



Enterprise Resource Planning (ERP) Project Update

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ERP Project Overview

The City has embarked on a multi-year project to modernize our fiscal and human resources systems, replacing systems that have been in service over twenty years.

▶ **Project Guidelines:**

- ▶ Adopt standard business processes and best practices supported by the new system while simultaneously automating processes to the greatest extent possible to eliminate redundant data entry, paper processes and as many steps as possible.
- ▶ Migrate to a modern software-as-a-service platform that is constantly updated and enhanced for the city, allowing the city to take advantage of emerging capabilities.
- ▶ Retire stand-alone department administrative systems and Interface systems that share data to minimize manual processes and maintain data integrity.

▶ **Key Success Factors:**

- ▶ Implement a timekeeping system that allows for mobile entry and approval.
- ▶ Implement an integrated budgeting system to replace distributed spreadsheets.
- ▶ Make administration more efficient and give all city employees a better user experience by adding fiscal and HR related functionality.
- ▶ Enhance fiscal and HR reporting and analytical capabilities.
- ▶ Remedy pain points voiced by city staff.

ERP Project Overview – Why?

▶ **Improved Functionality**

- ▶ New features such as budget and grant management tools.
- ▶ Integrations with asset management, staff scheduling, and third-party systems.
- ▶ Reduction in the number of customizations.

▶ **Timing**

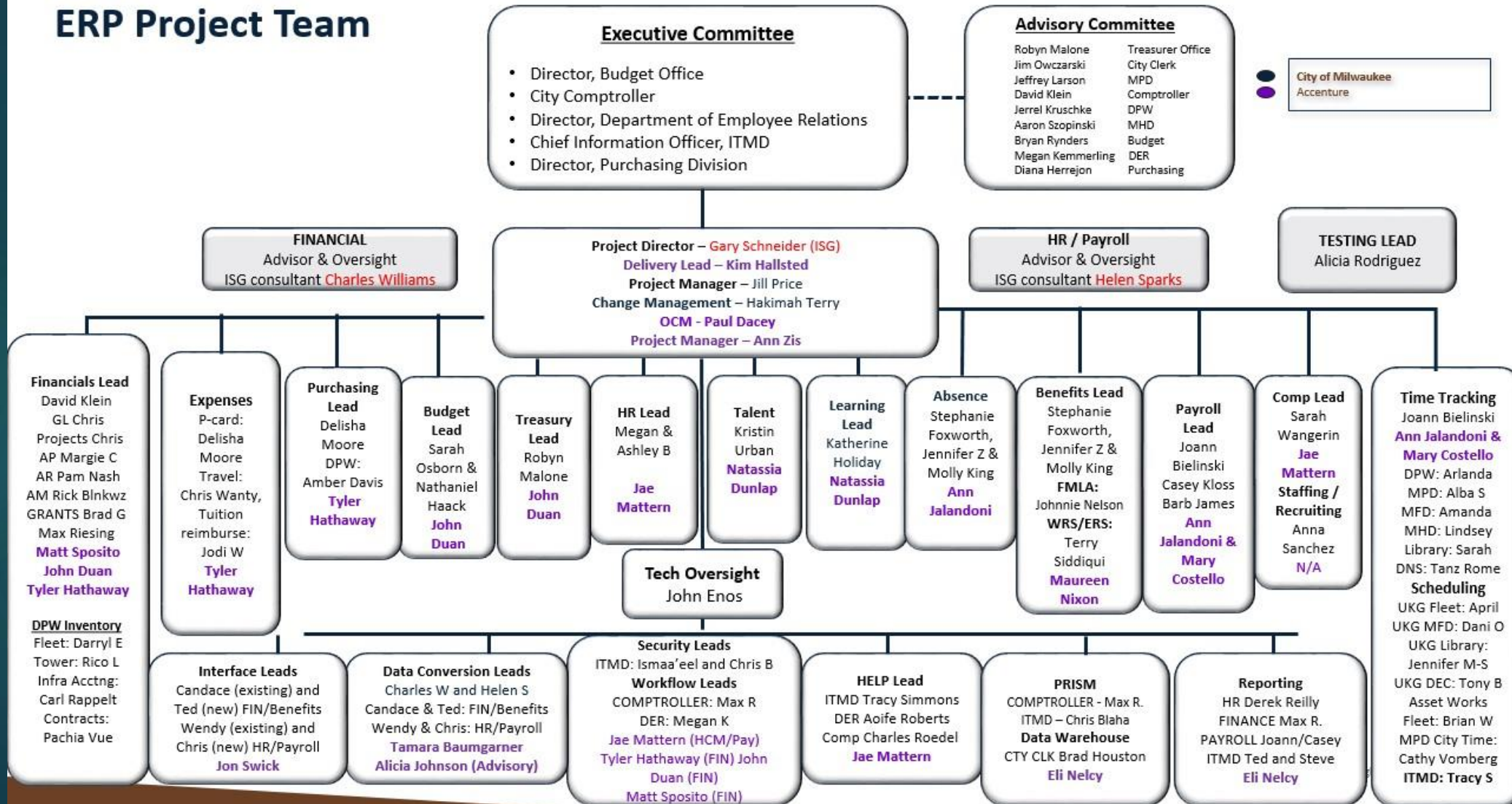
- ▶ While still supported, Oracle is encouraging customers to move to more modern alternatives.
- ▶ Desire to get new features, but not by investing in a mature/legacy technology.

