

Enterprise Resource Planning



Department Description

The Enterprise Resource Planning Department was created to provide a support structure for the City's Enterprise Resource Planning (ERP) system.

The ERP system consolidates a wide range of financial, logistics, and human resource functions into a single integrated system. Operational use of the ERP system marks a new era in the City by replacing a collection of custom-built, non-integrated software applications with an enterprise-wide, commercial off-the-shelf (COTS), integrated software solution which will be the foundation for the City's core business processes for many years to come.

The Department is based on the Business Application Competency Center (BACC) model. The administrative, functional, development, and technical resources required for ongoing operations and maintenance are co-located in the same facility dedicated to supporting the enterprise-wide suite of Systems Applications and Products in Data Processing (SAP) applications. This is an industry-proven model for providing high quality and cost-effective support.

The Department's mission is:

To provide the highest quality ERP support services in order to maximize the efficiency of City operations, enable the delivery of business processes, and enhance the quality of services

Goals and Objectives

The following goals and objectives represent the action plan for the Department:

Goal 1: Provide exceptional customer service

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Provide accurate and timely response to user requests
- Provide SAP knowledge empowerment to stakeholders

Enterprise Resource Planning

Goal 2: Increase business value from the City's ERP

The Department will move toward accomplishing this goal by focusing on the following objective:

- Enable process improvement

Goal 3: Create and maintain a sustainable, business-focused organization

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Identify and use a governance framework to provide strategic direction and prioritization of ERP initiatives
- Implement best practices for SAP support

Goal 4: Develop and maintain a skilled technical and functional workforce

The Department will move toward accomplishing this goal by focusing on the following objective:

- Recruit and retain skilled technical and functional staff

Service Efforts and Accomplishments

During Fiscal Year 2011, the Enterprise Resource Planning Department continued to manage and implement the City's ERP system. Major projects and initiatives accomplished or in progress during Fiscal Year 2011 include:

- Public Budget Formulation 'Go Live' (November 2010)
- Implementation of SAP Enhancement Pack 4 (December 2010)
- Business Warehouse Update (September 2010)
- Benefits Open Enrollment 'Go Live' (June-July 2010)
- Citywide training provided to 900 City staff (2010)

Key Performance Indicators

| Performance Measure | Actual FY2010 | Actual FY2011 |
|--|------------------|---------------|
| 1. Percent of staff with professional certifications | 46% | 50% |
| 2. Percent of work requests completed on schedule | N/A ¹ | 89% |

¹ This performance measure was not in place prior to Fiscal Year 2011.

Enterprise Resource Planning

Department Summary

| | FY2011 Budget | FY2012 Adopted | FY2011–2012 Change |
|--------------------------------------|----------------------|----------------------|-----------------------|
| Positions | 19.00 | 20.00 | 1.00 |
| Personnel Expenditures | \$ 2,590,420 | \$ 2,910,295 | \$ 319,875 |
| Non-Personnel Expenditures | 14,694,243 | 18,332,498 | 3,638,255 |
| Total Department Expenditures | \$ 17,284,663 | \$ 21,242,793 | \$ 3,958,130 |
| Total Department Revenue | \$ 17,284,663 | \$ 21,250,474 | \$ 3,965,811 |

Note: The name of this department changed from OneSD Support to Enterprise Resource Planning in Fiscal Year 2012.

OneSD Support Fund

Department Expenditures

| | FY2011 Budget | FY2012 Adopted | FY2011–2012 Change |
|------------------------------|----------------------|----------------------|-----------------------|
| Enterprise Resource Planning | \$ 17,284,663 | \$ 21,242,793 | \$ 3,958,130 |
| Total | \$ 17,284,663 | \$ 21,242,793 | \$ 3,958,130 |

Department Personnel

| | FY2011 Budget | FY2012 Adopted | FY2011–2012 Change |
|------------------------------|------------------|-------------------|-----------------------|
| Enterprise Resource Planning | 19.00 | 20.00 | 1.00 |
| Total | 19.00 | 20.00 | 1.00 |

Significant Budget Adjustments

| | FTE | Expenditures | Revenue |
|---|--------|---------------|---------|
| Equipment/Support for Information Technology Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses. | 0.00 | \$ 10,957,928 | \$ - |
| Non-Discretionary Adjustment Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent. | 0.00 | 7,160,418 | - |
| Addition of Program Managers Addition of 3.00 Program Managers based on applicable job duties and descriptions. These positions are responsible for overseeing Citywide support of the ERP system. | 3.00 | 596,379 | - |
| Enterprise Asset Management (EAM) Transfer Transfer of 1.00 Program Manager and 1.00 Assistant Engineer-Civil from the Transportation & Storm Water Department to more effectively manage the City's asset management information technology systems. | 2.00 | 295,845 | - |
| Reduction of Accountant 4s Reduction of 2.00 Accountant 4s who no longer perform system duties required by the department. | (2.00) | (300,904) | - |

Enterprise Resource Planning

Significant Budget Adjustments (Cont'd)

| | FTE | Expenditures | Revenue |
|--|-------------|----------------------|---------------------|
| IT Sourcing Strategy Restructure | (2.00) | (292,449) | - |
| Adjustment reflects the transfer of 2.00 Program Managers to the Department of Information Technology as a result of the IT Sourcing Strategy Restructure. | | | |
| Revised Revenue | 0.00 | - | 3,965,811 |
| Adjustment to reflect Fiscal Year 2012 revenue projections. | | | |
| Total | 1.00 | \$ 18,706,666 | \$ 3,965,811 |

