



**TO:** Elizabeth Pauli, City Manager  
**FROM:** Daniel Key, Director of Information Technology  
Grace Brosnon, Business Solutions Functional Manager, IT Department  
**COPY:** City Council and City Clerk  
**SUBJECT:** Resolution – Establishing an SAP Analytics and Business Reporting Organization  
Change Manager Position of Limited Duration – February 5, 2019  
**DATE:** January 16, 2019

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**SUMMARY:**

The Information Technology Department recommends the establishment of an SAP Analytics and Business Reporting project of limited duration pursuant to the provisions of Tacoma Municipal Code (TMC) Section 1.24.187 and the City Charter Section 6.1(h). The position will focus on strategies and techniques to support employees in the transition from current to future business analytic practices and reporting. The project position will be valid through December 31, 2020 and will work closely with the Finance, Human Resources, Utilities, and Information Technology Departments.

**STRATEGIC POLICY PRIORITY:**

- Encourage and promote an efficient and effective government, which is fiscally sustainable and guided by engaged residents.

**BACKGROUND:**

City departments have identified the need for better data analysis. The SAP Analytics and Business Reporting project is a transformational opportunity anticipated in 2018 by the migration of the SAP system to a database platform called HANA. The migration brings with it the ability to access data directly by City staff using common analytics tools.

City executives received a business case for the SAP Analytics and Business Reporting project in December 2018 to consider alternatives versus implementing features of SAP HANA to provide faster and improved reporting for City staff. Their decision was to pursue the SAP Analytics and Business Reporting project, focusing on the Finance Department in 2019, and the remaining SAP data, primarily the Utilities and Human Resources Department, in 2020. This project was contemplated and funded in the 2019/20 biennial budget.

**ISSUE:**

The SAP Analytics and Business Reporting project position would serve as an internal organizational change management professional, trained and skilled in assessment of stakeholders, the effect of new practices on the business and the application of strategies and techniques to help employees transition from current to future practices. The strategies and techniques include the outcomes of establishing: awareness for the need to change; desire to participate and support the change; knowledge of how to change; ability to implement required skills and behaviors to change; and reinforcement to sustain the change. These efforts prepare, equip and support employees in moving from current state to future state practices which is vital to adoption.

**ALTERNATIVES:** The alternative would be to not establish an SAP Analytics and Business Reporting project position and continue efforts within existing resources.



**RECOMMENDATION:**

Staff recommends City Council approve the Resolution as presented.

**FISCAL IMPACT:**

The special project position is estimated to cost \$205,000.00 in the 2019/20.

**EXPENDITURES:**

FUND NUMBER & FUND NAME *	COST OBJECT (CC/WBS/ORDER)	COST ELEMENT	TOTAL AMOUNT
5800 – Information Systems Fund	596960	5110900 - Labor	\$205,000.00
<b>TOTAL</b>			<b>\$205,000.00</b>

\* General Fund: Include Department

**REVENUES:**

FUNDING SOURCE	COST OBJECT (CC/WBS/ORDER)	COST ELEMENT	TOTAL AMOUNT
5800 – Information Systems Fund	596960	5110900 - Labor	\$205,000.00
<b>TOTAL</b>			<b>\$205,000.00</b>

**POTENTIAL POSITION IMPACT:**

POSITION TITLE	PERMANENT/ PROJECT TEMPORARY POSITION	FTE IMPACT	POSITION END DATE
Special Project Position	Project	1.0	12/31/2020
<b>TOTAL</b>		<b>1.0</b>	

*This section should only be completed if a subsequent request will be made to increase or decrease the current position count.*

**FISCAL IMPACT TO CURRENT BIENNIAL BUDGET: \$205,000**

**ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED? Yes**

**IF EXPENSE IS NOT BUDGETED, PLEASE EXPLAIN HOW THEY ARE TO BE COVERED. NA**