

City of Grand Rapids

Steering Committee Update

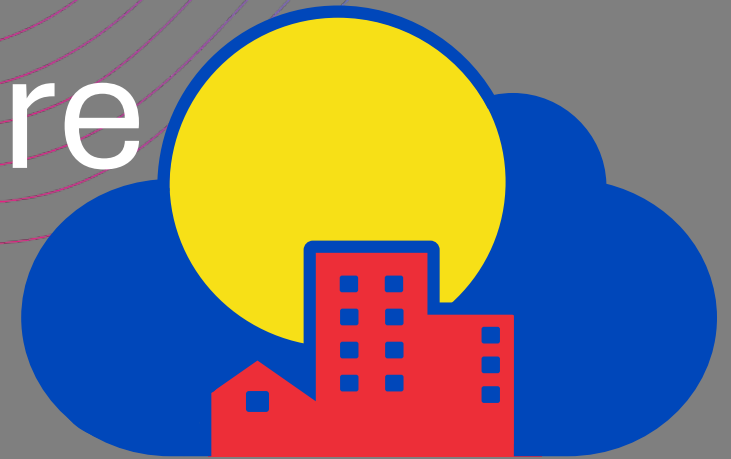
Oracle

Fusion Implementation:

Current State and Future

Use

CGR
November 2025



G.R.O.U.P.

Grand Rapids Oracle
United Project

Overview: Who we are working with



Oracle Fusion Cloud

- Enterprise Resource Planning
 - Software designed to **enhance the effectiveness and alignment of departments across a large organization.**
 - Used by 22,000+ organizations
 - Some limited service support included



Highstreet Services

- Implementing Partner for Oracle ERP
- **Provides ongoing service and support** for City of GR's Oracle Fusion system.
- Bridges Integration Software
- Ability to implement Oracle for public sector organizations.



Original and Amended Costs

Funding Sources:

- *\$9.4 Million* of ARPA funding
- *\$1.6 Million* from General Fund
- *\$.7 Million* from Transformation Fund

Highstreet Solutions LLC

Contract approved for May 2023 – May 2028

- Initial budgeted cost (5 year)
 - **\$4.8 million**
- Change orders to date
 - **\$4.7 million**
- New total projected cost
 - **\$9.5 million**
- Paid to-date
 - **\$8.3 million**

Oracle Fusion Cloud

*Contract approved for May 2023 – May 2026,
with 2-year renewal option*

- Initial budgeted cost (3 year)
 - **\$2.0 million**
- Change orders to date
 - **\$180,105**
- New total projected cost
 - **\$2.18 million**
- Paid to-date
 - **\$1.7 million**



The City of Grand Rapids' Offices and Departments

Three Phases of ERP Implementation:



Initiation

(purchase, design, & testing)

Initiation describes software design and testing before go-live.

(Go-Live)

(stabilization) ----->

Adoption describes active use of modules (Go-Live) and evaluation of functions and workflows after go-live.

Adoption

(optimization)

Routinization

Routinization describes a practiced, normalized use of the full system. 5

Oracle Fusion: Functionalities by Module



Oracle Fusion Modules: EPM, ERP, HCM, PPM

I. Budget: EPM

- Revenue and Expense Forecasting
- Departmental Budget Submitting
- Reporting and Creation of Fiscal Plan

III. HCM: HR

- Time & Labor
- Absence
- Journeys (Onboarding)
- Learning
- Benefits
- Health and Safety

II. ERP: Finance

- Accounts Payable
- Accounts Receivable
- Collections
- Cash Management
- Procurement
- General Ledger

