



August 2015

ERP ROADMAP UPDATE

ERP Roadmap Goals



- Evolve PeopleSoft into a management information system
- Provide more up to date financial records and reduce time for transaction processing
- Facilitate transformation to a value added tool for facilitating completion of work and management analysis
- Shift from transactional processing to management analysis
- Improve the user experience with the system
- Improve budget status, budget planning, and evaluation of scenarios
- Facilitate streamlined grants management, accounting, and billing in PeopleSoft
- Reduce labor hours for PeopleSoft tasks
- Reduce the error rates associated with ERP transactions
- Improve system support from the ERP Program

How did we do?



- PeopleSoft is now an integrated management information system in which the City can efficiently execute HR and Financial business and which provides accurate and timely data
 - Data and information flows between the PeopleSoft Financial, PeopleSoft HR, and Hyperion budgeting systems; data and information flows between the PeopleSoft systems to and from external interfaced systems in a more streamlined and efficient way
 - Time to process transactions has decreased
 - Transactions have transitioned from paper/manual processes to online PeopleSoft transactions and forms
 - Legacy systems, spreadsheets, and databases have been replaced with PeopleSoft functionality
 - Reporting has been improved through the use of PeopleSoft reporting and improved integration with City reporting tools
 - The City has capitalized on its PeopleSoft investment and ERP division by expanding its business process portfolio
 - PeopleSoft is the City's HR and Financial system of record
 - The utilization of PeopleSoft has increased drastically through the remediation of troublesome modules and the implementation of new modules and business processes
 - The ERP team is stable and team members are qualified and experienced to maintain and support the system and end users
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Retirements: Replaced by PeopleSoft



Application/ System Retirements

- PARS (HR application)
- GEAC Accounts Receivable
- BudPro Billing
- Legacy budgeting system

Paper Form Retirements

- Pay advices and pay checks (available electronically)
- Paper timesheets and overtime reporting sheets
- P1 - Appointments/New Hires ; P30 - Time off Req.
- Open Enrollment forms and Benefits books
- Life change/ benefits forms
- Travel T01-T07 forms (T-01- Travel Authorization form, T-02-Comparative Cost Worksheet, T-03- Travel Reimbursement Adjustment Form, T-04-Affidavit for Lost Receipts, T-05-Weekend Stay Worksheet, T-06-Mileage Reimbursement Form, T-07-Request for Exemption Form)
- B3 - Position Control form (in progress)
- P4 - Clearance form (in progress)
- Other HR actions/memos (in progress)
- Employee Work Plans (EWPs) (in progress)
- Performance Evaluation Guides (PEGs) (in progress)

Spreadsheet/ Database Retirements

- Fixed Asset and depreciation tracking excel spreadsheet
- Reconciliation database for external interfaces and the General Ledger
- Grants tracking and financial spreadsheets
- Purchasing CAAPSII database (in process)
- Purchasing Requisition Log (in process)
- Grievance tracking excel spreadsheet (in process)
- Investment spreadsheet (in progress)
- APD access database (in progress)
- COPs Database (in progress)
- Warehouse Replenishment access database (in progress)
- Warehouse pick-list (in progress)
- Department spreadsheets used to track licenses, certifications, training/course completions

Enhancements : PeopleSoft System



- **Integration of PeopleSoft HR and PeopleSoft Financial systems**
 - Integration broker sends information between HR and FIN eliminating dual/manual entry
 - Increased access to timely and accurate data and reporting
- **Integration of PeopleSoft and external systems** to eliminate dual/manual entry
 - NEOGOV
 - Kronos
 - TeleStaff
 - Hyperion
 - City benefits vendors
 - Department billing/accounts receivable systems
 - Reporting systems
 - More
- **Online workflow** for approvals and notifications
 - Journal entries, travel and expense requests, HR transactions, purchasing processes
- **Upgrade to newest release:** Continue support from Oracle, gain access to bug fixes, and enable the City to continue to optimize processes with the use of the newest PeopleSoft functionality including workflow, forms, and attachments
- Elimination of complex customizations

Business Process Enhancements.

