Enterprise Business Solution
Mission and Governance Structure

Mission
Drive efficient use of SAP to support City-wide, standardized best business processes to improve City service delivery. Expand the use of SAP to maximize the City's investment by creating a more efficient integrated and enterprise solution, eliminating stand alone systems and reducing costs. Leverage the use of SAP to increase access to real-time data to assist the City in making faster and better business decisions.

City Council Goal
The Enterprise Business Solution Division (EBS) will leverage the City's investment in the SAP system in support of the City Council's goal to deliver efficient, effective and accountable City services.

Governance
EBS will be governed by an Executive Steering Committee which will act with a city-wide view; operating on principles that recognizes bureau business needs but applies an enterprise perspective in addressing those needs.

The ESC will be appointed and chaired by the CAO and will include the following members:
- Chief Financial Officer (CFO)
- Chief Technology Officer (CTO)
- Human Resources (BHR) Director
- Internal Business Services (BIBS) Director
- 1 public safety Chief (Fire or Police)
- 1 utility director (Water or BES)
- 1 infrastructure director (Parks or PBOT)
- 2 other bureau directors

The EBS team will provide support as need to the ESC.

The ESC will have the following responsibilities:
- Recommend priorities for additional SAP functionality to the City Council
- Recommend funding strategies for the EBS Division in acquisition or development of new functionality
- Provide strategic direction to the EBS Program Advisory Committee
- Review and approve the recommended annual EBS Division budget to be submitted to City Council
- Members will confer with and keep other non-represented bureaus informed of ESC activity

The ESC will strive for consensus in making decisions but the ESC chair will have final decision and veto authority.

Each City bureau will name a representative to serve as its Bureau Sponsor. Bureau Sponsors will generally be deputy bureau directors, business operations managers or other direct reports to bureau directors. Bureau Sponsors have responsibility for business processes within their bureaus and for supporting the work of the Bureau Liaison.

The EBS Program Advisory Committee (PAC) will be chaired by the CFO. The EBS PAC will include Bureau Sponsors from the following bureaus:
- Public safety: BOEC, Fire, Police
- Utilities: Water, BES
- Infrastructure: Parks, PBOT, BDS
- OMF: Financial Planning, Accounting, BTS, BHR, Procurement, Revenue, Business Operations
- Other bureaus: Auditor's Office, Housing, one representative from a smaller bureau

Bureaus may be added or removed from the EBS PAC by action of the ESC.

The EBS PAC will have the following responsibilities:
- Guide and monitor the EBS Division's work plan
- Provide leadership to promote effective use of SAP and standard business processes
- Set priorities for improvements and changes within the existing SAP scope
- Recommend priorities for additional functionality to the ESC
- Approve operating policies for the City's use of SAP

The PAC will have an advisory role to the ESC and will strive for consensus but the PAC chair will have final decision and veto authority.

The Change Management Team will be chaired by the EBS Division Manager. Each City bureau will name a representative, called a Bureau Liaison, to serve on the Change Management team. The Bureau Liaison will serve as the management representative for the bureau and will be responsible for bureau communications and for adapting new or revised business processes.

The Citizen Review Panel created to advise the EBS Project will continue to provide independent oversight and advice on key decisions. Members will include citizens with professional experience in implementing, managing or supporting large scale enterprise resource planning systems or related management experience.

The EBS support team will be an organizational division within OMF. The EBS Division Manager will report to the CAO. The EBS Division will be responsible for business process definition through engagement with the business process owners and SAP system configuration (functional), change management, communications and end user training. EBS technical staff will work operationally within the EBS Division however they will organizationally report to the BTS Business Solutions Division manager who reports to the CTO.

EBS Operating Principles

Bureaus will support an enterprise business strategy
Individual bureaus will recognize that for an enterprise system to be effective, it must be supported and governed with consistent adherence to standardized business processes and support citywide priorities and strategies. It is acknowledged that bureaus require the system and processes to support their ability to fulfill their individual missions and provide their distinct services.

Responsibility: Executive Steering Committee and Program Advisory Committee members.

Bureaus will adapt to standard City-wide business processes
Bureau managers will evaluate bureau business processes to adapt them to the standard City processes; eliminate unnecessary duplicate processes and data entry; reduce paper usage; decommission unnecessary systems; and avoid the implementation of future shadow systems.

Responsibility: All bureau directors

City will minimize complexity and customization
In order to reduce total cost of ownership and to achieve the full benefits of an integrated enterprise system, the City will adapt business processes to SAP standard functionality in order to minimize complexity of configuration and avoid customizations (i.e. enhancements, custom reports, etc.) The total cost of customizing the system and/or business processes will be a factor in the governing body's final decision-making.

Responsibility: Bureaus will work with EBS and the business process owners to fully evaluate standard SAP out-of-the-box functionality and will request complex configuration or customization only when standard functionality does not meet critical business requirements.

Business process owners will oversee and approve business processes
Specific bureau directors will be designated as business process owners to provide oversight regarding business processes and ensure standard, 'best practice' processes are implemented. Process owners will be determined by the ESC. With the existing implemented SAP modules, the following business process owners have been identified.

CFO	Finance (including Payroll)
BIBS Director:	Logistics (Procurement)
BHR Director:	Human Resources (including Time Management)

Responsibility: The business process owners will provide direction and guidance to the PAC and the EBS Division Manager on City business processes which relate to their specific functional areas.

SAP users will adhere to approved standard processes and transactions

In order to maintain data integrity, SAP users will adhere to the approved standard business processes that have been established by the business process owners and comply with all prerequisites prior to executing transactions in the system.

Responsibility: EBS Division staff will recommend requirements to the EBS PAC for their approval. Requirements include, but are not limited to, prerequisite training, education, coaching, and position authority.

SAP users will comply with security and 'separation of duties' guidelines

To ensure accountability and to maintain confidentiality, SAP users will adhere to all City Administrative Rules governing the use of information technologies and financial auditing and controls while accessing the SAP system. End users will comply with SAP role guidelines that govern the transactions and data associated with each role.

Responsibility: EBS Division staff will determine and set appropriate security, communicate role conflicts, and support reporting for business process owner quality assurance and auditing activities.

SAP is the preferred solution

The City recognizes that an integrated enterprise system provides shared information and consistent processes that improves operational efficiencies resulting in improved service delivery by the bureaus. City business needs that require a new technology solution will be evaluated for opportunities to build on the city's existing SAP platform and EBS support team. An SAP solution will be the preferred option unless SAP does not clearly meet critical business requirements or another solution provides lower total cost of ownership.

Responsibility: Bureaus will work with EBS on business requirements along with the business and financial analysis when requesting a new technology solution to determine if critical business requirements can be met by SAP functionality.