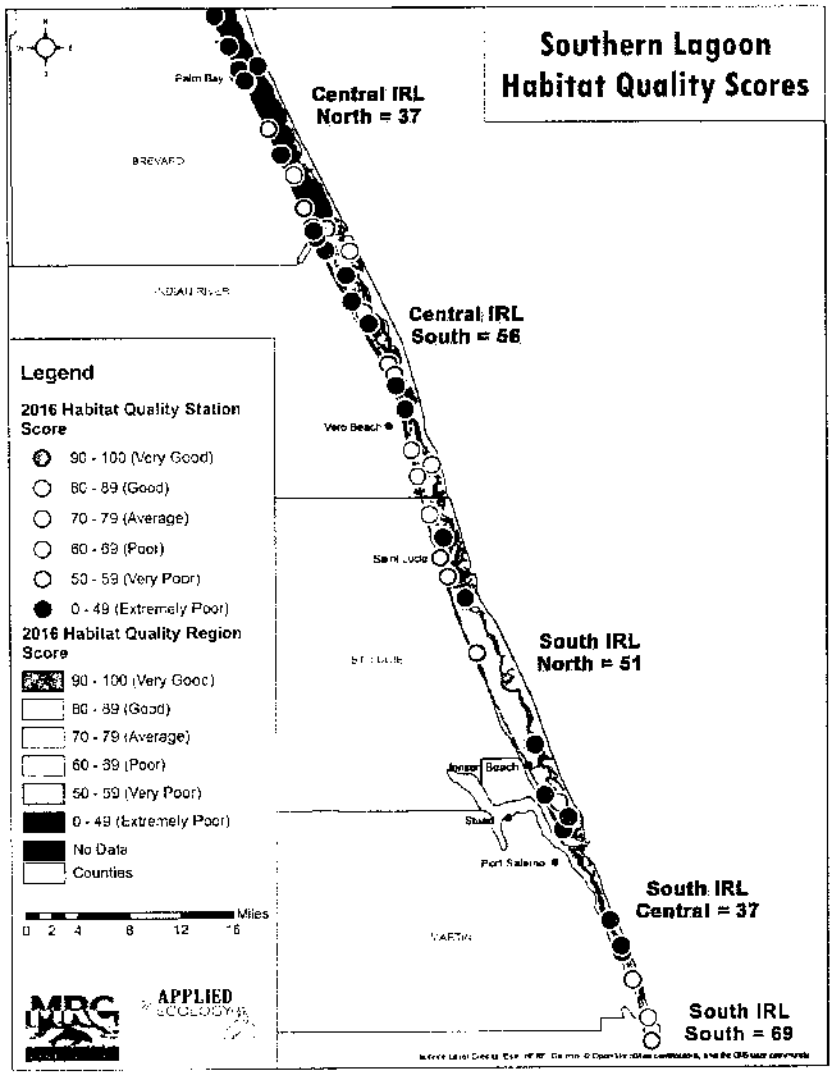
2016 Seagrass Grades



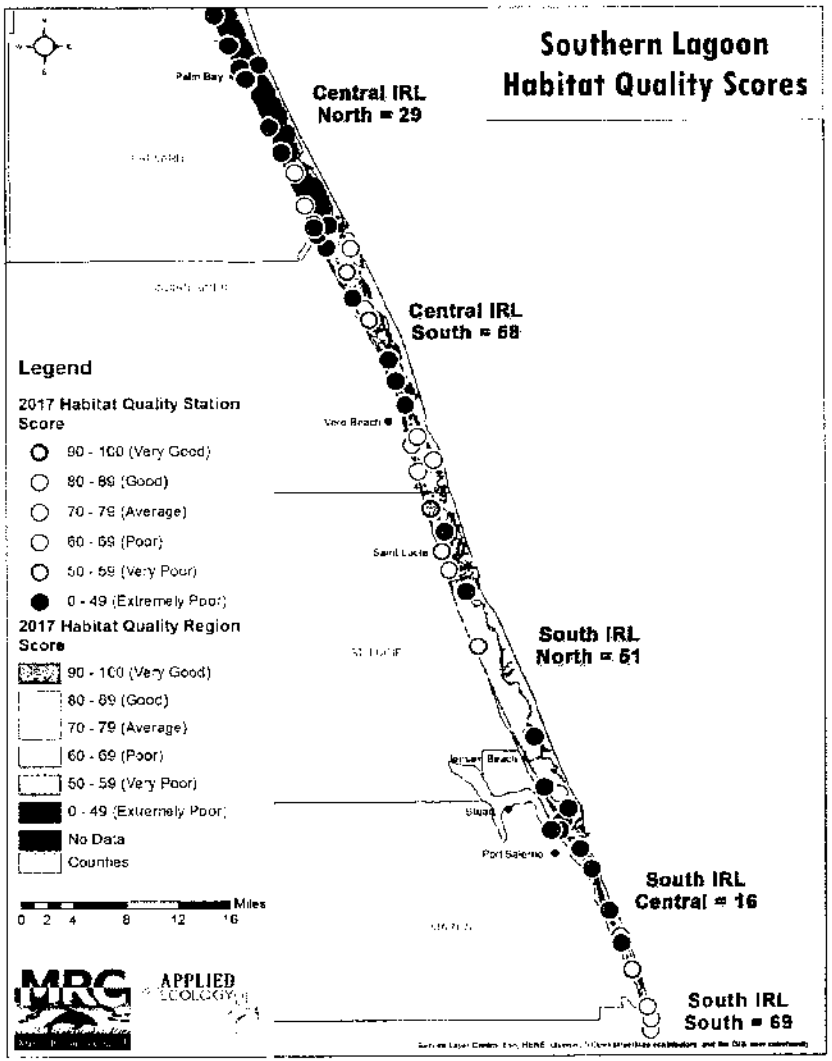
2017 Seagrass Grades



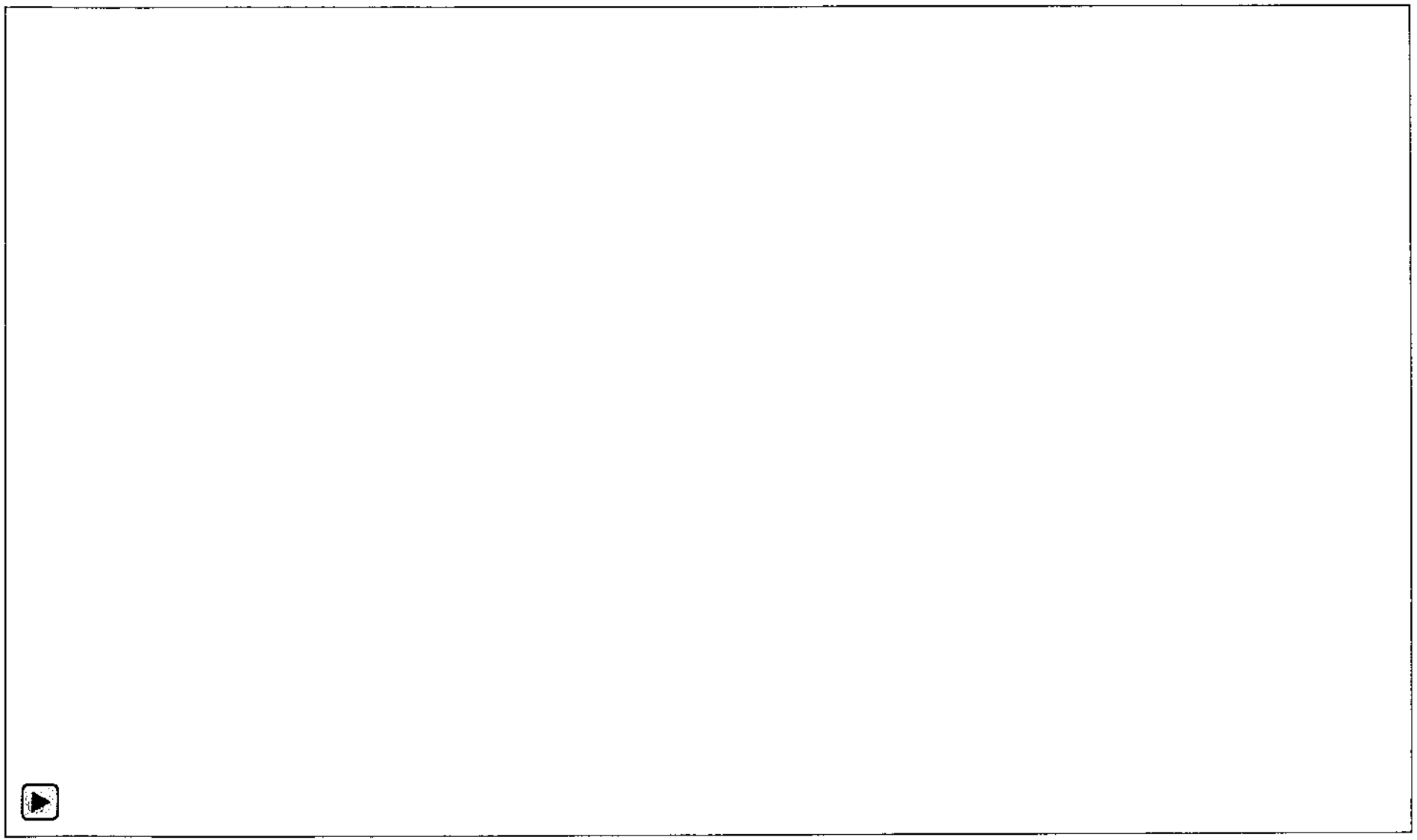
2016 Seagrass Grades



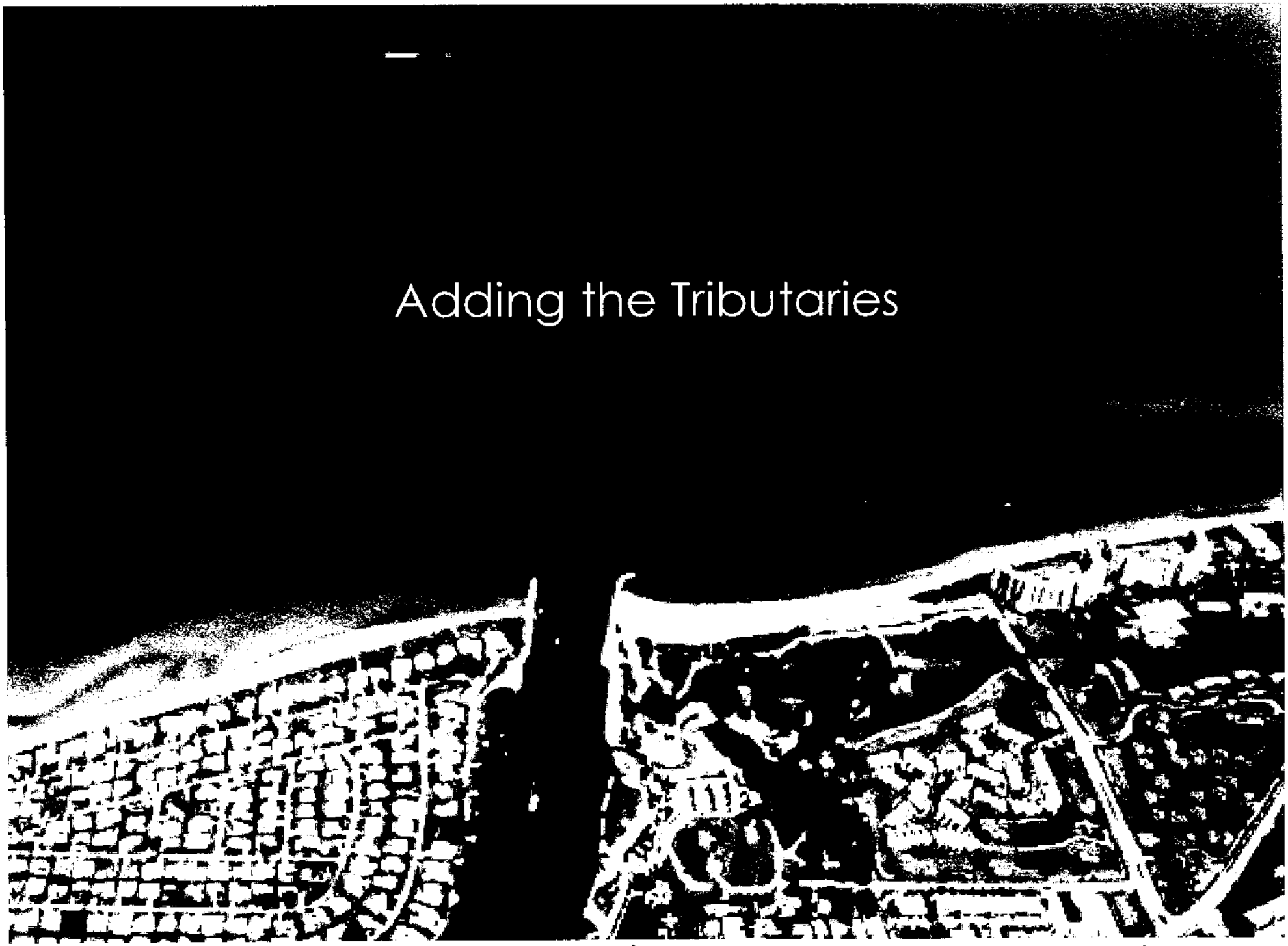
2017 Seagrass Grades



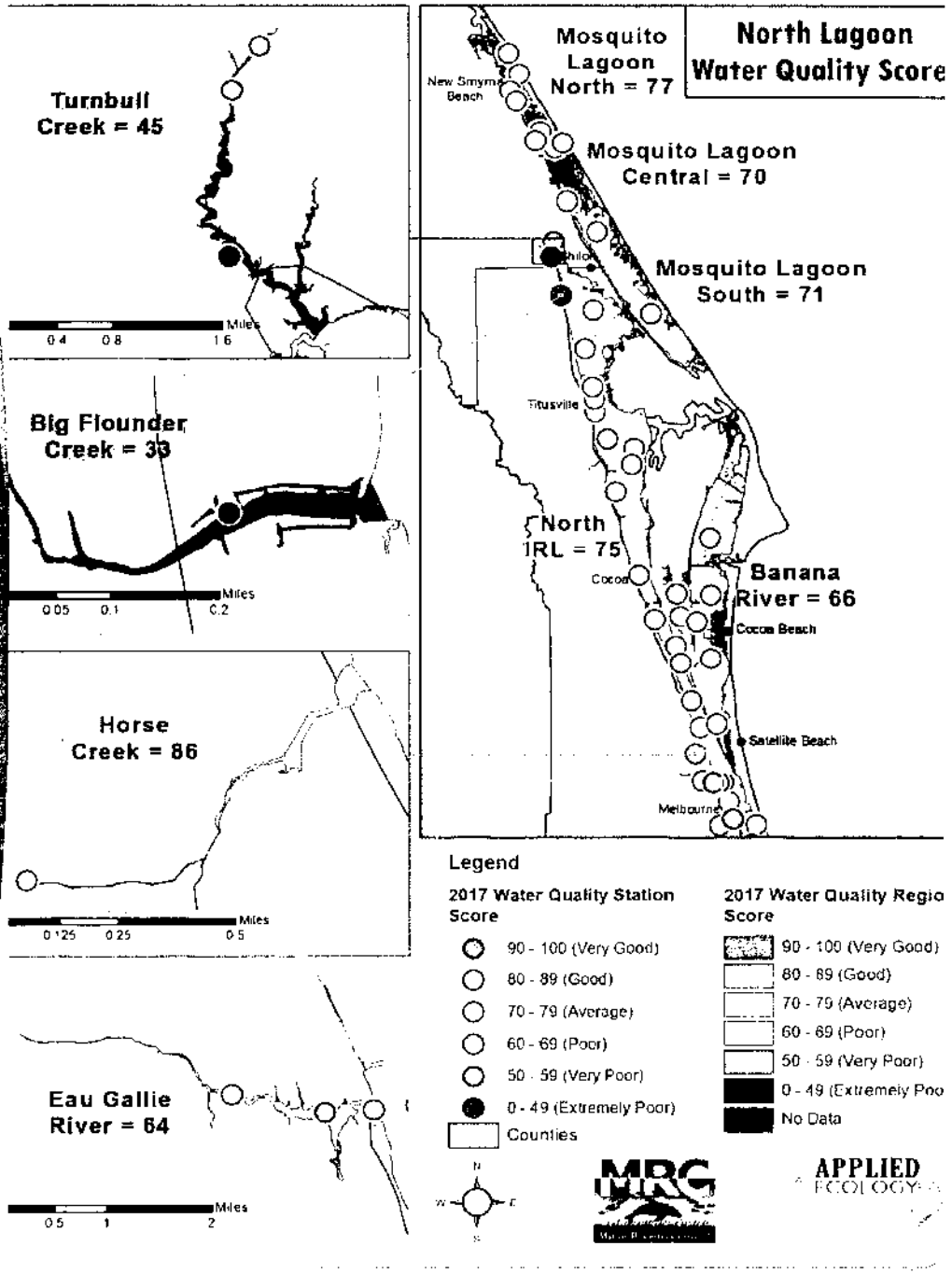
Story map – SaveTheIRL.org

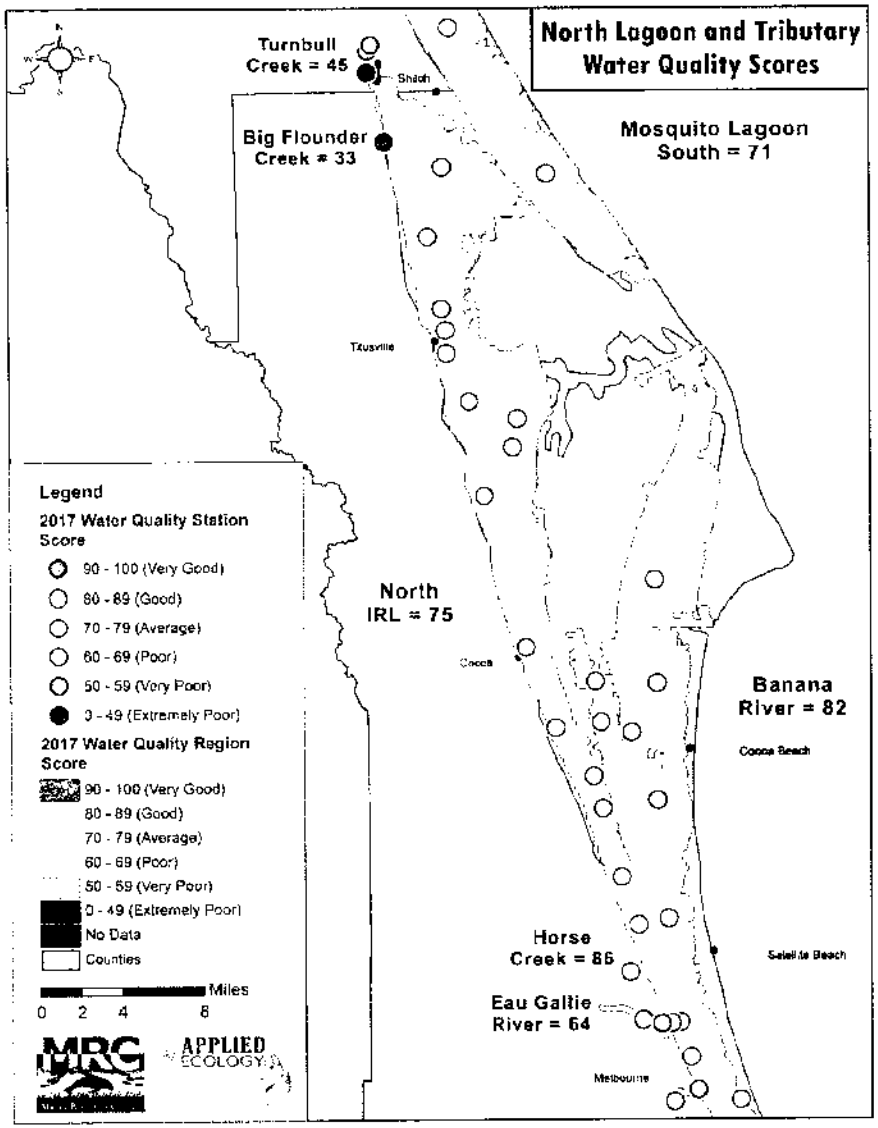


Adding the Tributaries



Connecting the landscape



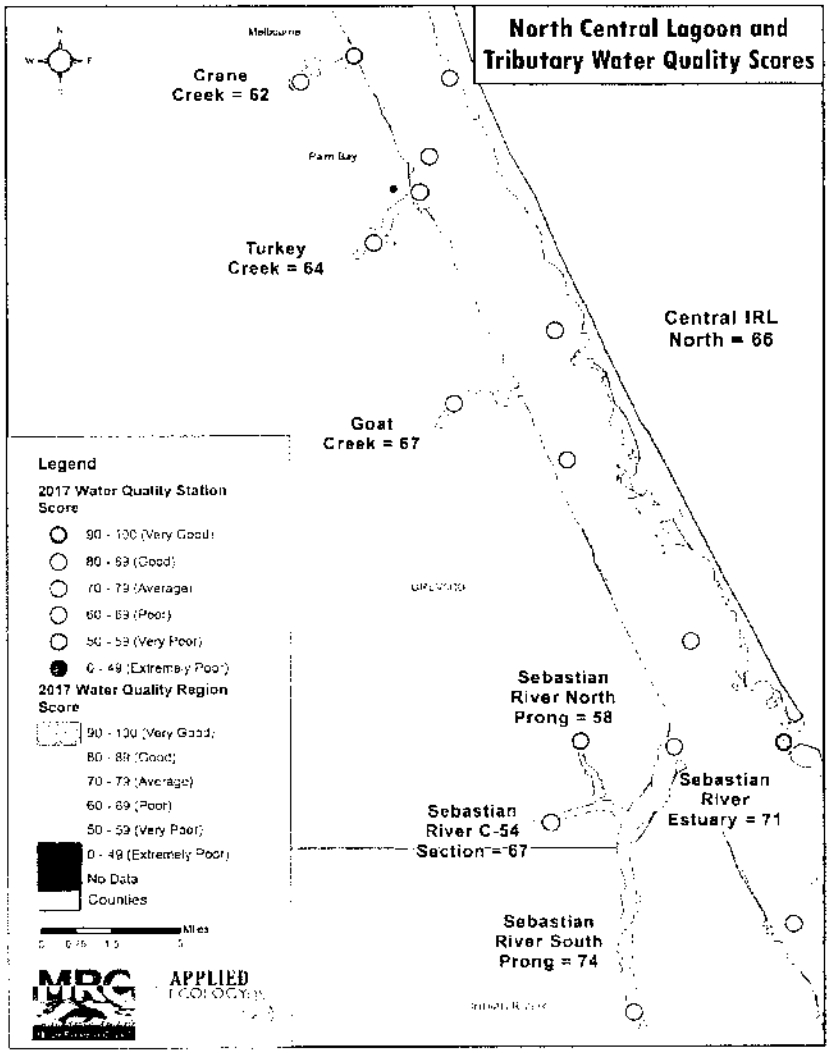