Financial



- **General Ledger Enhancements:**
 - Facilitated monthly closings; decreased time to produce CAFR, SEFA, and other required reporting
 - Utilization of chartfields to improve data integrity in the general ledger; standardization of business units and implementation of combo edits and combo codes to improve integration between HR and Financials
 - Automation of fringe allocation to projects/general ledger; Automation of payroll data to general ledger
 - Integration with external interfaces and PeopleSoft HR
- **Asset Management Implementation:**
 - Utilization of PeopleSoft for tracking and managing Fixed Assets
 - Automation of asset tracking, calculating depreciation, and posting to the general ledger
- **Grants Management Suite Implementation:**
 - Utilization of PeopleSoft to manage the revenue, expenditures, and receivables associated with Grants
 - Consolidated tracking of all awarded grants
 - Billing through PeopleSoft and integration to project costing and the general ledger (in progress)
- **Billing and Accounts Receivable Implementation:**
 - Retirement of legacy systems and conversion to PeopleSoft to enhance and improve business processes, system support, system reconciliation, and system functionality
- **Travel/Expense Implementation:**
 - Automation of City travel process to decrease time to book resulting in more cost effective travel
 - Utilization of workflow for approvals and automated reporting
- **Treasury - Cash/Debt Management Implementation:**
 - Utilization of PeopleSoft to automate the processing of electronic funds transfers, generation of deposits and accounting entries, book to bank reconciliation, and cash positioning
- **eProcurement Implementation and Warehouse Enhancements:**
 - Utilization of the PeopleSoft purchasing suite to reducing processing time and improving data integrity
 - Automation of routing and approvals to online actions to reduce transaction time

Business Process Enhancements: HR



- **Payroll/ Time & Labor**

- Automation of payroll transactions to decrease manual, paper processes, time to complete transactions, and errors
- Integration with the financial system to increase data integrity and decrease manual transactions
- Automation of queries and audits to find and resolve errors ahead of time
- Decrease payroll processing and reconciliation time

- **Kronos**

- Implement Kronos for City-wide timekeeping
- Utilization of clocks or computers to allow employees to report their time and manage time off requests
- Integration with TeleStaff and PeopleSoft to automate payroll processing