▶ **Long-term cost savings**

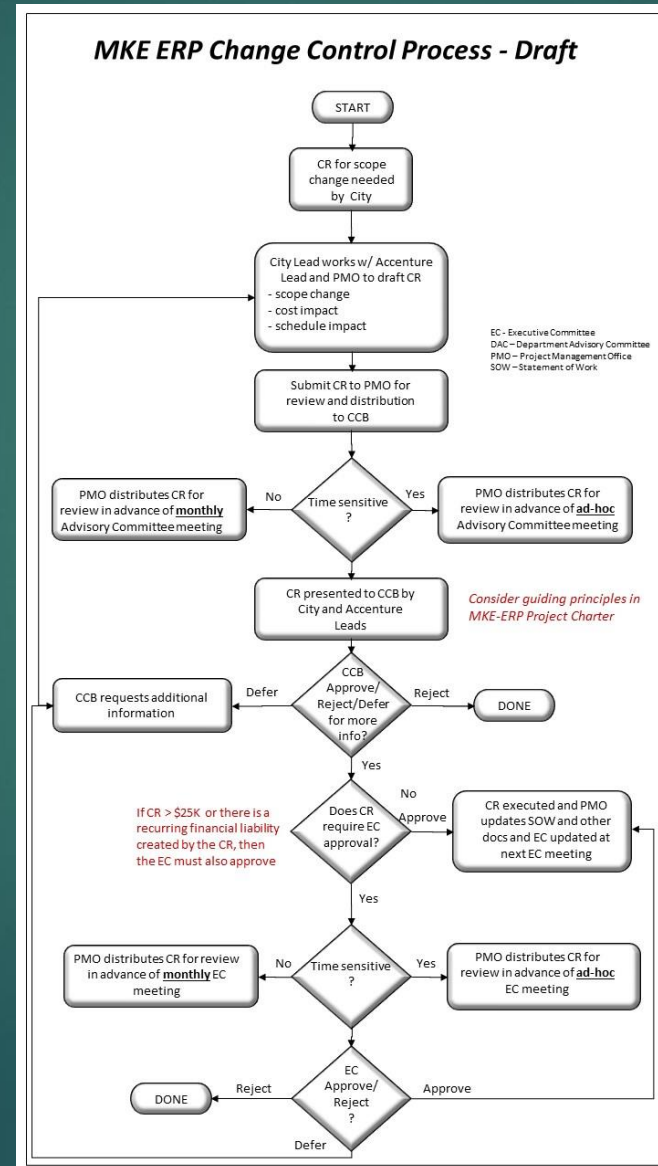
- ▶ Oracle PeopleSoft licensing - 7% annual increase
- ▶ Sierra-Cedar support and hosting - 5% annual increase
- ▶ Workday – fixed price for 10-year contract
- ▶ After the first 5 years, we are paying less for Workday each year than we are with PeopleSoft