North Lagoon Tributary Water Quality Grades

Year	Turnbull Creek	Big Flounder	Horse Creek	Eau Gallie River
1996				
1997	60		88	
1998	81		82	
1999			82	
2000	52		85	
2001			77	
2002				
2003	83			
2004	79		78	67
2005	85		84	68
2006	63	55	84	69
2007	64		85	72
2008	65		82	65
2009				
2010	62		76	60
2011			57	
2012			66	
2013			70	
2014	69		78	67
2015	61		71	64
2016			80	66
2017			86	64

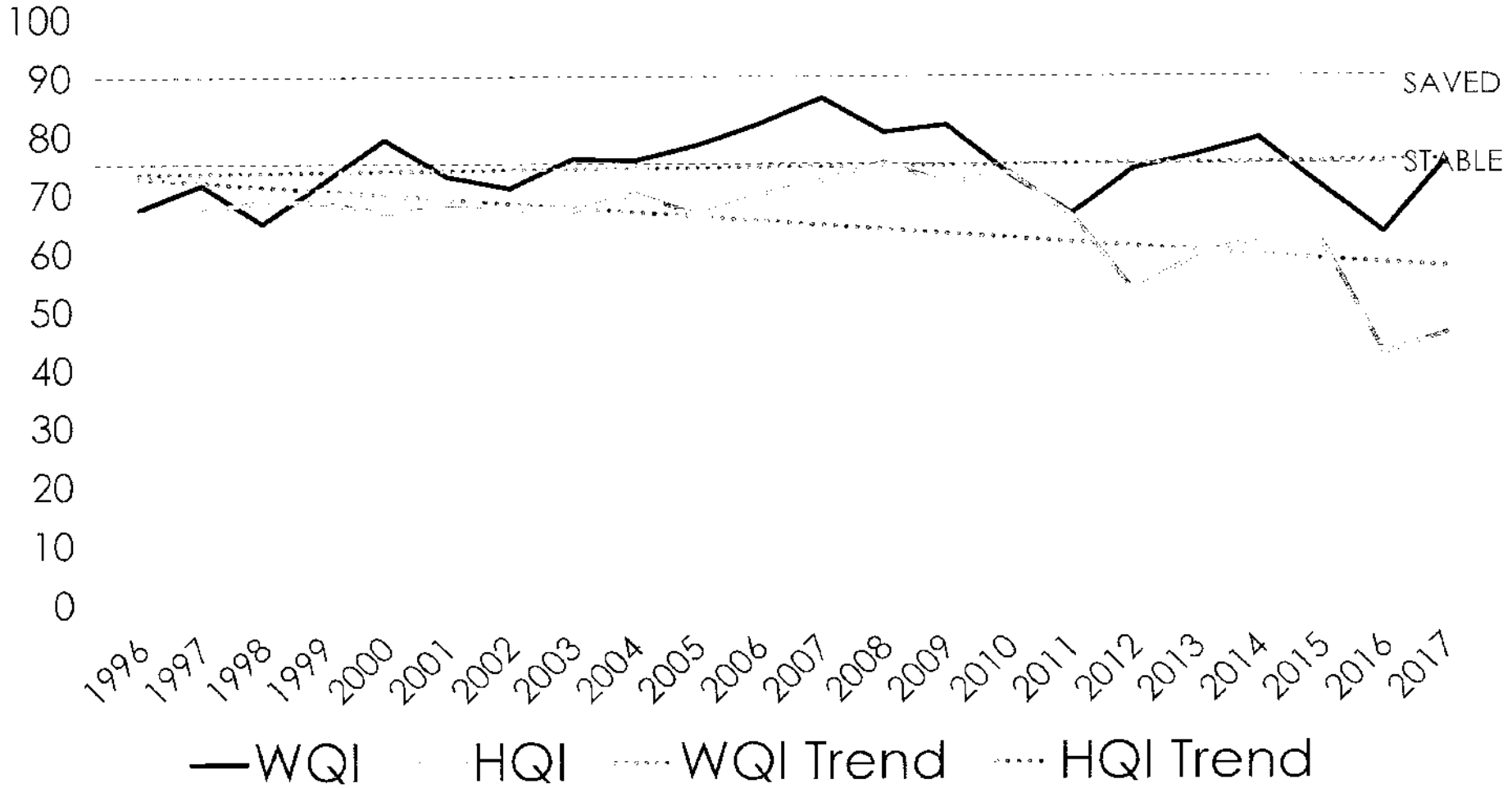
Central Lagoon Tributary Water Quality Grades

Year	Turkey Creek	Goat Creek	Sebastian Estuary	Sebastian North Prong	Sebastian South Prong	Sebastian C-54 Canal
1996						
1997		74	66			
1998		71	60			
1999		71	58			
2000		66	71			
2001			65			
2002			64			
2003		73	68			
2004	67	71	61			
2005	68	72	57			
2006	72	73	69			
2007	75	74	68			
2008	68	66	67			
2009						
2010	67	66	57			
2011	60	54	56			
2012	76	59	65	63		57
2013	65	60	71	76		71
2014	69	68	68	53	71	68
2015	70	58	68	66	67	61
2016	66	65	64	59	65	63
2017	64	67	71	58	74	67



Is the Lagoon's Health Improving?