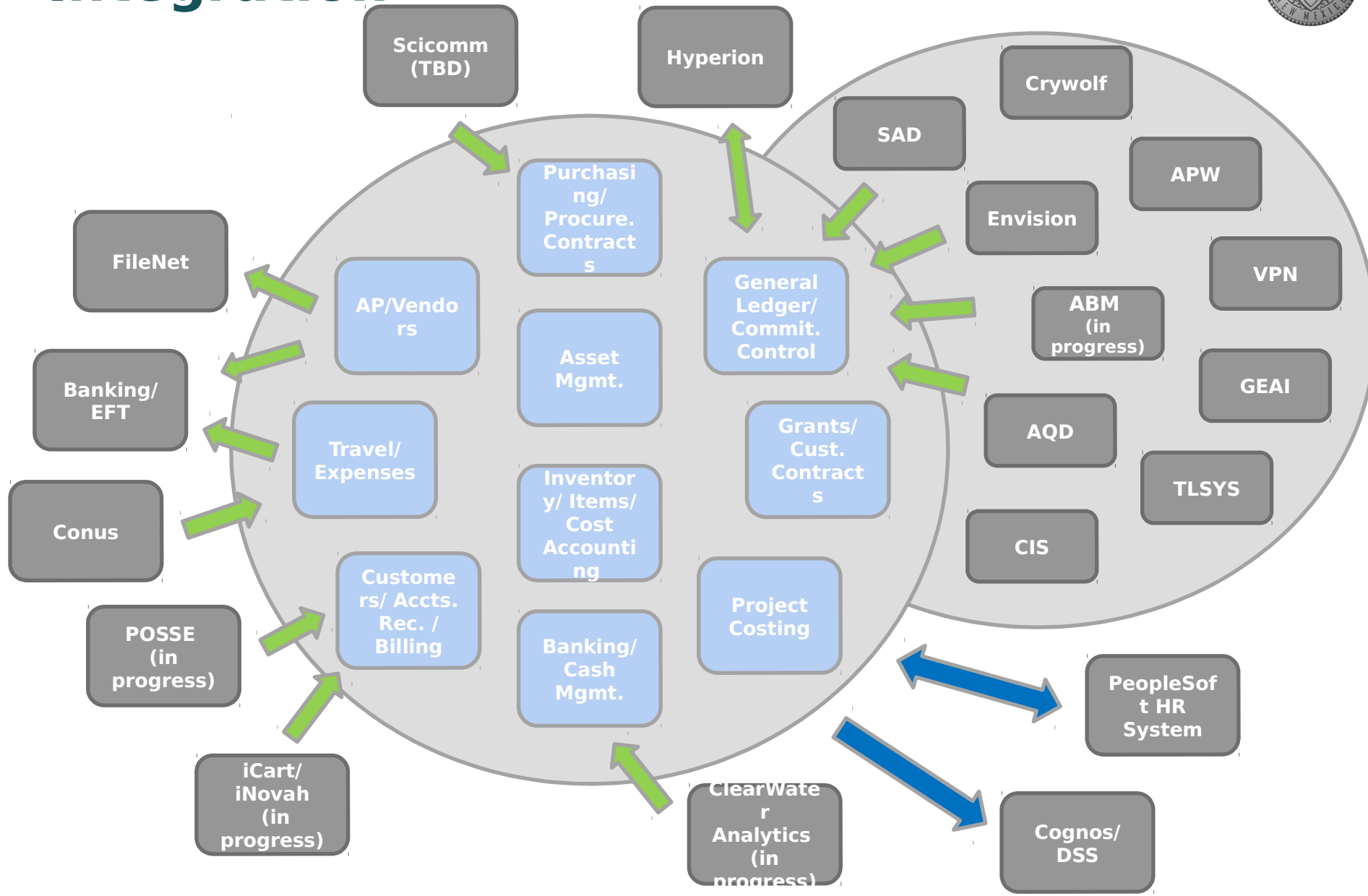
- **TeleStaff**

- Implement TeleStaff for the Police department to enhance scheduling capabilities
- Integration with Kronos and PeopleSoft to decrease processing time and increase accuracy of timekeeping and payroll processing