IV. PPM: Project & Grant Finance

- Projects and Grants

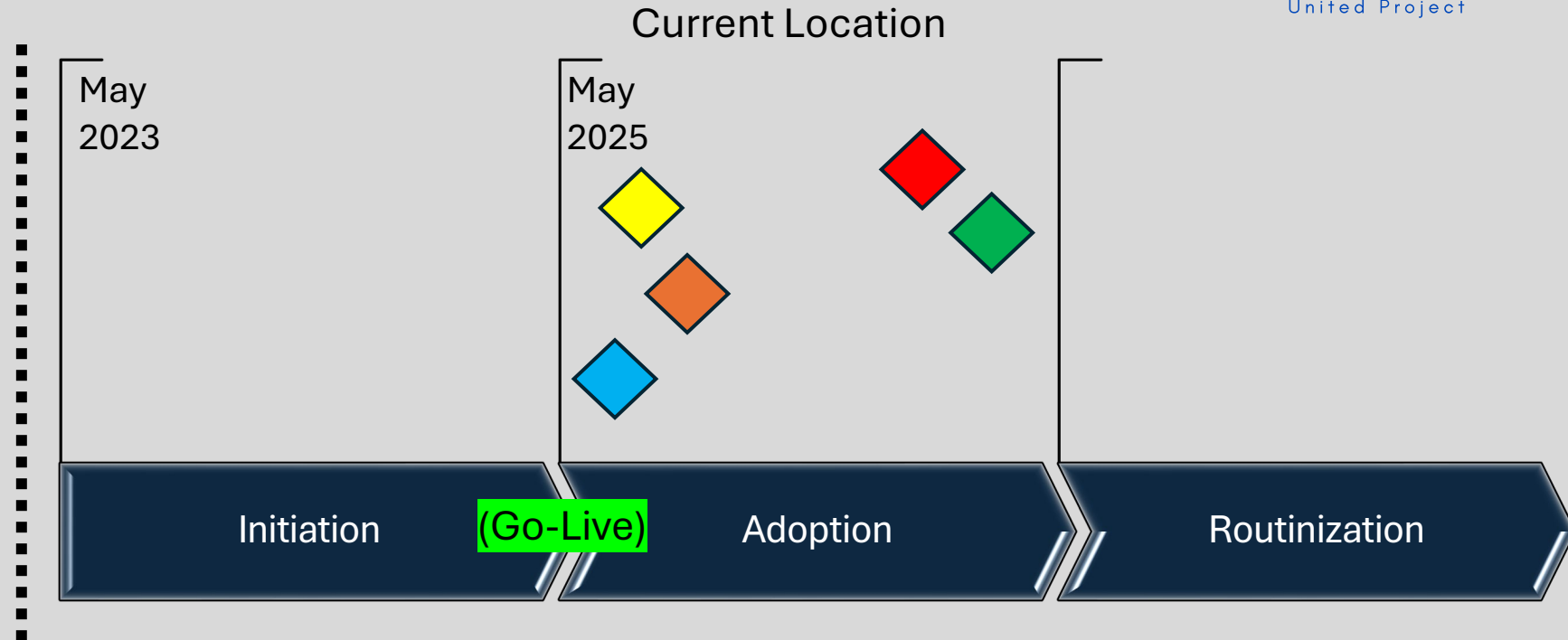
HCM: HR, Current and Potential Functionalities, Performance Metrics



Functionalities

- Time and Labor 
- Onboarding (Journeys) 
- Health & Safety 
- Learning 
- Benefits and Absences 