Lagoon Grades over Time



Lagoon Castaway Camp

- July 13 - 17
- July 27 - 31
- Ages 8 - 12

MRC
Marine Resources Council
for your support!
Questions?
Leesa@mreirl.org

Cocoa Florida Liaison
Rev. Johnnie B. Dennis, Lifetime Member
3710 Catalina Drive | Cocoa, FL 32926 | (321) 240-4438

July 8, 2020

The Honorable Jake Williams. Jr.
Mayor of The City of Cocoa
and City Council Members
65 Stone St.
Cocoa, FL 32922

Re: Petition to Amend Resolution 2018-097

Dear Mayor Williams,

To have an effective Police Advisory Board, it must have subpoena powers and independent investigative authority. Recommendations are not enough. I am advocating for the most effective advisory board possible. Subpoena power strengthen the board. As of now, the City of Cocoa does not have an effective police oversight. The board has no power at all. The Cocoa Police Advisory Board should be able to review all complaints, not just the ones the chief decides to hand over. As an activist who wants a better relationship with our police and communities, an Advisory Board needs the power to help a police chief weed out bad cops.

I respectfully request that this petition is voted into resolution 2018-097.

Sincerely,
Rev. Johnnie B. Dennis, Lifetime Member
3710 Catalina Drive
Cocoa, FL 32926

Rev. Johnnie B. Dennis

EXHIBIT D: Statement from Councilmember Lorraine Koss

From: Lorraine Koss
To: Carie Shealy
Subject: RE: Statement from Council on 7/8/2020
Date: Saturday, July 11, 2020 3:21:18 PM
Attachments: image002.png

STATEMENT

For the record and in response to FB posts, I respect the administrators of the Cocoa Village Neighborhood Coalition. I respect Cocoa Main Street and believe it is an important non-profit that can achieve a great deal. You are smart people, well-spoken and write eloquently. We want your participation and feedback. For the good of Cocoa I hope you take a collaborative approach. My door will always be open to you.

As to the accusation that I have a secret agenda, this is not true. I have an agenda, it is my platform. It has been fairly consistent since I first started campaigning for office. There have even been several achievements. This job is much too difficult not to have goals or seek achievements for the city. I don't have development or real estate interests. I'm not trying to build my name for a business. The platform or goals I was elected on can be measured by their achievements for the good of Cocoa.

Lorraine Koss
Cocoa City Councilperson District 4
65 Stone Street
Cocoa, FL 32922
321-474-8445

From: Carie Shealy <cshealy@cocoafl.org>
Sent: Friday, July 10, 2020 10:41 AM
To: Lorraine Koss <lkoss@cocoafl.org>
Subject: Statement from Council on 7/8/2020

Good morning,
Can you please send me your statement that you read into the record the other night for the minutes?

Thank you,

Carie E. Shealy, MMC, MAA
City Clerk
65 Stone St., Cocoa, FL 32922
(321) 433-8484 | cshealy@cocoafl.org

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MINUTES
City of Cocoa
City Council Workshop: ERP Software Overview

July 15, 2020

A City Council Workshop was held on Wednesday, July 15, 2020, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

I. Opening Matters:

Mayor Williams called the workshop to order at 3:05 p.m.

The City Clerk took the roll.

PRESENT:	Jake Williams, Jr.	Mayor
	James Goins	Deputy Mayor (attended via phone)
	Don Boisvert	Councilmember
	Lorraine Koss	Councilmember
	Brenda Warner	Councilmember
	Anthony Garganese	City Attorney
	Matt Fuhrer	Interim City Manager
	Carie Shealy	City Clerk

OTHER STAFF MEMBERS PRESENT:

Rebecca Bowman, Finance Director; Rob Beach, Chief Technology Officer; and Mitch Lawyer, Technical Services Supervisor.

II. ITEM(S) TO BE DISCUSSED:

1. Enterprise Resource Planning (ERP) Software Overview by Mike Earley with Info Tech Research Group

Interim City Manager Fuhrer provided a background of the reasoning behind the workshop and touched on why this workshop was being held. He advised that the idea is to provide information to Council so that they are informed as an agenda item will be brought before them at the next meeting related to a task order that would see this project through procurement of a software vendor. He mentioned that to date, the City operates with a centralized software system that contains financials primarily, along with other software that

can draw data and put information into it. It was procured in 1992 with very little or no upgrades since.

We have had to switch to electronic services for various areas in the City and all of these types of interactions are also occurring on our side. With the current software it does not speak the same language of that of current software.

He explained in furtherance the state of the City's software and mentioned that we have brought in Info Tech to further assist the City in evaluating software options and to move into the next phase. They identified ten mega processes and it helped staff identify where we are at today and what we use it for.

Going into the next phase is what will come before Council which is procuring a software and there is a lot that goes into it in order to make sure that it is the right thing for the City and that it will work for us as well. He noted that the process was lengthier than a normal RFP because these companies actually come in and show the City that their software will work for us.

This is an investment and will take a tremendous amount of staff time. It is a very complex process with a large amount of dedicated staff time to ensure it is done correctly.

He introduced Mike Earley with Info Tech Consulting Services. Mr. Earley provided a presentation[1] that included an overview of the software, the current state of city's software, and what this process would involve.

Councilmember Warner wanted to ensure that employees had the tools necessary to work from home if needed. Mr. Beach assured her that those measures are already in place.

Mr. Earley explained the timeline of this process due to a question posed by Councilmember Koss, as she pointed out that this process began in 2017 and by the time it is completed there may be other needs.

Discussion was held on the amount of money that has been spent on this as well.
Interim City Manager Fuhrer assured Council that a more careful approach was taken to make sure that the software the City needs was chosen. He added that a new software would create efficiency and reduce errors.

[1] EXHIBIT A: ERP Strategy & Selection Overview Presentation

III. ADJOURNMENT.

The Workshop adjourned at 4:56 p.m.

Jake Williams, Jr., Mayor

ATTEST:

Carie Shealy, MMC, City Clerk

INFO~TECH

CONSULTING SERVICES

ERP Strategy & Selection

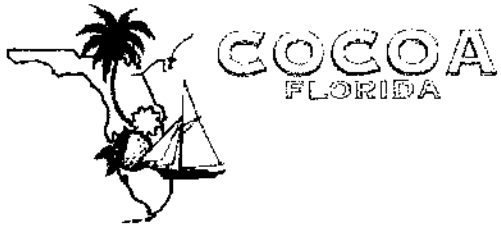
Overview for Council

July 15, 2020

COCOA
FLORIDA

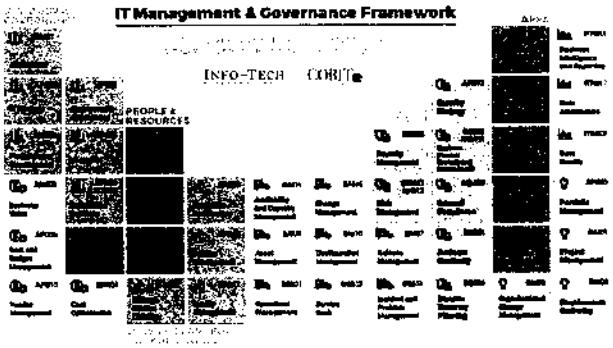
Agenda Items

- About Info-Tech Research Group
- Understanding Enterprise Resource Planning (ERP)
- Current State at the City of Cocoa
- ERP Strategy – Summary
- The Path Forward
- Implementation Considerations
- Questions



About Info-Tech Research Group

Info-Tech Research Group produces unbiased and highly relevant research to help leaders make strategic, timely, and well-informed decisions. We partner closely with your teams to provide everything they need, from actionable tools to analyst guidance, ensuring they deliver measurable results for the organization.



INFO~TECH
RESEARCH GROUP

Dramatically Outperform Your Peers

Drive Measurable Results

Our world-class leadership team is continually focused on building disruptive research and products that drive measurable results and save money.

Better Research Than Anyone

Our team of experts is composed of the optimal mix of former CIOs, CISOs, PMOs, and other IT leaders, IT and management consultants, as well as academic researchers and statisticians.

Leverage Industry Best Practices

We enable over 30,000 members to share their insights and best practices that you can use by having direct access to over 100 analysts as an extension of your team.

INFO-TECH CONSULTING SERVICES

Big Firm Experience. Small Firm Agility.

The Info-Tech Consulting Edge:

Trust Us to Get IT Done

Powered by pedigree, enabled by experience, and backed by best-in-class research, Info-Tech Consulting Services gets IT done – and we get it done fast.

Quick and effective delivery
Tangible solutions
Accelerated results
Strategic advice backed by deep, relevant research
Leaders with Big 4 experience
World-class strategies with nimble execution

Tactical explorations to extract an organization's unique power
Collaborative interviews
Fresh perspectives
Insights that get to the heart of the issue
Outcomes that drive business value

Local Government Clients

Info-Tech has been actively working with many municipal clients across Canada and the United States for over a decade. Info-Tech's work with CIOs and their management has been across a wide range of IT areas such as Strategy, ERP/HRIS Selection, Organizational Review, IT Security & Compliance.

Region of Peel
Working for you

MILTON

Niagara Region
Building Community. Building Lives.

City of Saskatoon

THE CITY OF Waterloo

BRAMPTON
Flower City

TORONTO

THE CITY OF VICTORIA

DURHAM REGION

Government of Northwest Territories / Gouvernement des Territoires du Nord-Ouest

Dakota County

westvancouver

City of Fayetteville
North Carolina

Wright County
MINNESOTA

County of Tulare
California

Understanding ERP

Our Perspective

Think beyond ERP functionality. Consider how vendors will satisfy your organizational support needs and culture.

