

**Approved  
Comptroller Advisory Board  
June 24, 2019, 11:05 a.m.  
Office of the Comptroller  
One Ashburton Place, Room 901  
Boston, MA 02108**

**MINUTES**

Members Present

Michael Heffernan, (Chair), Secretary for Administration and Finance (ANF)  
Suzanne Bump, Auditor, Office of the State Auditor (SAO)  
Jonathan Williams, Court Administrator, Office of the Trial Court (TRC)  
Sara Kim, (designee) General Counsel, TRE  
Natalie Monroe, (Gubernatorial Appointment), First Assistant Inspector General, Office of the Inspector General (IGO)  
Michael Esmond, (Gubernatorial Appointment), CFO, Massachusetts Convention Authority

Members Absent

Mary Strother, (designee) First Assistant Attorney General, Office of the Attorney General

Office of the Comptroller (CTR)

Andrew W. Maylor, Comptroller  
Jeffrey Shapiro, First Deputy Comptroller  
Howard Merkwowitz, Deputy Comptroller  
Kevin McHugh, Assistant Comptroller  
Kristine Hill-Jones, Assistant Comptroller  
Peter Scavotto, Assistant Comptroller  
Tatiana Peralta, Chief Risk Officer  
Jenny Hedderman, Risk Counsel  
Michael Rodino, Statewide Financial Reporting Director  
Pauline Lieu, Statewide Financial Reporting Deputy Director  
Elizabeth Hemond, Assistant to the Comptroller

Other

Jerry Lherisson, Internal Communications Director, ANF  
Amy Nable, CTR General Counsel Designee  
Paul Donovan, Kearney, Donovan & McGee P.C.  
Maggie Cohen, Kearney, Donovan & McGee P.C.  
Mary Markos, Boston Herald

**AGENDA**

- I. Introduction of Members and Attendees

Comptroller Maylor opened the meeting by reviewing some organizational changes in the Office. When he was appointed Comptroller there was an open Deputy Comptroller position. Rather than appointing a new Deputy Comptroller, Comptroller Maylor flattened the organization from four teams to two teams headed by Kevin McHugh and Kristine Hill-Jones who have been promoted to Assistant Comptrollers.

Kristin Lacroix has been appointed to be the Chief Accounting Officer, a position that had been vacant for a year and a half and difficult to fill. She comes to CTR with 25 years' experience in administration and finance in state service.

The Office is focusing more on the risk area which has changed from cash management issues to cybersecurity. Peter Scavotto has been promoted to Assistant Comptroller overseeing this area; Tatiana Peralta is now the Chief Risk Officer and Jenny Hedderman is now Risk Counsel.

The Comptroller introduced Amy Nable who will start in July as the General Counsel/Assistant Comptroller. She has experience at the Attorney General's Office and the Senate Counsel's Office.

## II. Review and Approval of March 28, 2019 Advisory Board Meeting Minutes

On a motion by Mr. Esmond and seconded by Auditor Bump, the Board unanimously approved the minutes of the March 28, 2019 meeting.

## III. Comptroller Update

Comptroller Maylor updated the Board on the status of the Financial and Administrative Systems Transformation which would replace the core financial and administrative systems. The Project Managers gave a presentation (handout) to the Executive Steering Committee (ESC) in early June. If Board members are interested in having a presentation for their agencies, they can contact CTR who will coordinate with the Project Management Office (PMO). The Comptroller then gave a brief overview of the presentation. There is a list of the nine ESC members who represent the core interest groups. The project is led by two PMO members who have decades of experience in project management. The goal is to replace highly customized software products with systems that are off the shelf, SaaS (software as a service). It will likely be cloud based and requires less human intervention to assure they function on a daily basis. The system would be flexible and easier for training as it would be on the kinds of platforms younger employees are used to.

The ESC will be the prime decision makers and will meet monthly to review the recommendations and assure the project's overall success. There will be at least three operating working groups (OWG)—Financial Management, Payroll and Human Resources that provide expertise to the project. Currently the PMO is staffed with two people, but it is expected that an additional 4-5 staff members will be added in the next six to eight weeks. The project is expected to eventually have 30-50 staff members and cost about \$120 million. This will be one of the most complex projects taken in state government and will affect all 150+ state agencies.

The initial step will be establishing a visioning phase where a consultant will be hired to work with the PMO to get input from the various stakeholders. A procurement will then be drafted that includes all the necessary requirements needed to evaluate the vendors. This project will be broader in scope than last year's for the core financial, HR, and payroll services and will look at other systems that could link into the core systems. Last week there was a successful meeting with the community colleges' financial staff and they have expressed a strong interest in going to a unified system. It should take between 12-15 months to develop and issue the procurement. Then a vendor will be selected and an implementation strategy will be determined. It should take three to five years to implement the project. An update on the project will be given at the next Board meeting.

#### IV. Process for Comptroller Compensation Review per M.G.L. c. 7A sec. 1

Per state statute, it is the responsibility of the Board to review and approve changes in salary for the Comptroller. Secretary Heffernan indicated the compensation has not been reviewed in four years. He will form a compensation committee, chaired by Secretary Heffernan. Hopefully the compensation committee will meet twice before the next Board meeting where it can make a recommendation for the Board's approval.

#### V. New Business or Issues

There was no new business.

#### VI. Next Meeting

The next meeting will be scheduled sometime in October to review the Statutory Basis Financial Report (SBFR).

#### VII. Adjournment

On a motion by Auditor Bump, seconded by Mr. Williams, the Board unanimously voted to adjourn at 11:30 a.m.

Documents used at the June 24, 2019 meeting:

1. Agenda
2. March 28, 2019 Advisory Board Meeting Minutes
3. Financial and Administrative Systems Transformation presentation