



CITY OF RICHMOND

DEPARTMENT OF FINANCE

January 15, 2010

To Whom It May Concern:

In 2007 and early 2008, I was overseeing the implementation of a new Revenue Administration System under Mr. Harry Black, our acting Chief Administrative Officer (CAO) and Chief Financial Officer (CFO). The vendor, Tyler Technologies with its MUNIS product and along with our Department of Information Technology Program Management Office, had partially implemented an error prone system and had missed a number of key dates. In conversations with Mr. Black, Jack Crowley's (Jack) name came up as the Senior Program Manager who delivered our 311 system and office build out on time and slightly under budget in 2007.

In April 2008, Jack began part-time, as he was on contract with the Kentucky Farm Bureau, until May 2008. The first time I met Jack was at an April 2008 meeting with our Chief Information Officer, acting CAO/CFO, and Chief of Revenue Administration. Right from the start, Jack identified the primary issues that needed to be addressed and presented us with recommendations. That was the beginning of a massive turn around.

Within 6 weeks, Jack re-wrote significant portions of the Tyler contract and negotiated numerous payment returns to the City, with Tyler's support! He improved the morale of both Richmond and Tyler's teams, re-aligned roles, responsibilities, and delivered a timeline that is still in place today.

Under Jack's leadership, his team set up SEI-CMM level environment controls, brought in Project Management Institute standard Program Management practices, reconfigured the Real Estate tax module, brought the City up to the most recent versions of the MUNIS products, saved the City over \$190,000 and got the MUNIS implementation program back on track.

Based on Jack's performance I also asked him to work on two additional initiatives. The first was to launch our ERP initiative. Jack quickly put together a cross departmental governance body representing all departments across the City and our Component Units. In partnership with Ms. Denise Carpenter, Information Services Manager, he drove a successful City Council allocation of \$10M for the first phase of the program and built out our first off-site co-location program management center. He also developed the ERP Request for Proposal and our first true estimate of what it would take to implement a Citywide ERP. All of this took place during the change of a Mayor, CAO and other


executive leadership within the City. The second initiative was to develop and deliver a lock-tight process to report the City's American Recovery and Reinvestment Act stimulus spending. Again, Jack gathered the resources within and outside of the City, got them marching to the same tune and delivered ahead of schedule without any errors.

Unfortunately, the one thing Jack could not escape was the revenue shortfall of the City. The City has had to make significant cuts, including the loss of contractors, regardless of their benefit to the City. Even in this environment, Jack was passionate to keep his contract team on to ensure a successful transformation through January 22, 2010.

Whoever has the opportunity to hire Jack should do so. You will acquire a resource asset with a strong and competent personality who cuts through the political confusion to get the job done right while maintaining a strong commitment to his Christian values and ethics.

Respectfully, I fully recommend Jack Crowley.

Sincerely,


Michael W. Terry
Interim Director of Finance