ERP Project Org Chart

ERP Project Team

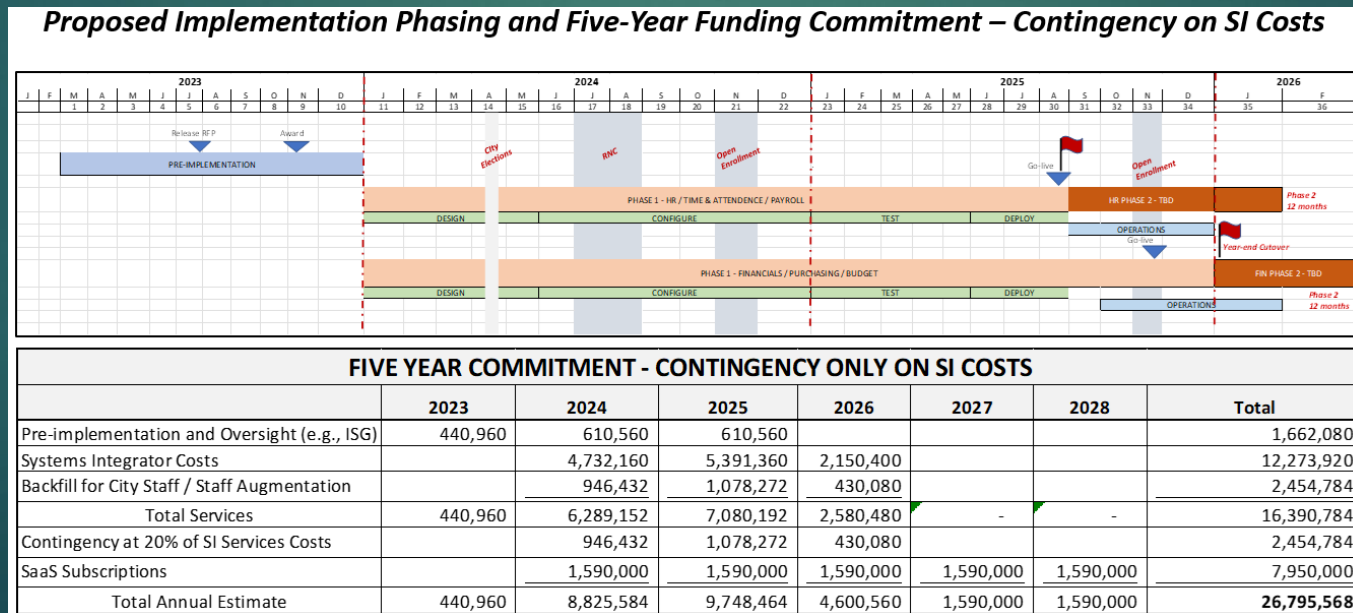


ERP Project Change Control Process



ERP Project History

- ▶ **November 2019:** Funding for ERP Replacement Study approved via 2020 Capital Budget
- ▶ **October 2022:** RFP 19170 - Vendor Service Contract for Consultant Services for Enterprise Resource Planning (ERP) Replacement Proposal Development and Vendor Selection
- ▶ **April 2023:** Initial budget and timeline estimate



ERP Project Status To Date

- ▶ **The Workday deployment methodology consists of five stages: Plan, Architect & Configure, Test, and Deploy.**

- ▶ **Plan:** Project Charter, Project Management Plan, Initial Deployment Data Gathering Workbook, Integration Discovery and Tracker, Prism Use Case Scope, Foundation Tenant, Project Kickoff
- ▶ **Architect & Configure:** Test Plan and Schedule, Deployment Data Gathering Workbook, Design Decision Guides and/or Workbooks, Final Integration Strategy, Accenture Integration Requirements and Field Mapping, Data Extracts Review and Workshops, Reporting Requirements, Data Migration Strategy, Tenant Management Plan, Configuration Tenant, Customer Confirmation Sessions Playback, Completed Unit Tests Results, Report Workshop w/ Reports, Accenture Developed Integrations Test Results, Test Scenarios Document, End to End Tenant, Published Prism Data Sources, Prism Use Case Reports

ERP Project Status Remaining

- ▶ **The Workday deployment methodology consists of five stages: Plan, Architect & Configure, Test, and Deploy.**
 - ▶ **Test:** Completed Smoke Tests Results, Completed End-to-End (System) Testing Results, Completed User Experience Testing Results, Parallel Tenant, Payroll Only, Payroll Parallel Testing w/ Results, Prism Analytics Use Cases, Cutover Plan
 - ▶ **Deploy:** Gold/Pre-Production, Completed Go-Live Checklist I, Go-Live Authorization Form, Marketing the Change Workshop, Recognize the Value Workshop
- ▶ **Post-Deploy:**
 - ▶ **AMS:** Accenture to provide up to 1 year enhanced Application Maintenance and Support (AMS)