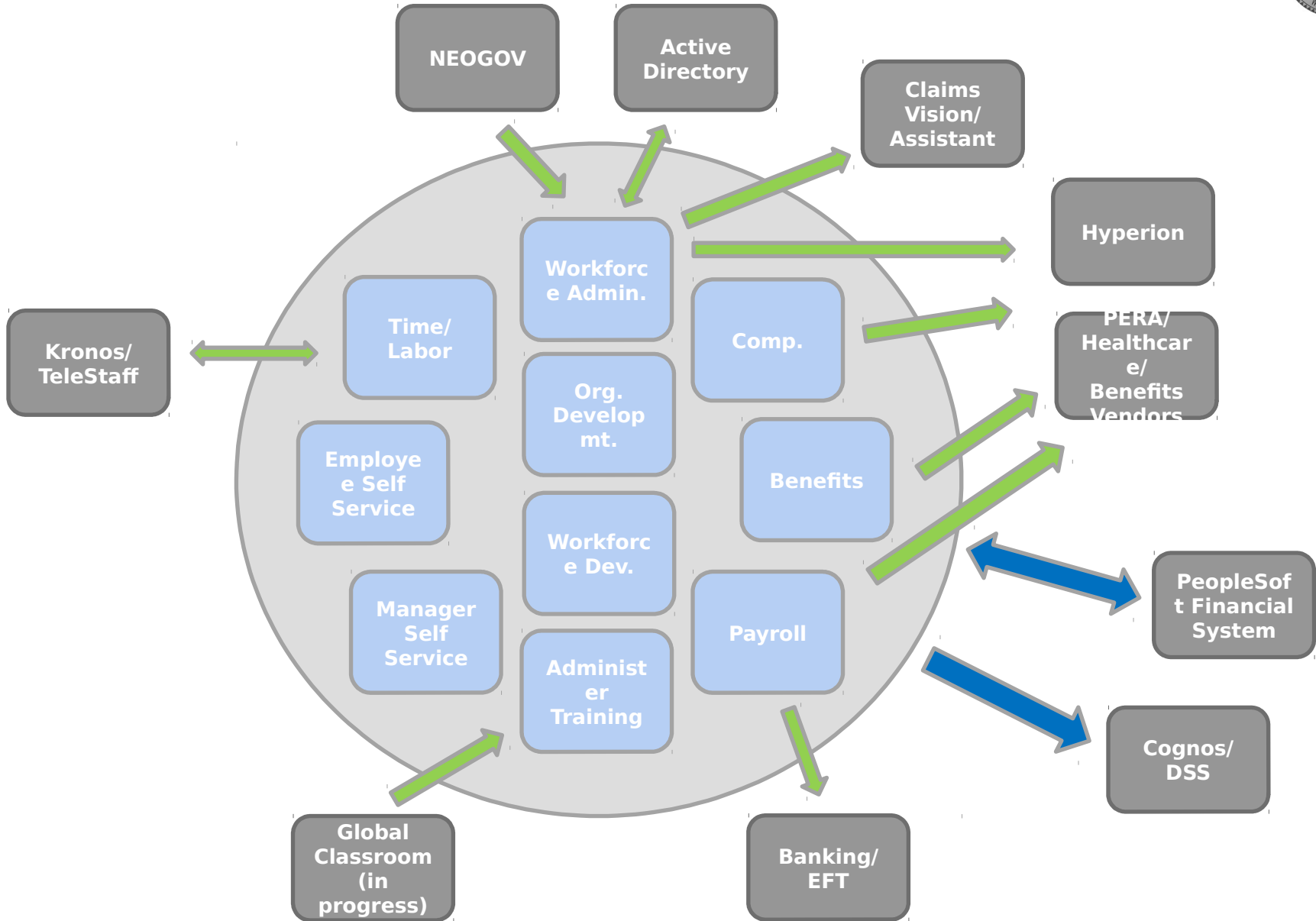
- **HR**

- Employee Self Service: Enable employees to update some personal information, voluntary deductions, and enroll in benefits during open enrollment and when life changes occur
- Automation of HR transactions by utilizing online forms, processes, and workflow to decrease processing time and issues that arise from long lead times
- Enable departments to initiate transactions within PeopleSoft while allowing HR to maintain control and standardization

PeopleSoft Financials - Enterprise Integration



PeopleSoft HR - Enterprise Integration



2016: PeopleSoft Application



Implemented in 2009

Implemented as part of ERP roadmap

HR

- Compensation
- Org. Development
- Workforce Administration
- Payroll for North America [enhancements]
- Time and Labor [enhancements]
- Benefits Administration
- Employee Self Service (partial) [enhancements]
- Manager Self Service (partial) [enhancements]
- Commitment Accounting
- Time/Labor-Taskgroups
- Workforce Development-Profile Management
- Workforce Development-Performance Management
- Administer Training-Enterprise Learning

