

Upgrading Financial Software

Challenges, Opportunities and Lessons Learned

Wednesday, December 12, 2018
2:30 - 3:45 pm

Announcements – Housekeeping

▶ CPE Units

- You may meet the qualifications to earn CPE
- In order to qualify you must sign in/out
 - Sign in sheets are in the back of the room

▶ Questions

- We will take questions throughout...

▶ Today's Presenters:

- Michael Solorza
- Jack Wood



Today's Session

- ▶ Our Stories / Introductions
- ▶ Challenges
- ▶ Must-Haves
- ▶ Critical Success Factors
- ▶ Measuring Success
- ▶ Ensuring Continued Success



Michael Solorza

Director of Administrative Services
City of Pico Rivera



- ▶ 20+ year career in public sector
 - State, County and City
 - Budget, treasury, accounting, information technology, human resources
- ▶ Cities of Huntington Beach, Mission Viejo, La Palma, Westminster
- ▶ CMTA Board Member, Southern Division
- ▶ League Environmental Policy Committee



Jack Wood

Chief Systems Officer, Controller's Office
City and County of San Francisco (CCSF)



- ▶ 11 years leading PeopleSoft projects for CCSF
- ▶ Oversees 80 person IT team supporting:
 - PeopleSoft Financials & Supply Chain (17 modules)
 - PeopleSoft Human Capital Management (5 modules)
 - PeopleSoft Enterprise Learning Management
 - Oracle Business Intelligence Enterprise Edition
 - Other legacy systems
- ▶ Before CCSF, worked with Accenture consulting



ERP Implementation: Pico Rivera's Story

- ▶ Pico Rivera
 - \$100M annual budget
 - 140 FT employees; 5 departments; contract public safety; 4 bargaining groups
- ▶ Tyler New World Systems
 - 3 year process (began 2015)
- ▶ 4 modules:
 - Finance, Human Resources/Payroll, Community Development, Water Billing
- ▶ Personnel changes – lack of stability
 - City and Tyler



ERP Implementation: San Francisco's Story

- ▶ City & County of San Francisco
 - \$11B annual budget
 - 37K employees; 55 departments; 35 unions
- ▶ PSoft Financials & Supply Chain Project
 - Replaced FAMIS (mainframe financial system)
 - Fixed 2-year implementation (2015–2017)
 - 6,000 department users; ~15K vendor users
 - 17 FSCM modules, most brand new to CCSF



Challenges

Project Implementation Challenges

- ▶ Lots of Scope/Modules for 2-Year Timeline
- ▶ Retirement/Replacement of 90+ Dept Systems
- ▶ Readiness
 - Business Process (Citywide & Departmental)
 - People (City Staff, Bidders, Suppliers, Subcontractors...)
- ▶ Training Approach
- ▶ Fixed 2-Year Timeline



Challenges

Post Go-Live Challenges

- ▶ Complexity of Roles/Permissions, Over Mapping
- ▶ Data Conversion
- ▶ Supplier Experience
- ▶ End User Accounting Knowledge
- ▶ Batch Schedule (During Business Hours)
- ▶ Limited Ability to Apply Oracle Bug Fixes
- ▶ Operations vs Systems/IT Tasks
- ▶ Entire Year of “First” Transactions/Processes



Must-Haves

- ▶ Top Down Buy-In
 - City Council down...
- ▶ Executive Level Sponsorship and Support
 - Active support from City Manager / Directors
- ▶ Organization-wide Awareness and Support
 - Why are we doing this?



Must-Haves

- ▶ Effective Project Management
 - In-house or Third party?
 - Pros and Cons of each



Critical Success Factors

- ▶ Clear Definition of Goals for New System
 - What works now?
 - What needs to be fixed?
 - What does the organization need/want?
 - Better, Easier and Faster Data Extraction
 - User Friendly Interfaces
 - Improved Fiscal Literacy



Critical Success Factors

- ▶ Update Chart of Accounts
 - When was the last time?
 - When will the opportunity present itself again?
- ▶ Improve Processes / Increase Efficiencies
 - Processes usually tied to current (out of date) technology
 - Take opportunity to review ALL processes/procedures
- ▶ Training Plan / Roll-out
 - Critical decision - who gets access and when?
 - How/when to provide training?



Measuring Success

- ▶ Surveying Staff and Management About Go Live Process
- ▶ Module “Clean-Up” Post Go-Live
- ▶ Additional training?
- ▶ “Discovery:” other processes needing adjusting?



Ensuring Continued Success

- ▶ Re-Visit Modules Not Fully Utilized
- ▶ Actively Participate in Software User Group Meetings and Conferences
- ▶ Collaboration with Peer Organizations
- ▶ Effective Governance Approach
 - Advisory Boards, Working Groups, Local Experts



Ensuring Continued Success

- ▶ Data Analytics (Dashboards) – Reporting Transparency and Easy of Use
- ▶ Staying Current on Application Versions
- ▶ Partnership/Expectations with Key Stakeholders
- ▶ Effective IT Service Delivery Methodology



Summing it up...

- ▶ Lessons Learned – Take Aways
- ▶ Questions?



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