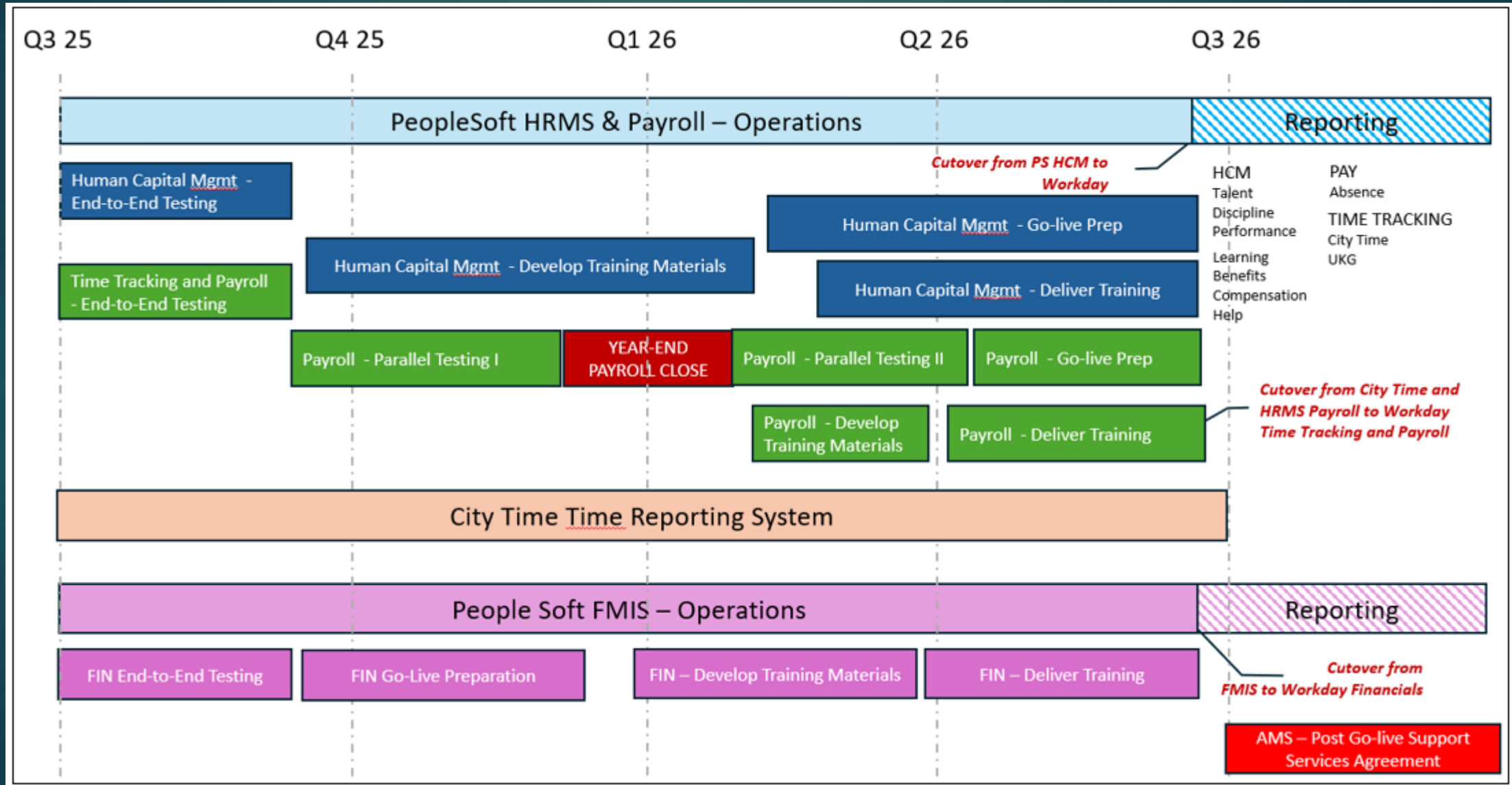
ERP Project Status Updates

HIGH-LEVEL PROJECT STATUS



Dimension	Highlights	Status	Trending from Last Meeting
Scope	<ul style="list-style-type: none"> - HRMS data extract/loading/validation for E2E tenant delayed two weeks due to complexities in data; required edits; final config decisions; data gathering workbook (DGW) issues; Accenture data conversion lead doing all she can to make up build time as DGWs are submitted. - DER and Compensation team consolidating / restructuring over 1,200 compensation rates; last remaining major cleanup. + Meeting regularly with Asset Works; HR interface and inventory proceeding; will likely need add'l interface(s) for AW inventory management. +/-DCD grant solutioning needs Neighborly, not eCIVIS; not integration with Neighborly. + Proceeding with Telestaff integration; DPW will not use Telestaff integration due to continuous schedule changes; this reduces the utility of the integration. 		
Schedule	<ul style="list-style-type: none"> + Customer confirmation sessions starting today (as per scheduled); let Jill know if you would like an invite. + End-to-End test prep underway; FIN testing scenario workshops held last week. +/- Given delayed starts, closely monitoring progress on integrations for Asset Works, UKG, iNovah. + Continuing to make good progress on MPD City Time; challenges getting MPD, Tech Team, and TT team assembled for meetings. - Two-week delay in completing HCM data conversion files threatened to delay E2E testing; mostly on track now. 		
Budget	<ul style="list-style-type: none"> - Cost of extending go-live and re-phasing depleted reserve budgets. + Working on 2026 budget; preliminary #s for post go-live and Phase 2 are small relative to project budget and in line with #s from Budget. - ISG trending over budget; 37% of budget spent over 28% of budget period. 		
Team	<ul style="list-style-type: none"> +/- Taking specific actions based on team survey ... + New Accenture testing lead assisting Alica to prepare and coordinate end-2-end testing. + Time Tracking Lead expected to onboard next week. + Most FIN team members spending time preparing for customer confirmation sessions with the intent of leading and relying on Accenture for support. + Beginning formal Knowledge Transfer activities and tracking knowledge of Workday. - Concerns expressed by key Comptroller and DER team members re assigned workload; met with each team to discuss offloading some activities. - Change to AWA 		