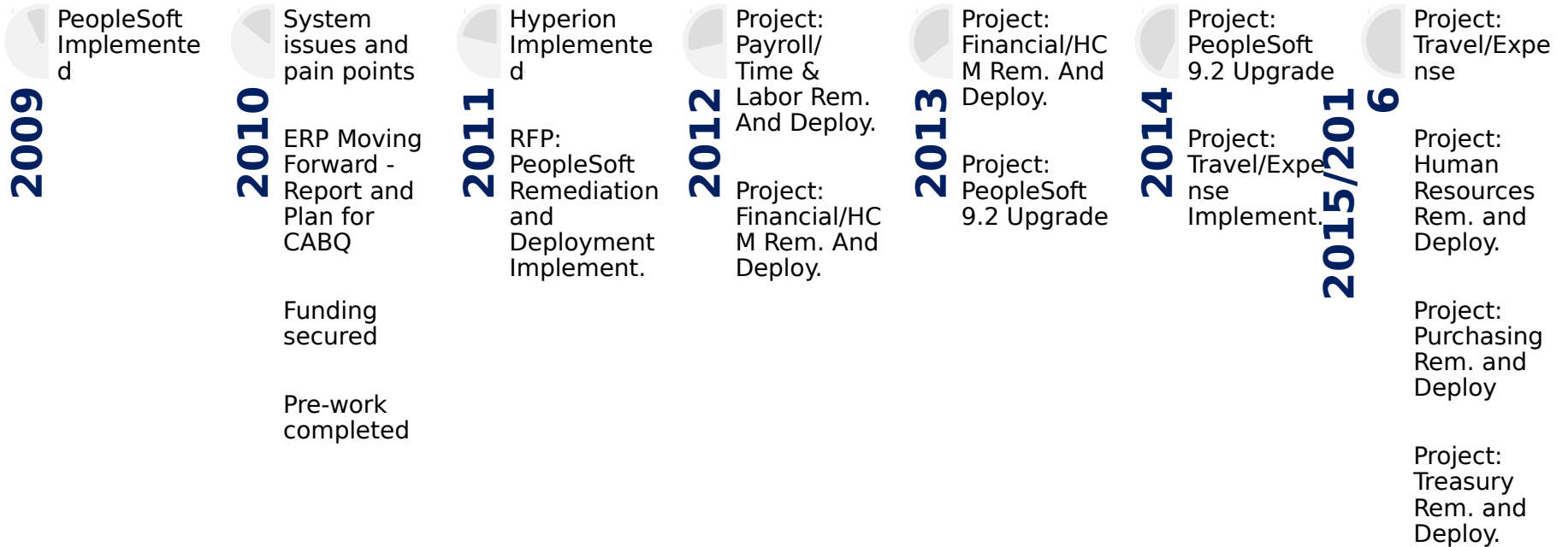
Financial

- General Ledger/ Commitment Control [enhancements]
- Purchasing/ Procurement Contracts [enhancements]
- Accounts Payable/ Vendors [enhancements]
- Inventory/Items/ Cost Accounting [enhancements]
- Project Costing [enhancements]
- Asset Management (partial) [enhancements]
- Treasury (partial) [enhancements]
- Billing
- Customers/Accounts Receivable
- Grants Management/Customer Contracts
- Travel/Expense
- eProcurement
- Treasury - Cash Management
- Treasury - Deal Management



- ERP Timeline
 - 2009 PeopleSoft Implementation
 - 2010: System Issues and Strategic Planning
 - 2011: ERP Moving Forward
 - 2012: Project Kickoff – Payroll/ Time & Labor Project
 - 2013: Project – Financial/HCM Rem. and Deploy.
 - 2014: Project – PeopleSoft 9.2 Upgrade Project
 - 2015/2016: Project – HR Rem. and Deploy.
 - 2015/2016: Project – Purchasing Rem. and Deploy.
 - 2015/2016: Project – Treasury Rem. and Deploy.
 - 2016: PeopleSoft Application
 - Roadmap Costing
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Roadmap Timeline





Implemented and Deployed in Production

- *Compensation*
- *Org. Development*
- *Workforce Administration*
- *Payroll for North America*
- *Time and Labor*
- *Benefits Administration*
- *Employee Self Service (partial)*
- *Manager Self Service (partial)*
- *General Ledger/ Commitment Control*
- *Purchasing/ Procurement Contracts*
- *Accounts Payable/ Vendors*
- *Inventory/Items/ Cost Accounting*
- *Project Costing*
- *Asset Management (partial)*
- *Treasury (partial)*

• **City experiences system shortfalls:**

- Improper system set-up and configuration
- Lack of alignment between business processes and system design
- Failure to deploy certain base modules
- Lack of integration
- Failure to deploy value added capabilities of the software
- Lack of documentation
- Insufficiently staffed support group
- No updates or patches to FIN system



- **ERP Moving Forward - Report and Plan for the City of Albuquerque**
 - Engaged consultant to assist with ERP strategic planning
 - A full review of all of the components of the PeopleSoft support program
 - Develop a comprehensive plan for improving the deployment, support, and adoption of the City's PeopleSoft ERP application
 - Continue to provide insight and guidance on management of the program as necessary
 - Delivered ERP Moving Forward - Report and Plan for the City of Albuquerque
- **Funding**
 - \$9.15M capital allocation in 2011 G.O. Bond Program to fund remediation and system deployment; intended to be used for consulting services
- **Pre-work**
 - ERP Division created under DFAS
 - Governance structure introduced
 - Vision and critical success factors established
 - ERP organizational structure created, roles created, positions resourced
 - Infrastructure upgrade and server virtualization
 - Partnership with Sandia Labs



- **Hyperion Implementation**

- Integrated the budget preparation system with the PeopleSoft Financial Management and Human Capital Management systems.
- Enabled the City to begin to retire the mainframe budget system (Budpro) and transition to a web-based budget system fully integrated with PeopleSoft.
- Provided budget staff with a more flexible web-based integrated budget preparation system.

- **RFP (November 2011)**

- Conducted an RFP for a systems integrator to work with the City, specifically ERP to complete the Roadmap projects.
- All 7 respondents were evaluated; CherryRoad Technologies was selected.

2012: Project - Payroll/ Time & Labor

Project



Duration: 8 months

Cost: \$1.52M

Problem: The City identified 22 pain points with the time collection, time approval, and payroll processing process.

Impacted Groups: Central Payroll; Department Timekeepers

PeopleSoft Modules Enhanced: Payroll; Time/Labor

Achievements:

- Created and delivered audit reports to identify issues earlier in process
- Implemented the use of component interfaces for mass data load transactions to eliminate manual data entry
- Implemented paperless pay advices to eliminate the printing and distribution of paper advices
- Completed PERA reconciliation process and automated data load to reduce time spent by central payroll
- Remediated garnishment process to eliminate manual intervention and decrease time spent fixing issues
- Remediation of pre-note process to decrease processing time and likelihood of paper check
- Enhancements to ACH files to decrease issues with file transmission
- Standardized leave accrual rounding to decrease time spent dealing with minor discrepancies
- Timesheet enhancements to increase efficiencies for timekeepers (enhanced search

2013: Project - Financial/HCM Reim. and Deploy.



