Cook County Government

Bureau of Finance

Office of Enterprise Resource Planning

ERP Status Report

Item 16-6427

December 13, 2016

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Cook County Time (CCT) Time & Attendance Implementation

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STEP Process Improvement

Process	Pain Point	Solution
Procure to Pay: • Requisition • Purchase Order • Approvals • Receiving Goods/Services	1) Paper process for Requisition & PO 2) Manual approval processes 3) Unknown funding commitment for Budget tracking 4) Paper process to track receipt of Goods/Services 5) Manual Blanket PO release process 6) Vendor Management	1) User-generated Requisition and PO 2) Automated approval workflow 3) Automated encumbrances to reduce budget hold times 4) Receipts match against POs 5) Automated Blanket Purchase Agreement and Releases 6) Common Supplier Master
Record to Report: • Analysis • Budgeting	1) Paper-based accounting entry processes 2) Manual consolidation from multiple systems to report to Board 3) Revenue recognition at risk due to manual steps to track and bill grant costs	1) Shared accounting structure and terminology to streamline processes 2) Reports in Oracle and the BI Tool for specific analytical needs 3) Automated grant expense accounting and billing

STEP Process Improvement

Process	Pain Point	Solution
Acquire to Retire: • Asset Management • Projects	1) Spreadsheet process with historical Fixed Assets data managed in multiple sources 2) Inconsistent processes to add, depreciate, and track assets	1) Single repository for asset information 2) Automated rules based process to create assets 3) Ability to capitalize capital project expenditures 4) Fully integrated with Purchasing, Payables, Projects, and GL
Bill to Cash: • Accounts Receivable	1) Tracking AR in spreadsheets	1) Standardized AR capability 2) Automated import of Cashiering Systems' data into Oracle AR

STEP Process Improvement
Employees

Processors

- Enter purchase requests
- Input invoices
- Manage debits & credits in system

Managers

- Approve purchases & payments in the system
- Increased control and visibility into financials

Executives

- Improved financial analysis
- Reduces time to purchase and pay vendors

STEP Process Improvement
Third Parties

Vendors

- Reduces time to payment
- Provides access to payment inquiries

Constituents

- Increases visibility into County spend on services
- Enable County to leverage volume discounts and structured supplier relationship

STEP Process Improvement
Financial Controls

Procurement

- Removes need to ensure budget availability
- Lowers cycle time for purchasing

Comptroller

- Best practices accounting controls
- Reduces invoice cycle time
- Streamlines CAFR processes
- Enforce zero tolerance – allow payments only after receipt of goods/services

Budget

- Improves position budgeting
- Enhances reporting
- Streamlines budget process
- What-if analysis

