



# CITY OF SAN ANTONIO

## ENABLING CULTURAL CHANGE IN THE CITY OF MISSIONS

### QUICK FACTS

#### Industry

Public sector – state and local government

#### Capital and Operating Funds

More than US\$2 billion

#### Employees

More than 9,000

#### Location

San Antonio, Texas

#### Web Site

[www.sanantonio.gov](http://www.sanantonio.gov)

#### SAP® Solutions and Services

SAP® ERP application, SAP NetWeaver® Business Warehouse component

#### Key Challenges

- Replace outdated legacy systems
- Provide support for better decision making
- Integrate information from across city departments
- Improve cycle times in key business processes
- Reduce number of manual processes and shadow systems
- Establish an enterprise system of record

#### Software Best Practices

- Developed a comprehensive requirements document
- Had detailed discussions with other cities
- Conducted extensive vendor interviews
- Rolled out software in stages
- Committed to staying current on new software releases

#### Financial and Strategic Benefits

- More accurate and increased visibility of financial data
- Greater precision in capital and grant expenditures
- Strengthened long-term financial planning and analysis, contributing an upgrade to AAA rating from Standard & Poor's
- Improved compliance and easier audits
- Scalable platform for future business growth

#### Why SAP Was Selected

- Superior integration of solution components
- Best fit for departmental and citywide requirements
- Professional working relationship during vendor selection process
- Strong references from other municipalities

#### Low Total Cost of Ownership

- Retired highly customized core legacy systems
- Developed high degree of self-reliance, using in-house expertise to implement new releases and enhancements
- Required minimal customizations to meet unique public sector needs

#### Operational Benefits

- Greater automation and standardization in key business processes
- Faster close of monthly and annual books
- More accurate time reporting based on actual working hours
- Fewer off-cycle paychecks
- Reduced payroll error rate
- Higher visibility of data

Truly deep in the heart of Texas, the City of San Antonio is one of the fastest-growing cities in the country – nearly doubling its population in the last 35 years. But with such rapid growth, decades-old legacy systems challenged the city's ability to keep pace with expanding business needs. By implementing the SAP® ERP application, San Antonio is gaining new visibility across departments and greater efficiency in city operations.



“We’re now reaping the benefits of our deployment of SAP software and pursuing an ‘SAP unless’ strategy to extend the business process platform to many areas of city operations. This will provide an integrated and comprehensive set of management tools to run our city government.”

Richard Varn, CIO, City of San Antonio

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## Rapid Growth at Lone Star City

From the many missions near the banks of the San Antonio River, to the hallowed walls of the Alamo, and on to its trendy River Walk, the City of San Antonio is rich in culture, history, and modern attractions. Already the seventh largest municipality in the country, it is also one of the fastest growing.

Managing a city of this size is a challenge. In fact, Hugh Miller, the city’s chief technology officer, describes it this way. “Our IT systems essentially need to support 40 different ‘companies’ within our city.” But this task was once made more difficult by disparate, outdated legacy systems and time-consuming manual business processes.

## SAP® Software Wins Vote of Confidence

To help drive greater business efficiencies across city operations, a project team developed a comprehensive set of requirements for a new IT platform. After interviewing multiple vendors, the team decided the highly integrated SAP® ERP application was the best fit for San Antonio’s needs. San Antonio rolled out software supporting such key operations as budget, finance, human resources, payroll, and procurement.

## Citywide Benefits Bring Cultural Change

The impact of accurate information, automated processes, and a fully integrated business process platform has been dramatic. “The whole organizational culture of the city has changed,” notes assistant financial director Troy Elliott.

City officials point to many specific benefits. For example, more accurate time accounting has resulted in fewer payroll errors and off-cycle pay checks. And consolidated financial data helps reduce the time required to close the monthly and annual books.

Rigorous control and accountability in business processes and cash management also provide better regulatory compliance. Today, San Antonio has enhanced access controls, clear audit trails, and fewer systems to reconcile. It is no surprise that this Texas municipality has earned a coveted Standard & Poor’s triple-A bond rating. “How much is *that* worth to a city?” says Elliott.

## Bright Days for a Texas Star

Another vital benefit to the city is increased data quality. More robust reporting and ready access to this accurate data has improved both near-term decision making and long-range project planning. (For example, city planners now have the ability to evaluate budgets over a five-year period.) San Antonio’s CIO, Richard Varn, who has conducted city-wide workshops on the importance of quantifiable outcomes, observes, “With reliable data and dashboards displaying key performance indicators, our city managers will have actionable insight into operations.”

San Antonio leaders look forward to serving the city with continued efficiency. Such aspirations should help keep the wheels of government turning smoothly in this vibrant city of great missions.

50 094 039 (09/08) Printed in USA.

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