Duration: 9 months

Cost: \$3.48M

Problem: The City identified pain points due to the lack of full financial system implementation, lack of system integration, the use of shadow systems, and the use of manual workarounds.

Impacted Groups: DFAS; Department Fiscal Managers

PeopleSoft Modules Enhanced: General Ledger, Time/Labor

PeopleSoft Modules Deployed: Asset Management, Grants, Billing, Accounts

Receivable

Achievements:

- Enhanced the **General Ledger** and PeopleSoft Financial System by:
 - Remediating the use of ChartFields and Combination Edits, and enhancing system integration
 - Making improvements to facilitate year end and month end closings
- Deployed new functionality for the **Time/Labor** module
 - Implemented **Commitment Accounting** to eliminate troublesome system customization and to facilitate the appropriate allocation of costs to the GL
 - Implemented **Taskgroups** to simplify and decrease errors with time entry and time reporting
 - Evaluated, redesigned, and eliminated time and labor rules to streamline time keeping and payroll
- Improvements made to **integrate** the PeopleSoft HCM and FSCM systems
 - Use of integration broker to message data between systems
- Implemented PeopleSoft **Asset Management** Module and discontinued use of manual, labor intensive process
- Implemented the **Grants Management** Module to facilitate post-award tracking, transactions, and reporting
- Implemented PeopleSoft **Billing** Module and discontinued the use of BudPro
- Implemented PeopleSoft **Accounts Receivable** Module and discontinued use of GEAC AR system

2014: Project - PeopleSoft 9.2 Upgrade

Project



Duration: 12 months
Cost: \$1.64M

Problem: The City was not up to date with system bundles/patches. An upgrade was needed in order to continue support from Oracle, gain access to bug fixes, and enable the City to continue to optimize processes with the use of the newest PeopleSoft functionality including workflow, forms, attachments, and more.

Impacted Groups: All PeopleSoft users

PeopleSoft Modules Impacted: All

Achievements:

- Eliminated 20% of system customizations
- Reviewed all business processes resulting in better knowledge of system
- Recorded UPK training content for all modules
- Implemented new functionality and capabilities above and beyond just a technical system upgrade
- Selected to be part of the Oracle Early Adopter program with access to Oracle resources to assist with any issues
- Began implementation of workflow

2015/2016. Project - HR Ren. and Deploy.



Duration: 18 months
Cost: \$600K (est.)

Problem: The City is not fully utilizing the capabilities of the PeopleSoft system. Many HR transactions are manual, time-consuming paper processes. There is a need to enhance and automate business processes.

Impacted Groups: Central HR; Department HR Coordinators; All City Employees

PeopleSoft Modules Enhanced: Workforce Administration, Employee Self Service, Manager Self Service

PeopleSoft Modules Deployed: Workforce Development

Goals:

- Implement Employee and Manager Self Service and workflow to enable employees and departments to initiate transactions with routings for approval
- Replace paper processes with online PeopleSoft transactions
- Create and utilize PeopleSoft forms and workflow for transactions that require collection of specific information and action
- Implement delivered functionality to replace paper and shadow system processes (Disciplinary and Grievance processes)
- Implement ePerformance to enhance and automate the annual performance process
- Implement Profile Management to capture profiles for employees and job and enhance the talent management program at the City

2015/2016. Project - Purchasing Reim. and Deploy.



Duration: 12 months
Cost: \$500K (est.)

Problem: The City is not fully utilizing the capabilities of the PeopleSoft system and the current configuration is not ideal. Many Purchasing transactions are manual, time-consuming paper processes.

Impacted Groups: Central Purchasing; Department Purchasing Liaisons; Accounts Payable; Central Accounting; CIP

PeopleSoft Modules Enhanced: Purchasing; Procurement Contracts; Inventory; Items; Cost Acctg

PeopleSoft Modules Deployed: eProcurement

Goals:

- Enhance and automate the end to end business process, including workflow, the use of attachments, and integration with other purchasing systems
- Implement eProcurement with best practices to optimize the City's Purchasing process
- Implement auto replenishment for the warehouse
- Implement the accrued liabilities process
- Replace paper processes with online PeopleSoft transactions
- Create and utilize PeopleSoft forms and workflow for transactions that require collection of specific information and action
- Decrease processing time

2015/2016. Project - Treasury Rem. and Deploy.