- KPIs: Implementation
- Support Ticket Volume
- User Adoption Rate %

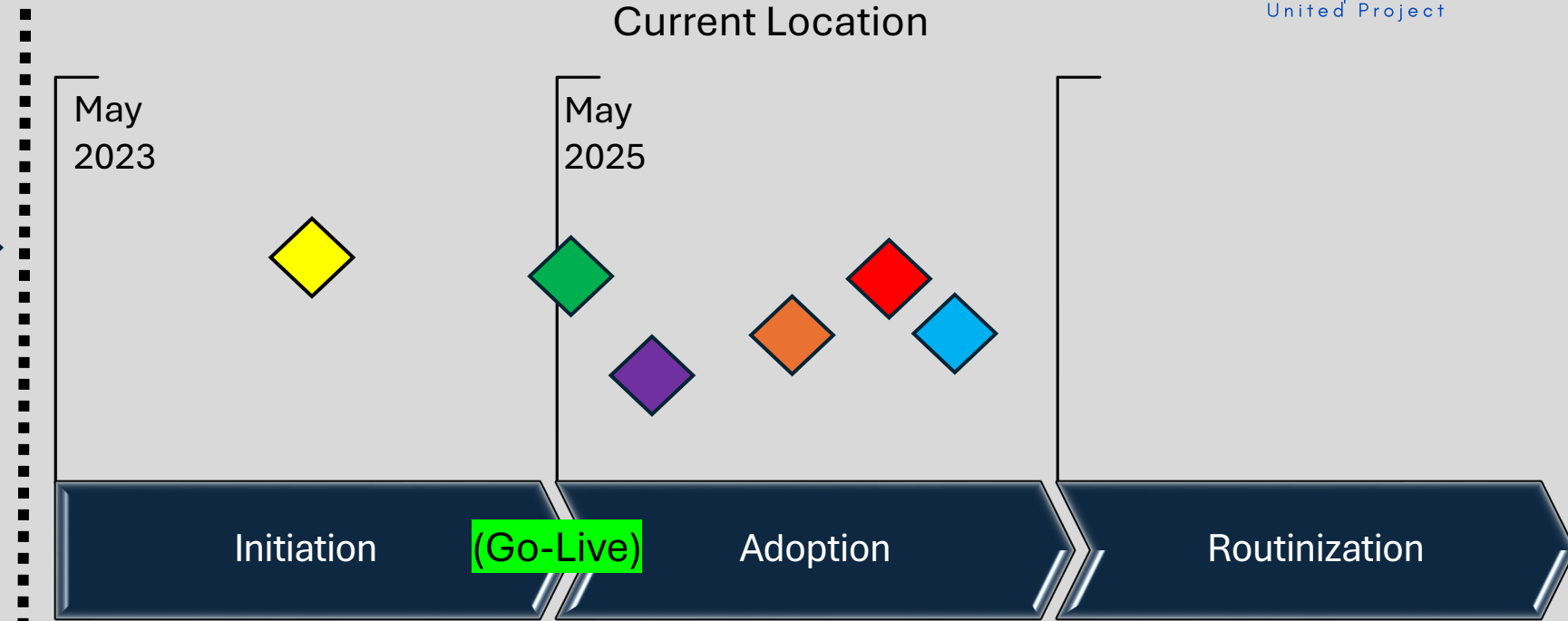


- KPIs: Performance
- Accuracy of time sheets
- Case data ticket transfer
- Training hours per employee

ERP: Finance, Current and Potential Functionalities and Performance Metrics

Functionalities

- Accounts Payable 
- Accounts Receivable 
- Collections 
- Cash Management 
- Procurement 
- General Ledger 



KPIs: Implementation





- Support Ticket Volume
- User Adoption Rate %

KPIs: Performance

- Accuracy of financial information between modules
- Ability to transfer payment, invoices, and other financial documents to other modules and departments without workarounds.

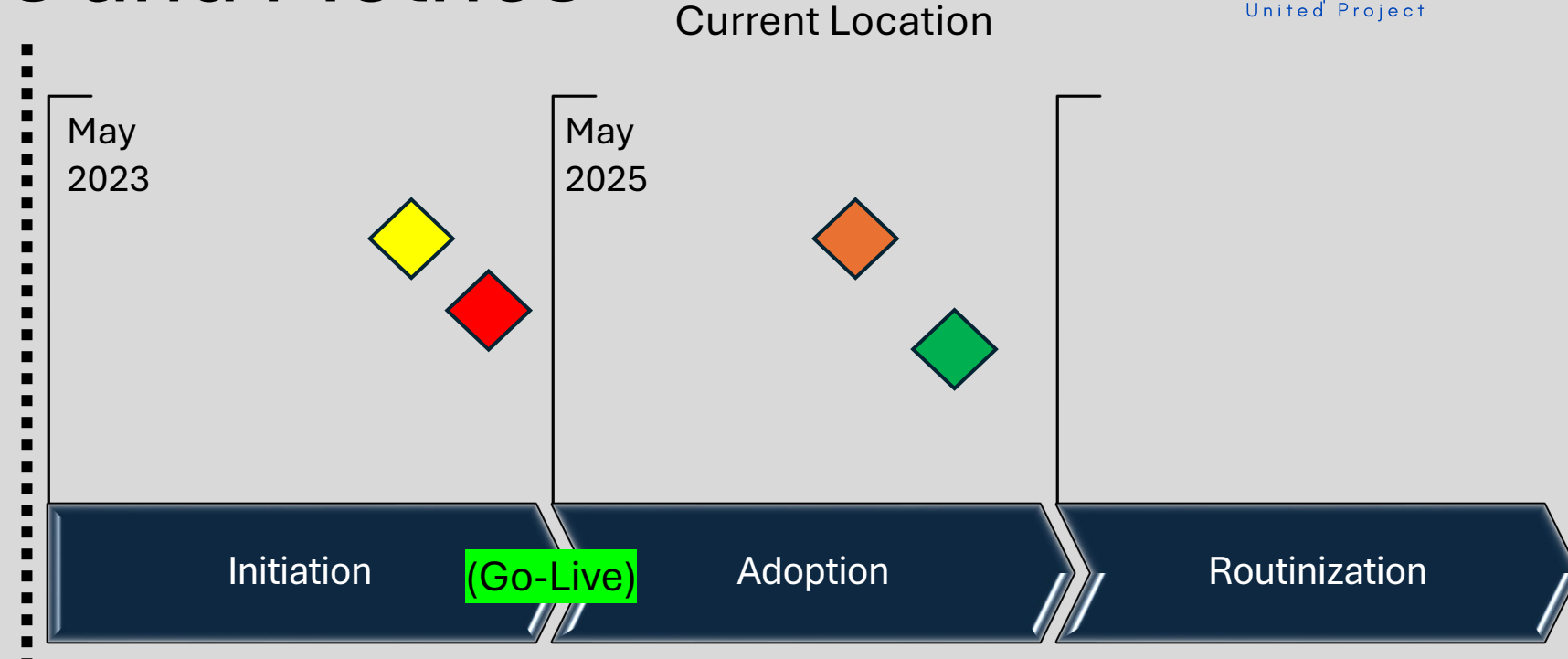
EPM: Budget, Current and Potential Functionalities and Metrics