STEP Transitional User Adoption

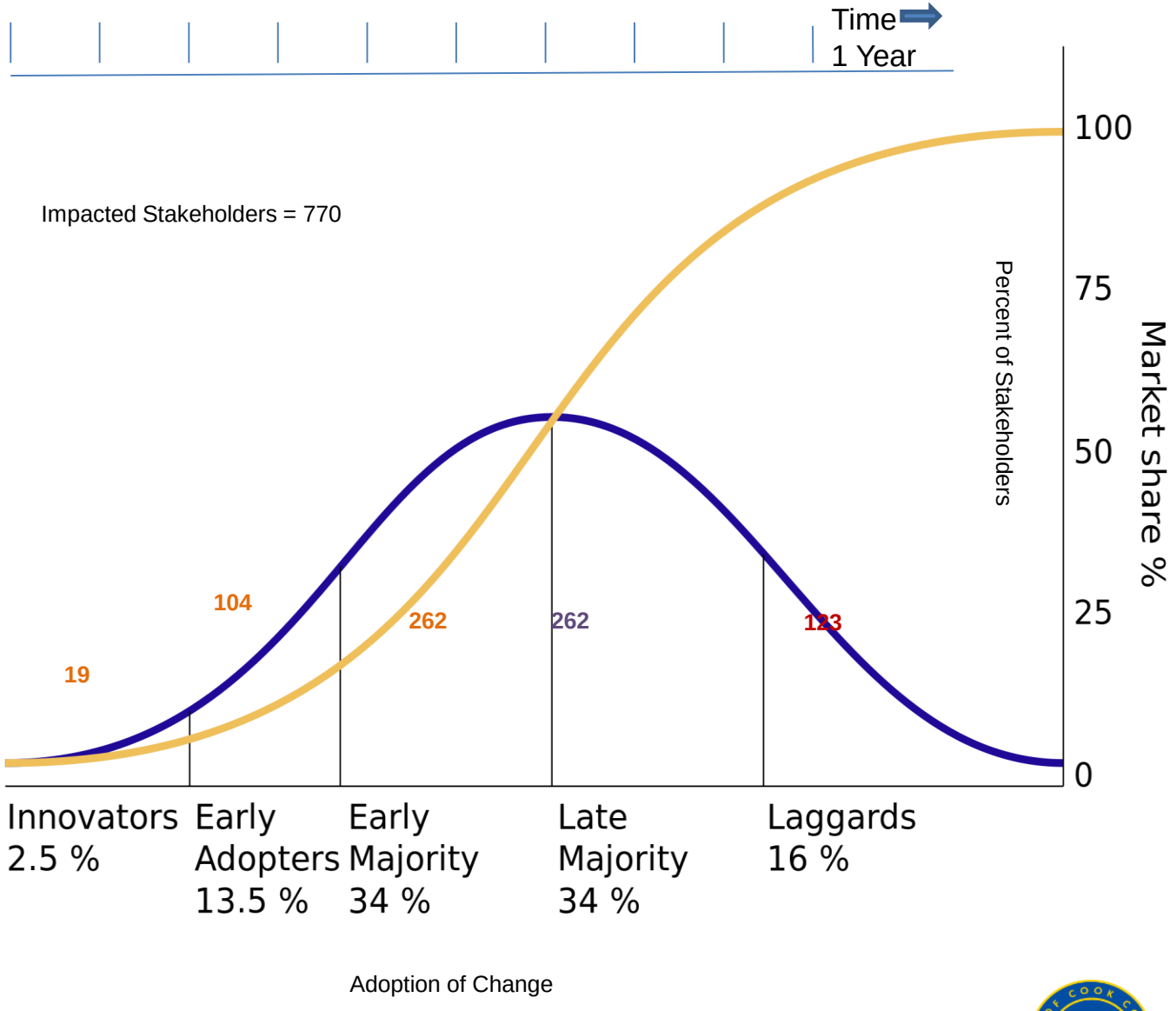
Innovators –Believe in the project and work to make it happen