***ERP projects were never easy, but they are only getting more complex**, with a consolidating market, blended on-premises and cloud environments, and diverse customer expectations for what an ERP solution should include.*

***Now that the market is mature, more and more ERP functionality is deemed to be table stakes**. Vendors now choose to differentiate themselves with deployment models, unique licensing structures, and robust support offerings.*

***Much of the selection and implementation process comes down to having a comprehensive understanding of the range and depth of internal capability needs**. Business needs can speak to the extensibility of a solution where depth is its ability to satisfy industry-specific or unique requirements.*

***It is crucial to make the right decision**; missing the mark on an ERP initiative will have a direct impact on the business' bottom line. It doesn't have to be easy to be manageable. Info-Tech provides the necessary tools to prepare, select, and begin to deploy ERP.*

Samuel Leese
Senior Consulting Analyst, Enterprise Applications
Info-Tech Research Group

Understand ERP in the context of your organization

What is it?

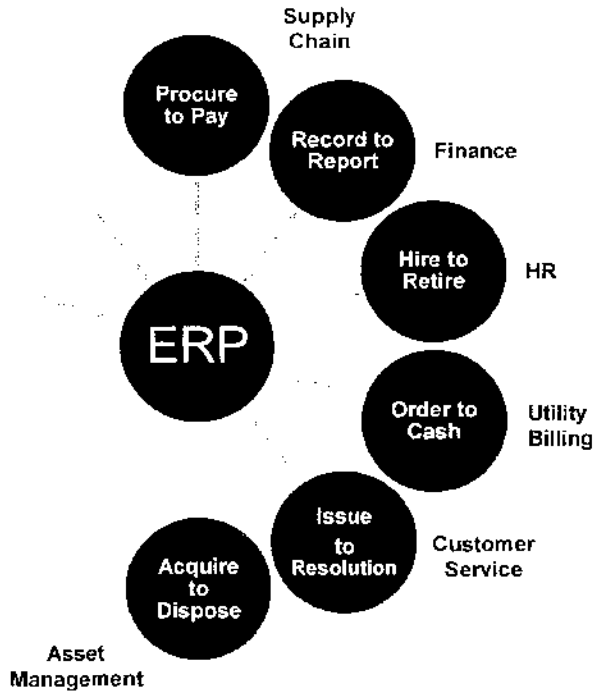
Enterprise resource planning (ERP) provides a technology-enabled layer spanning the entire operation of a business.

What does it do?

ERP extends across an organization, providing interoperability of process and function through workflow and intelligence.

Why does it matter?

ERP can be ***the*** single source of truth for an organization, combining operational and financial data to inform leaders to make better decisions.



ERP USE CASES

Product-Centric

Suitable for organizations that manufacture, assemble, distribute, or manage material goods.

Service-Centric

Suitable for organizations that provide and manage field services and/or professional services

Government

Tier 1 are Suitable for Federal and Provincial/State Gov'ts while Tier2 are suitable for Municipal Gov'ts.

Public Sector ERPs

Tier I Government ERPs support large, mostly federal, government agencies. These vendors support the nuances of government accounting, HR, and procurement. Oracle Public Cloud, SAP and CompuServe's PRISM are considered Tier I with Infor and CGI's Momentum close behind.

Tier II Government ERPs focus mostly on state and local governments with some federal installations. Tyler Technologies, CentralSquare and UNIT4 fall in this category. However, with growth in cloud solutions and subscription services, several Tier 1 ERPs are becoming affordable at the local level. (Workday, Oracle Cloud). Additionally, some vendors are utilizing and tailoring their mid-market solutions for the local government space (SAP Business by Design).

The ERP market

Where It's Going

Customizable Cloud: Software-as-a-Service in multitenant environments offers a hands-off value proposition, but increasingly customers are looking to customize their instances beyond the capability offered through configurability.

Best-of-Breed Consolidation: ERP vendors are continuing to consolidate functionality to increase interoperability and increase ease of integration. The market is rife with acquisitions and mergers, making the strong players even stronger.

Client Experience: While most vendors now offer products that will meet the wide gamut of ERP business requirements, vendors are now paying extra attention to the client experience from partnership perspective.

Evaluating the ERP vendor landscape is becoming increasingly difficult as the playing field evens out in terms of functionality offerings. As such, it is becoming increasingly important to more meticulously evaluate vendors themselves as part of the selection process. This is especially important in ERP projects, as they tend to be multi-year in nature and result in long-term vendor partnerships.

With the increasing adoption of SaaS for ERP, we are seeing a growing interest in integration of third-party products. The era of the comprehensive ERP is coming to an end as companies start connecting products to produce a custom solution

Types of ERP solution options

IT leaders typically compare on-premises ERP options with Software as a Service (SaaS) or Cloud ERP, but there are actually four different deployment scenarios.

1. On Premises

- **The traditional model for ERP deployment.**
- Upfront licensing term plus annual maintenance/ support fee.
- Requires local server, database, and authentication.
- Good support for industry modules.
- Customizable.

3. Proprietary Cloud

- **ERP vendor hosts an instance of the ERP system in its own data center.**
- Patches may or may not be applied automatically.
- Monthly per-user or traditional billing.
- Otherwise, as with on premises.

4. White-Label Cloud

- **ERP VAR or reseller hosts an instance of the ERP system** in its own data center or in a public cloud provider's (e.g. Azure, Amazon EC2).
- Otherwise, as with proprietary cloud.

2. SaaS

- **Common model for cloud ERP.**
- All users share a single instance.
- Patches and updates are applied automatically.
- Monthly per-user fee (subscription).
- Poor industry support.
- Configurable but not customizable.

Cloud may apply in other ways to the ERP implementation. Most vendors offer specific ERP services delivered via the cloud. For example, some vendors offer Customer Relationship Management (CRM), project management, and payroll self-service as cloud-based options to augment on-premises ERP solutions.

Build a well-balanced cross-functional core team to see the project through

Have a cross-departmental team define goals and objectives in order to significantly increase ERP success and improve communication.

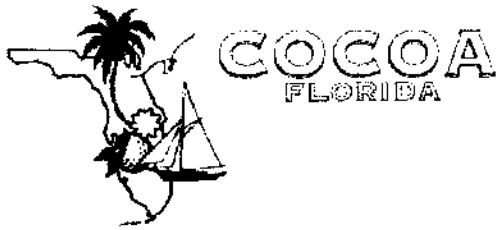
- Hold a meeting with Finance, Operations, and IT stakeholders. The overall objective of the meeting is to confirm that all parties agree on the goals and metrics that gauge success of the ERP project.
- The kick-off process will significantly improve internal communications. Invite all impacted internal groups to work as a team to address any significant issues before the application process is formally activated.
- Set up a quarterly review process to understand changing needs. This will change the way the ERP system will be utilized.

Each individual should understand at least one business area and have a hand in another.

– Mark Earley
Director, Consulting
Info-Tech Research Group

An ERP selection and implementation requires more than just a procurement team. The core ERP project team should be a cross-functional business team.

Current State



Activity to Date

- **April 2017 – ERP Needs Assessment & Gap Report (EMA)**
  External consulting firm performed an analysis of the existing ERP solution (SunGard NaviLine ERP) to identify issues, gaps and opportunities.
  Summary report identified that the existing solution was not feasible for the long term, nor functionally rich enough to expand with modern needs.

  Since the EMA report, SunGard was acquired by CentralSquare Technologies and the NaviLine product is no longer being upgraded or enhanced.

- **July 2019 – ERP Strategy & Roadmap Workshop (Info-Tech)**
  Conducted a four-day comprehensive workshop with a cross-functional team of City staff focused on:
  - Understanding the Current & Future State
  - Aligning the ERP strategy with City goals/objectives
  - Defining the ERP Operating Model and business process priorities
  - Building a roadmap and set of key recommendations

Alignment of ERP Strategy

- Quality customer service delivered in an efficient manner
- Conduct business with our citizens more seamlessly in real time
- Improve communications internally and externally
- Real time data accuracy and effective reporting
- Integration of data processes using GIS
- Ensuring compliancy

- Single integrated solution provides access to real time data – One Source of Truth
- Modern solutions provide easy Integration with distributed systems
- Streamline process through best practice based processes i.e.,
  - Hiring
  - Payroll
  - Purchasing
  - Budget
- Speed of entering and retrieving data through efficient transactions
- Online customer/constituent access to information driven by real-time ERP data

- Improve interacting with multiple systems and improve communication internally
- Integration of processes;
- Sharing Information and
- Impact of Other people;

- Gives us a foundation to build a live interface and work together
- Opens the door to work with other municipalities and our own departments
- Providing Services to internal and external Customer
- Reduce duplication of effort
- Simplify processes (best practice)
- People who Own Applications - know what their system capabilities

Understanding the Current State

During the workshop, 5 questions were discussed.