Duration: 10 months
Cost: \$360K (est.)

Problem: Currently all Treasury functions are handled manually, resulting in inefficient processing and increased risk of human errors. The City of Albuquerque has license to use

PeopleSoft Treasury (Cash Management and Banking); however, these modules were

not fully implemented during the original PeopleSoft implementation.

Impacted Groups: Central Treasury; Accounts Payable; Central Accounting

PeopleSoft Modules Enhanced: Banking; Cash Management

PeopleSoft Modules Deployed: Deal Management (TBD)

Goals:

- Fully implement PeopleSoft Cash Management to streamline business processes, generate significant savings in labor hours, and increase integrity and accuracy of data in the system
- Enhance and automate the end to end business process, including workflow, the use of attachments, and integration with other systems
- Replace paper processes with online PeopleSoft transactions
- Create and utilize PeopleSoft forms and workflow for transactions that require collection of specific information and action

2016: PeopleSoft Application



*Implemented as part of ERP roadmap.

Implemented and Deployed in Production Financial

HR

- Compensation
- Org. Development
- Workforce Administration
- Payroll for North America
[enhancements]
- Time and Labor
[enhancements]
- Benefits Administration
- Employee Self Service (partial)
[enhancements]
- Manager Self Service (partial)
[enhancements]
- Commitment Accounting
- Time/Labor-Taskgroups
- Workforce Development-Profile Management
- Workforce Development-

- General Ledger/
Commitment Control
[enhancements]
- Purchasing/
Procurement Contracts
[enhancements]
- Accounts Payable/
Vendors
[enhancements]
- Inventory/Items/ Cost
Accounting
[enhancements]
- Project Costing
[enhancements]
- Asset Management
(partial) [enhancements]
- Treasury (partial)
[enhancements]

- Billing
- Customers/Accounts
Receivable
- Grants
Management/Customer
Contracts
- Travel/Expense
- eProcurement
- Treasury - Cash
Management
- Treasury - Deal
Management

Roadmap Costing



Budget/Capital Allocation		\$ 9,187,671
	2011 G.O. Bond	\$ 9,150,000
Total Actual Costs for Completed Projects		
		\$ 8,058,235
	Delta	\$ 1,129,436
Estimate to Complete (Remaining Projects)		
		\$ 2,231,091
	Delta	\$ (1,101,655)
Aviation Appropriation		
		\$ 1,300,000
	Delta	\$ 198,345

Work Order Number	Project Name	Actual Cost (Invoiced Amt w/ IDOH)
WO 1, WO 6 (AM1)	Payroll and Time & Labor Remediation/ Time & Labor Rules cleanup, Taskgroup Automation	\$ 1,520,502
WO 2	ESS Timekeeping Strategy (not to exceed 160 hours @ \$224/hr onsite, 174/hr offsite)	\$ 34,859
WO 3	Financial Assessment (not to exceed 880 hours @ \$199/hr onsite, \$150/hr offsite)	\$ 167,674
WO 4	Financial/HCM Remediation & Deployment/ CRT staff for post-project support	\$ 3,475,145
WO 5	OR services - this cost considers funding July & August 2013 from capital	\$ 70,221
WO7	9.2 Upgrade/CRT extension to May 31, 2014/Limited CRT staff for post-upgrade support	\$ 1,638,052
WO 8	OCM services for Kronos, 9.2 upgrade (not to exceed \$276,080)	\$ 276,562
WO 9	HR Assessment	\$ 85,512
WO 10	Purchasing Assessment	\$ 81,182
WO 11	Treasury Assessment	\$ 84,953
KRONOS	Software procurement/TeleTime, network equipment for time clock, badge stock & printer supplies	\$ 623,573
Total Costs for Completed Projects		\$ 8,058,235
WO 12	HR Remediation & Deployment	\$ 593,820
WO 13	Treasury Project - PHASE I Cash Management	\$ 567,382
WO 14	Procurement Remediation & Deployment	\$ 494,052
WO 15	Organizational Readiness Resource for HR, Treasury, Procurement Projects	\$ 178,680
TBD	Treasury Project - PHASE II Deal Management (estimate)	\$ 359,000
	IDOH for completed (estimate)	\$ 38,157
Total Costs for Remaining Projects		\$ 2,231,091

Roadmap Costing



Budget/Capital Allocation		\$10,487,671
	2011 G.O. Bond	\$ 9,150,000
	Aviation Appropriation	\$ 1,300,000
Total Actual Costs for ERP Roadmap		\$10,289,326
	Total Actual Costs for Completed Projects	\$ 8,058,235
	Estimate to Complete (Remaining Projects)	\$ 2,231,091