Early Adopters –Actively support and use as soon as it's available

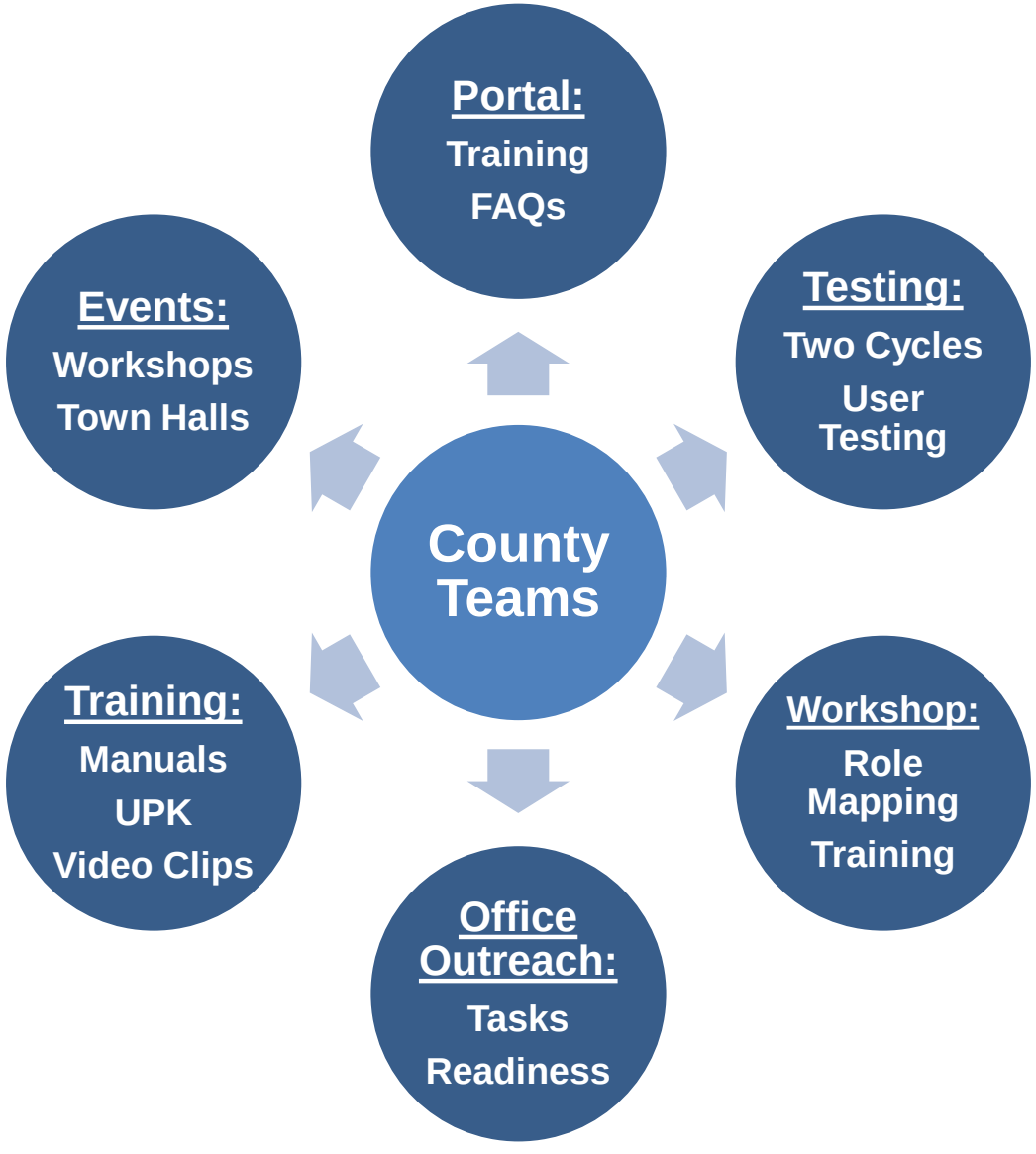
Early Majority – Will use and adopt it after seeing it used by the early adopters and innovators.

Late Majority – Will use it only after other people / departments used it successfully. Slow to institutionalize it into their organization.

Laggards – Will not see the value. Prefers the tried and true way. Very slow to adopt. Half may never adopt and actively resist.



STEP Support Materials



Support Materials on the STEP Portal

The STEP portal is the central source for information at STEP.cookcountyil.gov

- Job Aids to explain new processes
- Quick Reference Guides
- Procedures on key transactions
- General information about STEP
- Old to new report mapping spreadsheet