1. What are the main drivers for selecting a new ERP system?
   - Efficiency
   - Functionality
   - Dependability
   - Scalability
   - User Friendly
   - Accessibility

2. Which functions are you receiving the most complaints about?
   - Lack of real time data
   - Reporting capabilities
   - Redundant efforts to extract data

3. Which functions are you seeking to automate or improve with a new ERP system
   - Reporting
   - Workflow
   - Asset management, permitting, billing
   - Any existing manual or duplicated processes

4. What kinds of results do you expect to see as a consequence of implementing your ERP Solution?
   - Self-sufficient depts to get info they need
   - Utilize data analytics to prioritize program delivery
   - Customer Data Management
   - Prioritization and Resource Management
   - Streamlining of dept processes
   - Customer Engagement

5. What do you see as the scope and duration of the project?
   - 2 – 3 Years
   - Financial Management
   - HR Management
   - Project Management
   - Asset Management
   - Planning & Budgeting
   - Customer Service
   - Billing
   - GIS Integration
   - Reporting & Analytics

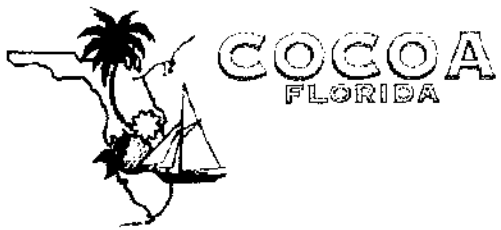
Workshop Key Findings

- Older ERP solution – near end of life
- Solution has changed ownership multiple times – lack of effective and consistent support as well as ongoing development
- AS/400 platform – old technology, not suited to modern systems
- Many manual processes
- Organizational support to improvement – platform, processes
- Duplication of processes across departments
- Data challenges
- Lack of data availability and ease of presentation / consumption (reporting capability)
- Utilities services regional area including and around City of Cocoa (over 200 sq. miles)
- Lack of GIS integration & overall integration

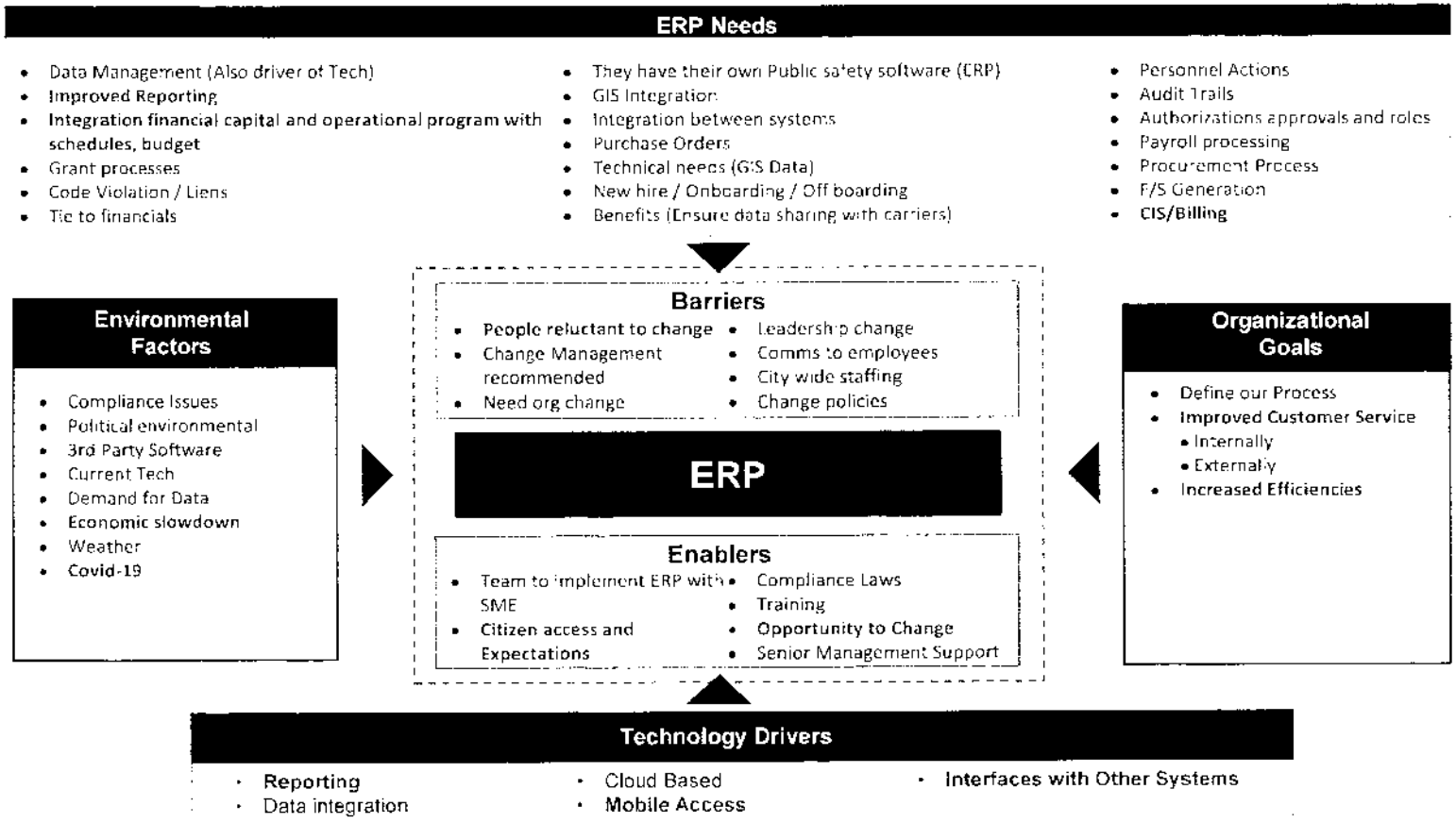
Key Recommendations

- Business process review and documentation
- Document 'Business Scenarios' attached to 'Mega Processes'
- Develop Project Plan (Schedule, etc.) for ERP Selection
- Develop RFQ for Initial Vendor Identification
- Communicate vision / process / approach
- Ensure City / Management Commitment
- Determine Resourcing
  - Professional Services Assistance
  - Functional SMEs – Full-Time Commitment
  - Backfill Functional Delivery Roles during Selection / Implementation
- Develop Organizational Change Management Strategy
- Develop Data Management Strategy

ERP Strategy - Summary



ERP Strategy Model



Operating Model – what is it?

is a framework that drives operating decisions. It helps to set the parameters for the scope of ERP and the mega-processes that will be supported. The operating model will serve to group core operational processes into larger mega-processes. These groupings represent a set of interrelated, consecutive processes aimed at generating a common output.

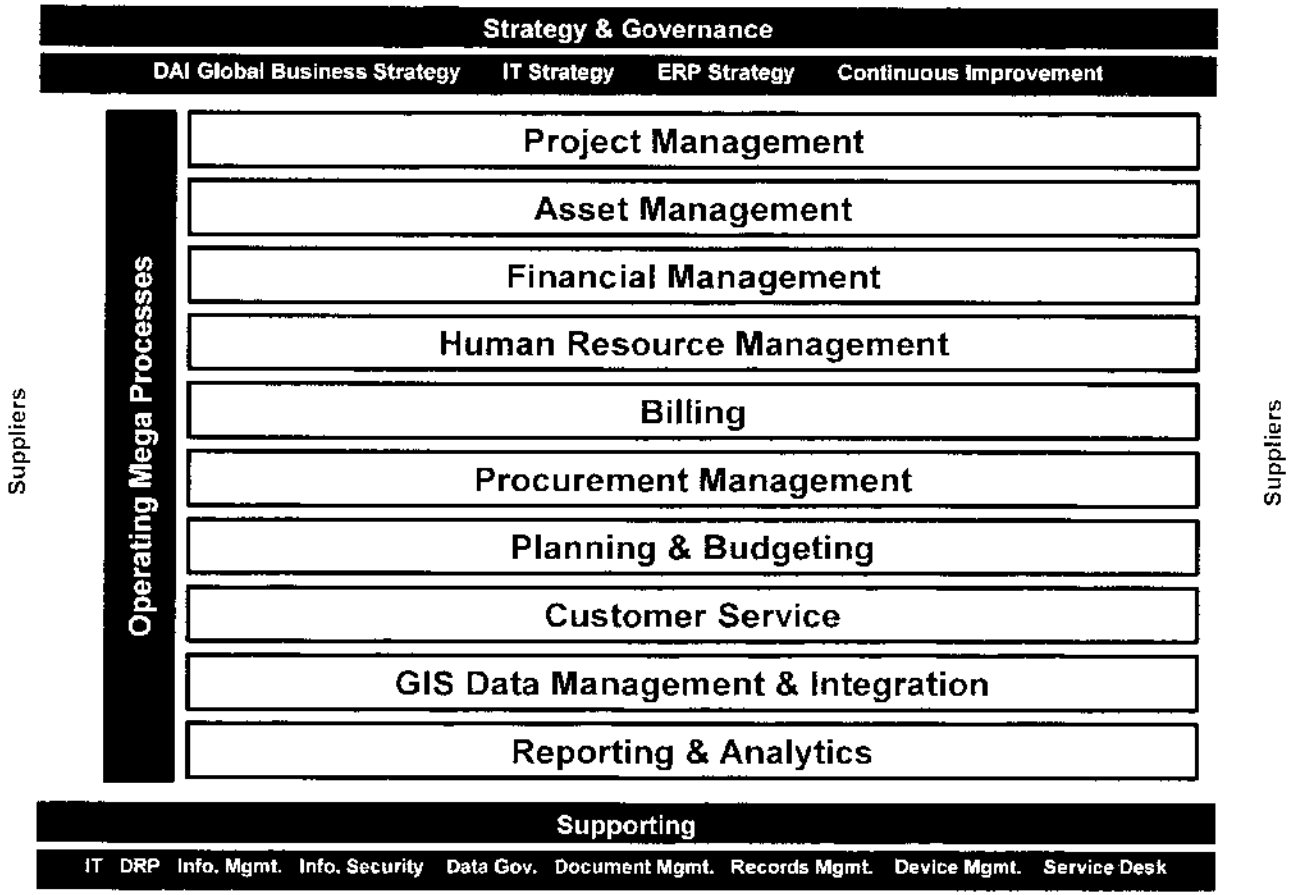
Mega-Process Characteristics

- The highest-level processes within an organization.
- End-to-end processes with no or few integration points to other mega-processes.
- After identifying mega-processes, prioritize against the following criteria:

  Strategically important – These are considered processes that are integral to accomplishing the organizations strategy.