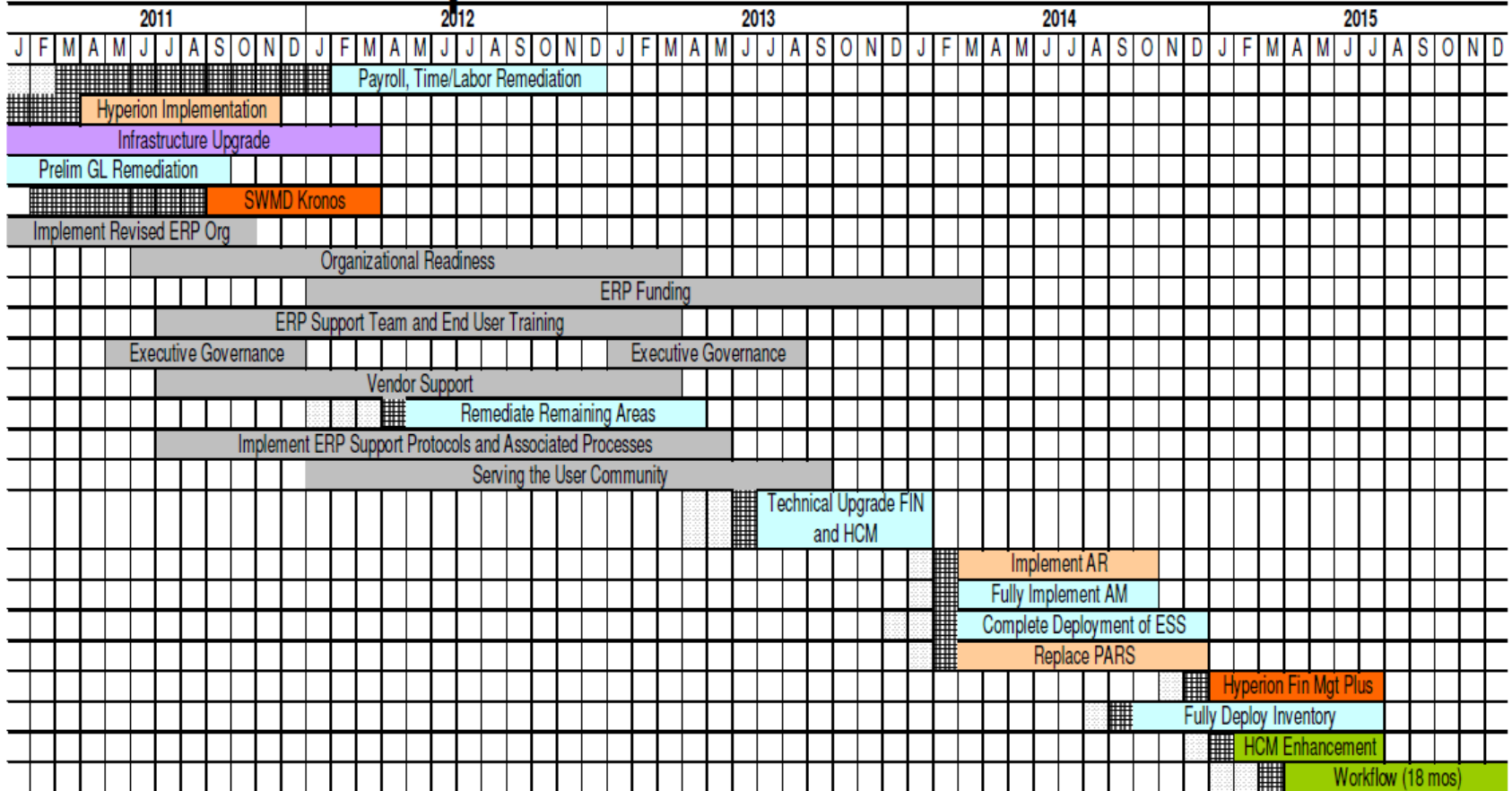


Back up slides

Original Roadmap



Roadmap



Legend		
Implemented and Deployed in Production (Phase I)	Infrastructure Initiative	
Base Modules Owned but not Deployed (Phase II)	Support Organization Initiative	
Value Added Modules Owned but not Deployed (Phase III)	Business Case Development	
Value Added Software Needed, Not Owned (Phase III)	Solicitation/Contracting Phase (task order development)	