Expenditures by Category

| | FY2011 Budget | FY2012 Adopted | FY2011-2012 Change |
|-------------------------------|----------------------|----------------------|-----------------------|
| PERSONNEL | | | |
| Salaries and Wages | \$ 1,701,176 | \$ 1,814,222 | \$ 113,046 |
| Fringe Benefits | 889,244 | 1,096,073 | 206,829 |
| PERSONNEL SUBTOTAL | \$ 2,590,420 | \$ 2,910,295 | \$ 319,875 |
| NON-PERSONNEL | | | |
| Supplies | \$ 4,400 | \$ 17,500 | \$ 13,100 |
| Contracts | 133,052 | 405,284 | 272,232 |
| Information Technology | 8,325,113 | 10,957,928 | 2,632,815 |
| Energy and Utilities | 17,255 | 18,469 | 1,214 |
| Other | 65,019 | 834,166 | 769,147 |
| Capital Expenditures | 60,000 | 60,000 | - |
| Debt | 6,089,404 | 6,039,151 | (50,253) |
| NON-PERSONNEL SUBTOTAL | \$ 14,694,243 | \$ 18,332,498 | \$ 3,638,255 |
| Total | \$ 17,284,663 | \$ 21,242,793 | \$ 3,958,130 |

Revenues by Category

| | FY2011 Budget | FY2012 Adopted | FY2011-2012 Change |
|--------------------------------|----------------------|----------------------|-----------------------|
| Charges for Current Services | \$ 7,138,566 | \$ 7,138,566 | \$ - |
| Other Financial Sources (Uses) | 10,146,097 | 14,111,908 | 3,965,811 |
| Total | \$ 17,284,663 | \$ 21,250,474 | \$ 3,965,811 |

Personnel Expenditures

| Job Number | Job Class | Job Title / Wages | FY2011 Budget | FY2012 Adopted | Salary Range | Total |
|------------------------------------|--------------|-----------------------------------|------------------|-------------------|---------------------|---------------------|
| Salaries and Wages | | | | | | |
| 20000102 | 1183 | Accountant 4 | 2.00 | 0.00 | \$66,768 - \$88,982 | \$ - |
| 20000070 | 1153 | Assistant Engineer-Civil | 0.00 | 1.00 | 57,866 - 69,722 | 70,071 |
| 20001247 | 1022 | Business Systems Analyst 2 | 2.00 | 2.00 | 59,467 - 71,864 | 126,080 |
| 20001246 | 1021 | Business Systems Analyst 3 | 3.00 | 3.00 | 65,416 - 79,061 | 142,105 |
| 20001101 | 2132 | Department Director | 1.00 | 1.00 | 59,155 - 224,099 | 132,001 |
| 20001261 | 1243B | Information Systems Administrator | 3.00 | 3.00 | 73,466 - 88,982 | 220,398 |
| 20001222 | 2270 | Program Manager | 7.00 | 9.00 | 46,966 - 172,744 | 1,045,103 |
| 20000970 | 1917 | Supervising Management Analyst | 1.00 | 1.00 | 66,768 - 80,891 | 78,464 |
| Salaries and Wages Subtotal | | | 19.00 | 20.00 | | \$ 1,814,222 |

Enterprise Resource Planning

Personnel Expenditures (Cont'd)

| Job Number | Job Class | Job Title / Wages | FY2011 Budget | FY2012 Adopted | Salary Range | Total |
|-------------------------------------|-----------|-----------------------------------|---------------|----------------|--------------|---------------------|
| Fringe Benefits | | | | | | |
| | | Employee Offset Savings | | | \$ | 53,687 |
| | | Flexible Benefits | | | | 203,118 |
| | | Long-Term Disability | | | | 10,994 |
| | | Medicare | | | | 26,620 |
| | | Other Post-Employment Benefits | | | | 115,547 |
| | | Retiree Medical Trust | | | | 810 |
| | | Retirement 401 Plan | | | | 3,241 |
| | | Retirement ARC | | | | 591,174 |
| | | Retirement DROP | | | | 3,202 |
| | | Retirement Offset Contribution | | | | 279 |
| | | Risk Management Administration | | | | 19,112 |
| | | Supplemental Pension Savings Plan | | | | 43,262 |
| | | Unemployment Insurance | | | | 6,666 |
| | | Workers' Compensation | | | | 18,361 |
| Fringe Benefits Subtotal | | | | | | \$ 1,096,073 |
| Total Personnel Expenditures | | | | | | \$ 2,910,295 |

Enterprise Resource Planning

Revenue and Expense Statement (Non-General Fund)

| OneSD Support Fund | FY2011 Budget* | | FY2012 Adopted | |
|--------------------------------------|-------------------|------------|-------------------|------------|
| BEGINNING BALANCE AND RESERVES | | | | |
| Balance from Prior Year | \$ | — | \$ | 615,399 |
| TOTAL BALANCE AND RESERVES | \$ | — | \$ | 615,399 |
| REVENUE | | | | |
| Services to the General Fund | \$ | 10,146,097 | \$ | 8,882,182 |
| Services to Other Funds | | 7,138,566 | | 12,368,292 |
| TOTAL REVENUE | \$ | 17,284,663 | \$ | 21,250,474 |
| TOTAL BALANCE, RESERVES, AND REVENUE | \$ | 17,284,663 | \$ | 21,865,873 |
| OPERATING EXPENSE | | | | |
| Personnel Expense | \$ | 2,590,420 | \$ | 2,910,295 |
| Non-Personnel Expense | | 14,694,243 | | 18,332,498 |
| TOTAL OPERATING EXPENSE | \$ | 17,284,663 | \$ | 21,242,793 |
| TOTAL EXPENSE | \$ | 17,284,663 | \$ | 21,242,793 |
| BALANCE | \$ | — | \$ | 623,080 |
| TOTAL BALANCE, RESERVES, AND EXPENSE | \$ | 17,284,663 | \$ | 21,865,873 |

* At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.