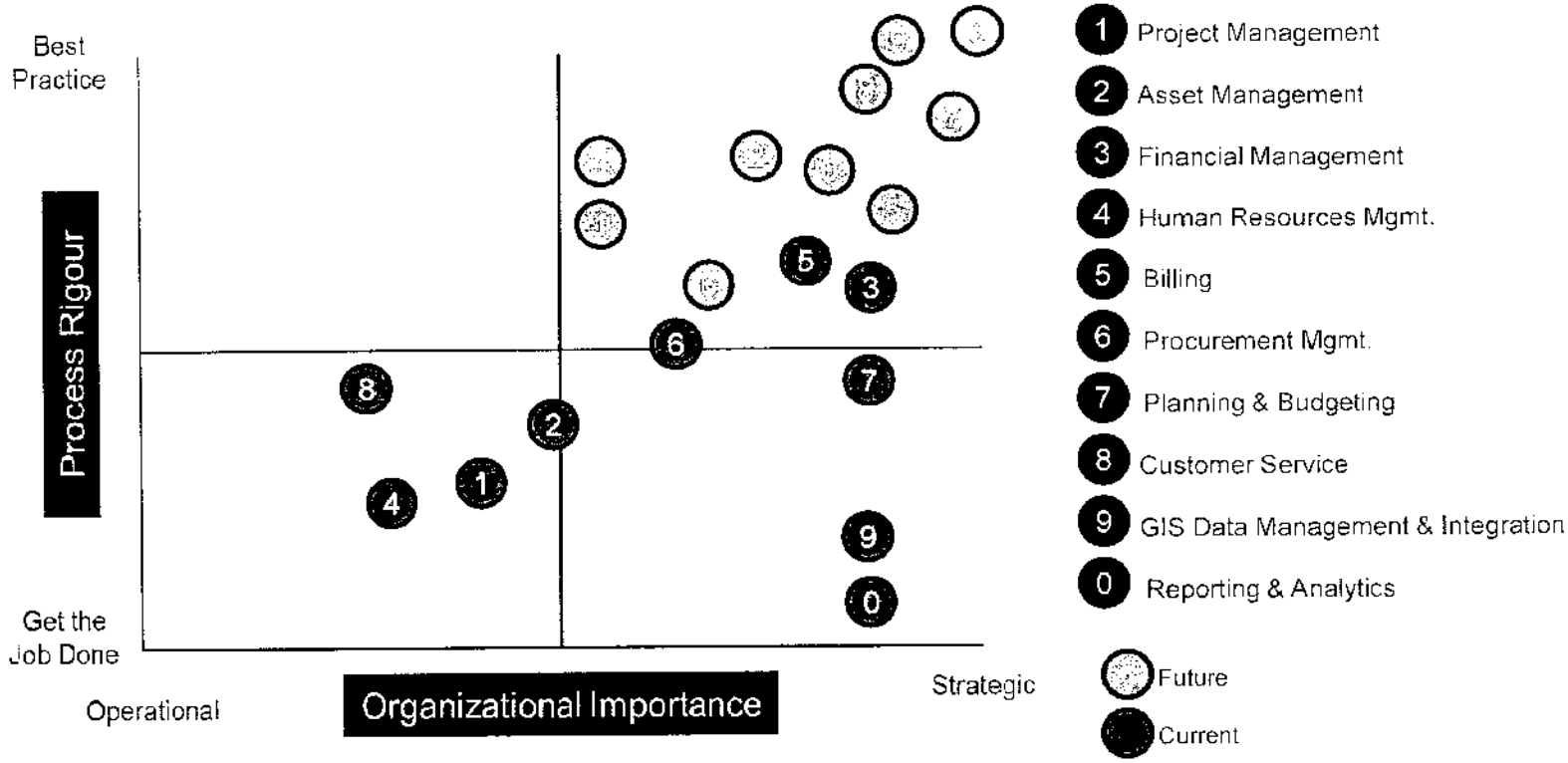
  High degree of competency required – How well a mega-process delivers on its mandate.

ERP Operating Model



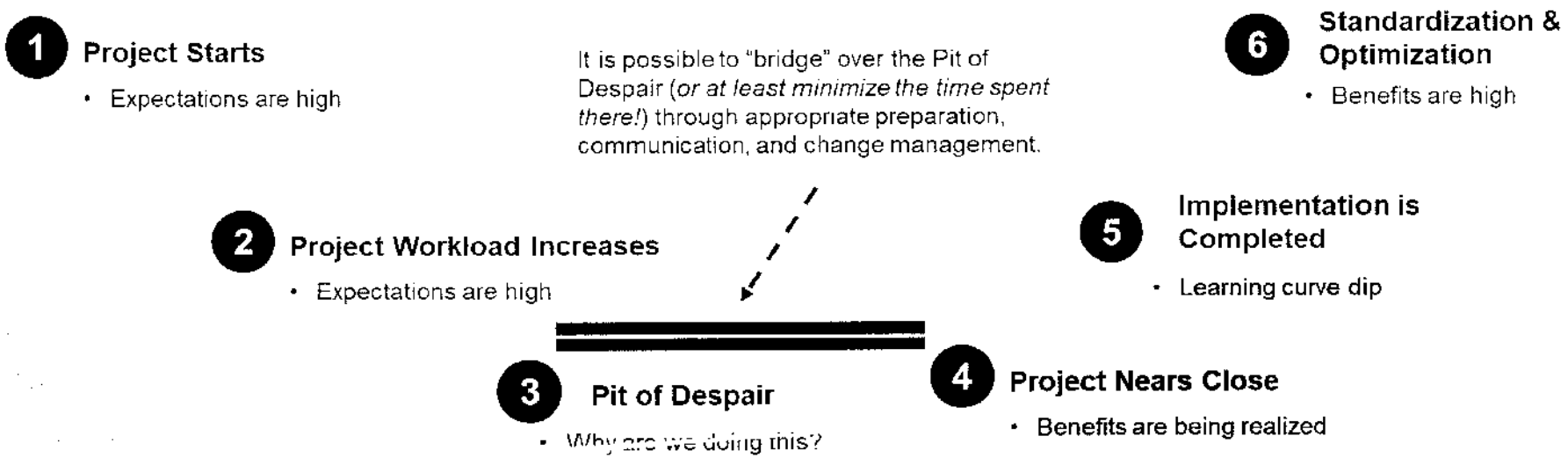
Prioritized ERP Processes

Establishing an order of importance can impact vendor selection and implementation roadmap; high priority areas are critical for ERP success.



Navigate the ERP implementation experience to manage expectations during the difficult phases

The Peaks and Valleys of an ERP Project

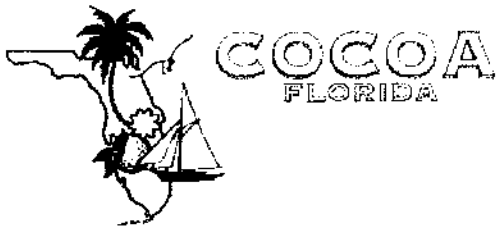


Identify high-risk areas and mitigation strategies to guide the organization throughout the implementation. Having these discussions up front when establishing the ERP foundation will maintain buy-in and manage expectations during the difficult phases.

Identify Potential Project Pitfalls / Risks and Mitigation Strategies

Risk	Impact	Likelihood	Mitigation Effort
Availability of funding	H	H	Grants, other funding sources,
Staff turnover	H	H	Succession planning; Hire additional people; Outside consultants
Current ERP system not effective	H	L	Manual processes, speed up replacement project
System cannot handle complexity of utility billing	H	M	Implement "Best of Breed" approach – find a utility billing application Proper RFP defining requirements – effective selection process
Change in political, economic environments	H	M	**Put on your seat belt**
System does not perform as promised	H	M	Due diligence on process redesign, contract negotiation, solution / implementor selection
Low Buy-In on new solution	M	M	**Communications, Explanations / expectations on delivery dates / delivery content / impact**
Commitment to Training	H	M	Develop / Implement training strategy
Low acceptance of process changes	H	M	**Develop / Implement Organization Change Management processes**
Data is not good	H	M	Develop Data Strategy
Processes not mapped out accurately	H	L	Perform Business Process Redesign in advance of project – Accept solution process flows as 'Best practices'
Competing organizational priorities	H	H	**Strong Management direction; Strong project sponsor**
Data Security	H	M	Enhance data security strategy

The Path Forward



Info-Tech's Approach

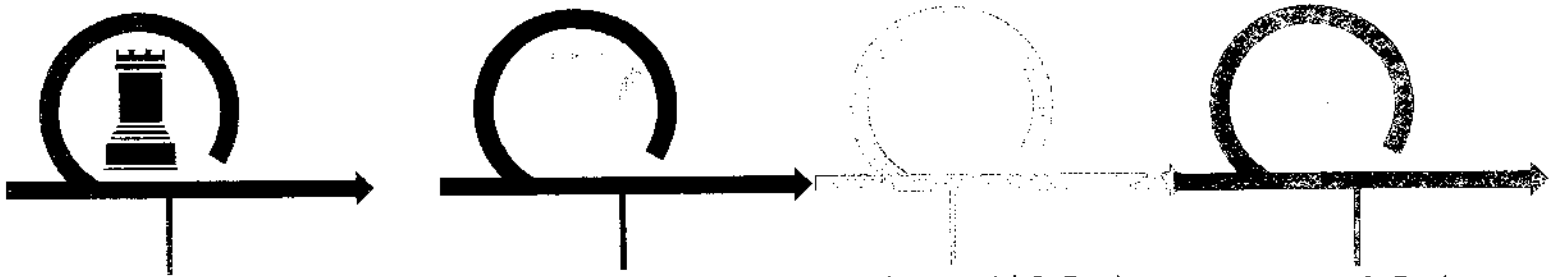
***Success begins with a solid foundation.** ERP is an ongoing organization-wide initiative as everyone struggles to leverage functionality and maximize the benefits of the investment. A stakeholder aligned blueprint and operating model sets your program up for success.