STEP Support Materials
Training Feedback

End User Training Stats Summary by Course							
Response Options **5 = Complete Agree or Very Satisfied** **4 = Agree to a Considerable Extent or Satisfied** **3 = Agree to a Reasonable Extent or Neutral** **2 = Agree to a Small Extent or Dissatisfied** **1 = Do Not Agree or Very Dissatisfied**	**Course Summary**						
Class	**Requisition Processor**	**AP Invoice Processor**	**AR Receipt Processor**	**PA Processor**	**AP Suppliers**	**PA Managers**	**AP Payment Processors**
The training session was well organized	4.39	4.28	4.58	4.22	4.50	3.70	4.00
The training session met the stated objectives	4.36	4.28	4.62	4.24	4.80	3.95	3.80
The presenters were receptive to participant comments and questions	4.54	4.58	4.70	4.52	5.00	4.45	4.10
The materials and demonstrations enhanced my understanding of the ERP system	4.37	4.33	4.62	4.18	5.00	3.70	3.70
After attending this training I would like additional training on the Oracle System	4.33	4.53	4.30	4.18	4.60	3.90	4.10

The project had 76% attendance at its instructor-led training classes. All job aids and training materials are available on the STEP Support Portal.

STEP Contract Amendment

Proposed IBM contract amendment to include additional project work and support services

Managed Services

- Architectural scaling
- Increased functional support staff

Implementation Services

- CCHHS Audit Reports
- Budget Book
- Preliminary Budget
- Human Resources record cleansing
- Learning Management
- Performance Management
- Mobile Supply Chain

CCT Schedule

Milestone Dates & EE Counts												
Date	**Group 1**		**Group 2**		**Group 3**		**Group 4**		**Group 5**		**Group 6**	
Soft Go-live	5/16		5/31		6/27		7/25		8/22		9/19	
Go-Live	5/31		6/24		7/24		8/21		9/18		10/16	
	payroll sub groups	**EE count**	**payroll sub groups**	**EE count**	**payroll sub groups**	**EE count**	**payroll sub groups**	**EE count**	**payroll sub groups**	**EE count**	**payroll sub groups**	**EE count**
	TRE	92	FPD	665	BIT	197	BOA	587	BOC	82	BOR	122
	CCC	1636	ROD	158	BOF	214	DPH	208	OBA	611	CJ	2683
							COC	282	OFH	90	BPS	738
											CRE	73
											STA	1338
Totals		**1728**		**823**		**411**		**1077**		**783**		**4954**

An aggregate 9776 employees are live on CCT currently processing time records and leaves for Payroll

CCT Schedule

Milestone Dates & EE Counts						
Date	**Group 7A (Sheriff)**		**Group 7B (Sheriff)**		**Group 8 (CCHHS)**	
Estimated Go-Live	February 2017		March 2017		April 2017	
	payroll sub groups	**EE count**	**payroll sub groups**	**EE count**	**payroll sub groups**	**EE count**
	SH2	4255	SH1	2332	CMK	618
					AMB	652
					PMC	356
					CCH	4248
Totals		**4255**		**2332**		**5874**

Adding three new Group Releases for Sheriff and remaining CCHHS will add the remaining County employees (other than Assessor), totaling an aggregate 22,237 employees

CCT Next Steps

Complete Current Scope

- Testing remediation for original requirements for Sheriff & CCHHS
- PROD bug fixes for Groups 1-6

Additional Project Scope (requires Board Approval)

- Add Group 7 (Sheriff) & Group 8 (CCHHS)
- Extended schedule & additional code releases
- Extended resource duration (testing, training, development, project management)
- 2016 CBA analysis, rules changes, development, testing and code releases
- Best Practice changes for Offices which opted not to adopt them
- Pending Change Order requests (not previously authorized)

Ongoing Production Hosting, Maintenance & Application Managed Services (AMS) (requires Board Approval)

- Cloud hosted environment
- Dedicated PM & Developer resource FTEs
- Coordinated by BOT Help Desk and Applications teams

CCT Contract Amendment

Proposed WorkForce contract amendment to include extension of hosting services plus application managed services and additional project work

Managed Services

- Small Agency Requested changes
- CBA Changes

Implementation Services

- Sheriff's Office & CCHHS 7th & 8th Deployments
- IVR Security Changes

Outstanding Project Work

The following work will be completed in 2017 using existing funding approved with the 3rd amendment

- CCHHS: Clairvia Integration
- Forest Preserves: New schedules for FPD Police