Functionalities

- Revenue and Expense Forecasting 
- Departmental Budget Submitting 
- Reporting and Creation of Fiscal Plan 
- Budget Adjustment Processing 


- KPIs: Implementation
 - Time to resolution of tickets

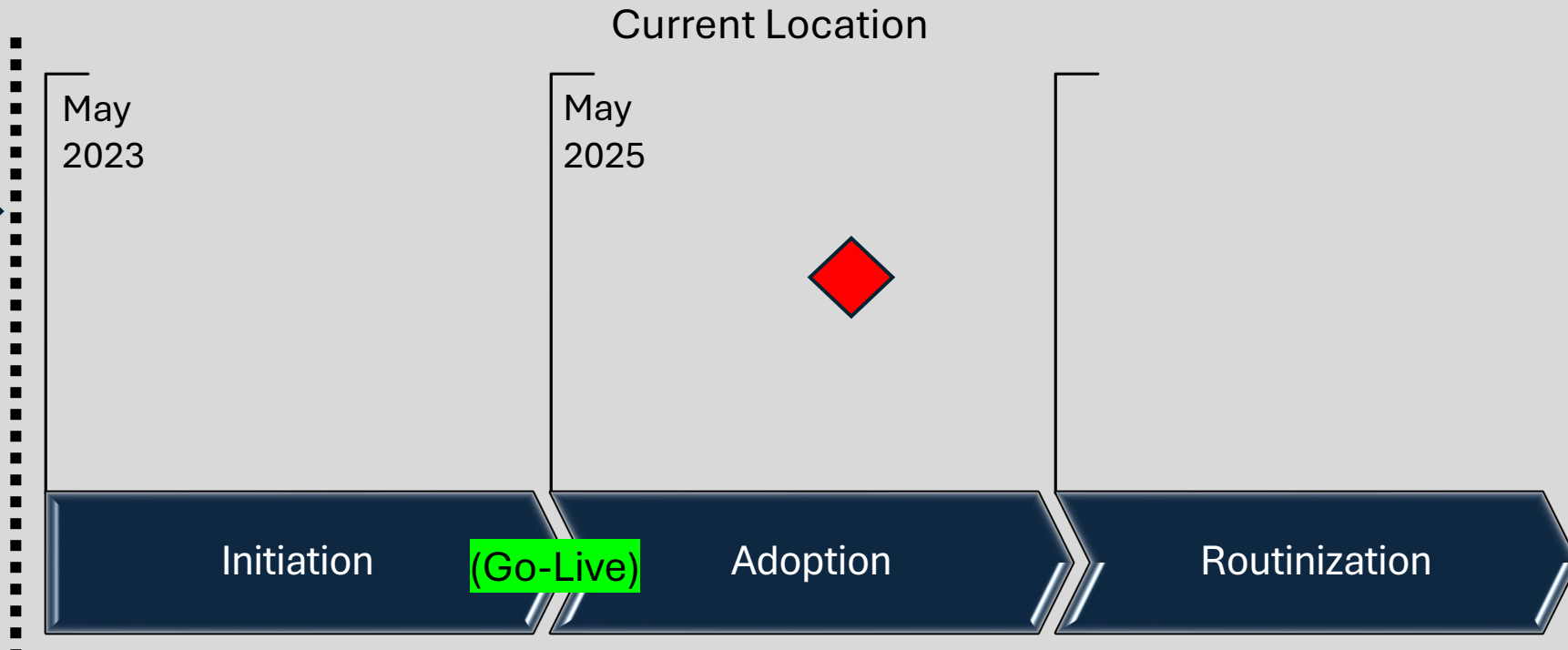
- KPIs: Performance
 - Budget Forecast Accuracy
 - Accuracy of Forecasting Revenue
 - Staff time required to submit departmental budgets, fiscal plan



PPM: Projects and Grants, Current and Potential Functionalities and Current Metrics

- **Functionalities**

- Projects and Grants 



- KPIs: Implementation

- Support Ticket Volume/Month
- Time spent assigning pay to employees tasked with Grants.

- KPIs: Performance

- Accuracy of Grant Reporting
- Time spent reviewing, compiling, and processing grant and project data

Bridge to the Future: Expectation, Goals and Benefits

- **Future Benefits will not be fully realized until complete Routinization.**
- We are seeing small gains in each of our goals for different modules with:
 - Improved Reporting:
 - City-wide Functions and System Performance
 - Reduced duplicity of processes.
 - Enhanced ability for City Staff to focus on Mission-aligned work within their department.
 - Increased accuracy of Budget forecasting, Human Capital Management, and Financial Management through a common system.
- ❖ Our Goal was to be further towards Routinization with all modules, but software and implementer issues have delayed our progress.
- ❖ We are currently evaluating a new path forward with our implementer Highstreet.





Thank You