Partners	<ul style="list-style-type: none"> + Accenture and city continue to maintain strong partnership ;Accenture adept in anticipating and reacting to their team resource issues and providing timely responses. + EUNA – SHERPA configuration for budget development continues to proceed at MKE pace; integration work will begin Q1/Q2 2026. + EUNA – eCIVIS to be implemented in Q1/Q2 2026; need for eCIVIS being re-evaluated; will discuss options for eCIVIS later. 		

ERP Project Timeline



ERP Project Budget

Description	Amount
Allocation to Date	\$ 17,850,000
Expenses to Date	\$ 10,133,909
Estimated Remaining 2025 Expenses	\$ 6,200,000
Estimated 2026 Expenses	\$ 7,000,000
Total Estimate at Completion	\$ 23,333,909
Original Estimate through 2026	\$ 23,615,568

ERP Project Systems Optimization

BUSINESS PROCESS	CURRENT SYSTEMS								FUTURE SYSTEMS		
	City Time	HRMS	FMIS	Paper/e-form/Excel/email	INOVAH	DPW Apps	Job Apps	Bonfire	MPD City Time	Workday	EUNA – Budget Dev & Grant Admin
Login	X	X	X		X	X				✓	
Record Time (except MPD)	X			X						✓	
MPD Record Time				X					✓	✓	
Check Payslip		X								✓	
Request Leave			X							✓	
Change Personal Info		X		X						✓	
Performance Mgmt/ Discipline/Training				X			✓			✓	
Create Requisition			X							✓	
Request Travel Reimbursement			X	X						✓	
Create Voucher to Pay Vendor			X	X		✓				✓	
Receive/Receipt Cash			X		✓					✓	
Employee Hiring		X		X			✓			✓	
Open Enrollment		X								✓	
Safety Incident Management & Workman's Comp		X	X	X		X				✓	
Project & Grant Cost Accounting		X	X	X		✓				✓	✓
Competitive Procurements								✓		✓	
Budget Development		X	X	X						✓	✓

X = Business processes that will change: 1) processes executed in systems to be de-commissioned, 2) paper-based processes, and 3) changes to business processes executed in systems that will be retained

✓ = Business processes to-be executed: 1) in Workday, 2) in Workday and in system that will be retained, or 3) in Workday and EUNA

ERP Project Opportunities

Alignment opportunities

AREA	ALIGNMENT OPPORTUNITIES
BUDGET	19
FINANCE	79
HR	135
PAYROLL	55
OTHER	39
	327

Five examples for areas of improvement of the 327 total:

1. IRIs (Interdepartmental Requisitions): electronic routing vs. paper and Excel spreadsheet tracking
2. Time reporting using mobile devices vs. paper time sheets, then manually entering into City Time
3. Procards: electronic routing with attachments vs. paper receipts and envelopes
4. Travel / Training: reimbursements with electronic receipts using mobile app
5. Invoices: electronic routing for approval vs. paper invoices to stamp, mail or hand deliver



Thank you!

Any questions or feedback?