***A structured approach to selection and implementation** ensures you get the right ERP system in place. A consensus-based decision and framework for business process mgmt. and implementation ensures you effectively execute the ERP program.

Info-Tech's 4C Approach:

Conceptual – start by framing the current state and thoroughly understanding the need
Consensus – obtain buy in for the strategy and take a structured approach to selection
Concrete – build a business blueprint for implementation of systems and processes
Continuous – monitor the performance of systems and processes

Selection Framework



Strategize

Activities:
Determine Enterprise Applications Strategy

- Understand the Current state
- Align ERP strategy with County's strategy/goals
- Identify and prioritize mega-processes and capabilities
- Define the Operating Model
- Identify and prioritize mega-processes and capabilities
- Define guiding principles

Deliverables:
- Executive summary of initiative
- Operating Model

Completed

Elicit

Activities
Determine RFP Requirements

- Conduct interviews with stakeholders to identify critical solution requirements (functional, technical, implementation, support)
- Develop Vendor Landscape for pre-qualification

Deliverables:
- Solution Requirements
- Vendor Landscape

Solicit, Field & Review

Activities:
Field RFP Activity and prepare Demo Scripts

- Develop RFP document and evaluation scorecard
- Distribute RFP to qualified vendors
- Field RFP Activity
- Develop Demo Scripts
- Review and evaluate responses to create short list

Deliverables
- RFP Documentation
- Evaluation Methodology
- Vendor Demo Scripts

Prepare & Evaluate

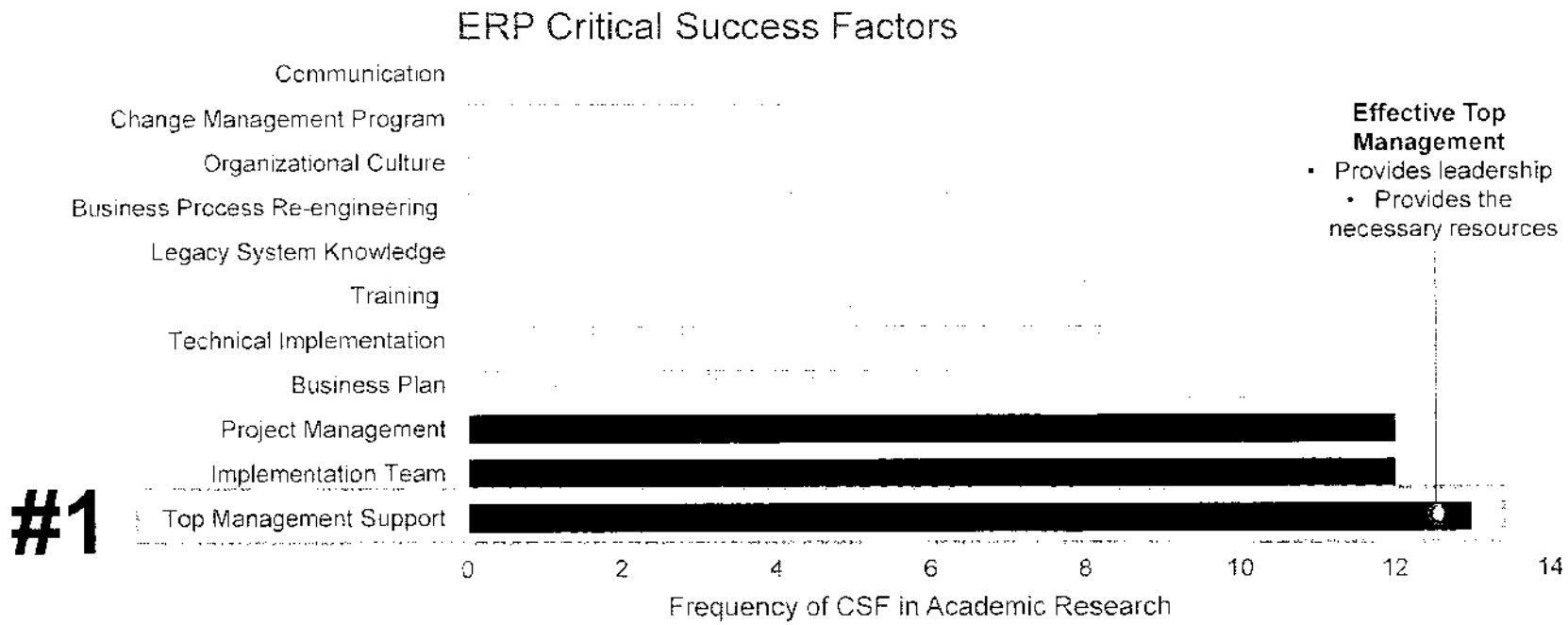
Activities:
Allow time for vendors to prepare demonstrations, finalize demonstration logistics

- Facilitate solution demonstrations following script
- Score vendor demonstrations
- Garner input from various stakeholders and subject matter experts
- Prepare best fit recommendation

Deliverables:
- Solution Demonstrations
- Best Fit Recommendation

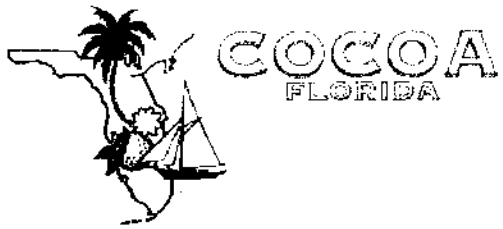
Management support is the biggest critical success factor for ERP implementations

Effective top management support comes from **establishing a steering committee** that is **highly committed** and **dedicated** to the ERP project. This team needs to have representation from across the organization to build the case for ERP and oversee the implementation.



Source: Critical Success Factors of ERP Implementations - An Analysis

Implementation Considerations



Understand the unique *external* resource considerations for your ERP implementation

Organizations almost never have sufficient internal staffing to resource an ERP implementation project entirely themselves. Consider the options for closing the gap in internal resource availability.

The most common project resourcing structures for ERP projects are:

Your own staff +	**Management Consultant** **Vendor Consultant** **System Integrator**

Consider:

- Availability of in-house implementation competencies and resources
- Timeline and cost constraints
- Integration environment complexity

Externally Resourced Roles:

- **Project Manager** – a full time dedicated, experienced PM is a 'must' for success.
- **Organizational Change Manager** – a dedicated OCM professional can be the difference in user adoption and uptake of new solution.

CONSIDER THE FOLLOWING

Internal vs. External Roles & Responsibilities

Clearly delineate between internal and external team responsibilities and accountabilities and communicate this to your technology partner up-front.

Internal vs. External Accountabilities

Accountability is different from responsibility. Your vendor or SI partner may be responsible for completing certain tasks throughout the implementation, but **be careful not to outsource accountability for the ERP implementation** – ultimately, the internal project team will be accountable for its success or failure.

Implementation – Common Pitfalls to Avoid

Pitfall	Issue	Mitigation
1: Failure to Properly Plan	The larger the project, the more unlikely it is to deliver on time, on budget, and to scope. Setting unrealistic goals and timelines in the early stages of planning can yield disastrous results	Use the Plan/Analyze phase to prepare a robust estimate for the implementation, with reasonable contingency built into account for inevitable unforeseen issues. Your SI will likely have a methodology or tool for estimating the project. Work with the SI to validate and confirm the assumptions that are driving the output.
2: Premature Commitment	It is unwise to commit to a software product or systems integrator too early. Unless you have performed extensive due diligence, you are absolutely clear on scope, and confident in the product and SI's capability to deliver, do not overcommit yourself.	Info-Tech encourages a time and materials contract with your SI for the Plan/Analyze phase to ensure that the work can be completed in full. The minimum results should be: • Complete set of requirements. • High-level solutioning. • Understanding of scope. • Cost/timeline estimate for implementation
3: Passing up an Opportunity for Real Business Process Transformation	Don't 'pave the cow path'. Efficiencies are found in process improvement and change.	Reengineer your business processes to the native functionalities and "out-of-the-box" configurations of the system unless this is impossible (for reasons such as adherence to regulatory compliance).

Implementation – Common Pitfalls to Avoid

Pitfall	Issue	Sample Mitigation
4: Deviation from Guiding Principles	Though guiding principles for the project should have been established amongst the project executives in the Plan/Analyze phase (or even prior to it in some cases),	Ensure the guiding principles are communicated and well understood by the entire project team. If need be, print them, hang them, engrave them on a plaque, and hang it in the lunchroom!
5: Failure to Manage Scope Creep	Scope creep is typically defined as allowing or agreeing to additional work requests that were not part of the original project plan or objectives.	Zealously guard against unplanned changes to your signed-off requirements and project scope. Schedule and host a routine Change Request meeting at which these changes can be scrutinized and evaluated for their impact to schedule and budget, and any risk they may introduce to the project
6: Insufficient Testing	Too often, when schedules get tight, the number of test cycles and the time allocated to them is an area where projects look to take shortcuts. As a result, the software is rolled out too quickly without validating that the product works the way it was intended to.	Create test scenarios that reflect real-world situations and experiences and use these during Test phase. The business should be heavily involved in defining and signing off on the inventory of scenarios and scripts that will be executed to ensure no critical functions have been omitted from the scope of testing

Implementation – Common Pitfalls to Avoid

Pitfall	Issue	Sample Mitigation
7: Failure to Effectively Transition from Implementation to Operation	Go-live is only the first step in the system lifecycle. Full benefit realization requires ongoing investment and learning to be sustained. Unless processes and training are updated and advancing on an on-going basis, benefits gained will start to decrease over time.	The first step is to plan for post-deployment sustainment (maintenance and optimization) early in the implementation (as early as Design or Build). Iron out the procedures to be followed for new releases and upgrades, accounting for the implementation, testing, communication, and training components associated with these efforts.

Questions?

Thank You!

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