



RESOLUTION NO. U-11554

1 A RESOLUTION relating to the Department of Public Utilities, Management
2 Service Office ("MSO"); authorizing analytical and project management
3 support for MSO regarding the City of Tacoma Information Technology
4 Department's SAP migration and Service Cloud implementation as a
5 special project of limited duration for MSO, and designating general
6 salary classifications and benefits for person(s) employed on this project,
7 pursuant to Tacoma Municipal Code Sections 1.12.140, 1.12.155,
8 1.24.187, 1.24.980-986, 1.30.300, and Section 6.1(h) of the Tacoma City
9 Charter.

10 WHEREAS the City of Tacoma, Department of Public Utilities,
11 Management Service Office ("MSO") requests Public Utility Board approval to
12 establish analytical and project management support for the City of Tacoma's IT
13 Department's SAP Migration and Service Cloud implementation ("Project"), as a
14 special project of limited duration from the effective date of the resolution
15 through December 31, 2028, and

16 WHEREAS ITD embarked on a city-wide technology project to upgrade
17 existing enterprise resource planning system, migrating SAP ECC to SAP
18 S4/HANA, along with implementing Service Cloud, a new Customer Relations
19 Management (CRM) system(collectively referred to as "Phase 1 of SAP
20 Program"), and

21 WHEREAS MSO has been working with various consulting firms to bring
22 on three contracted resources with expertise in SAP since January 2025, and

23 WHEREAS with Phase 1 of the SAP Program well underway, MSO
24 requests that it have the authority to hire one in-house staff to provide analytical
25 and project management support, as well as ensure continuity and consistency
26 in business analysis, and



WHEREAS, there is a need for this support to continue in Phase II of the
1 SAP Program during the 2027-2028 biennium, and

2 WHEREAS this position ensures TPU has in-house SAP technical
3 knowledge to navigate through this complex environment, continues to build a
4 partnership with ITD and collaborate within TPU for efficient and effective
5 project management, and
6

7 WHEREAS, pursuant to the provisions of Sections 1.12.155 and
8 1.24.187 of the Tacoma Municipal Code and Section 6.1(h) of the Tacoma City
9 Charter, employees who are not regular employees and are hired as special
10 project employees are paid as provided for by ordinance or resolution of the
11 City Council, and
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13 WHEREAS it is in the best interests of the Department of Public Utilities
14 to establish a Special Project of Limited Duration and one temporary position to
15 support the required activities for the duration of the special project; Now,
16
17 Therefore:

18 BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

19 Section 1. That the Management Service Office's analytical and project
20 management support for the City of Tacoma's IT Department's SAP Migration
21 and Service Cloud implementation (the "Project") designation as a special
22 project of limited duration, is hereby approved and established as a special
23 project of limited duration.
24

25 Section 2. That in accordance with the applicable provisions of
26 TMC 1.12.140 and 1.12.155, the salaries and classes set forth in the



1 Compensation Plan for regular City employees shall be applied, contingent
2 upon funding, to similar project positions of the Project.

3 Section 3. That in accordance with TMC 1.24.187 and 1.30.300,
4 employees who have been hired or may be hired for positions expected to be of
5 limited duration shall be designated unclassified special project employees as
6 of the date of hire.

7 Section 4. That those special project employees who have been hired or
8 may be hired to work on the special project as identified in this resolution, shall
9 receive benefits, all in accordance with and pursuant to the provisions of the
10 compensation plan of the City of Tacoma. They shall be given a one-time
11 binding and irrevocable election to participate in the City's Retirement System,
12 pursuant to the retirement provisions of TMC 1.30.300.

13
14 Section 5. That because the position(s) to be filled pursuant to this
15 resolution are of a temporary nature and are unique in that they pertain only to
16 the aforementioned special project, they are deemed temporary positions, and
17 persons so employed in such positions shall have no claim to further or
18 continued employment with the City after cessation of such special project or
19 after cessation of activities funded by said programs, except pursuant to their
20 obtaining status as regular City employees under the provisions of the Tacoma
21 Municipal Code or pursuant to further action of the City Council relating to this,
22 special project.
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1 Section 6. That all acts by agents or employees of the City consistent with
2 the intent of this resolution taken prior to the effective date of this resolution are
3 hereby ratified.

4 Section 7. That the term of this special project shall not exceed the
5 expiration of December 31, 2028, unless extended by appropriate action.

6 Section 8. That the Director of Utilities is hereby authorized to direct the
7 appropriate City officers to proceed with the necessary actions for Project
8 completion including the hiring of one special project position to support the
9 required activities for the duration of the Project.

10 Approved as to form:

11 _____
12 /s/
13 Chief Deputy City Attorney

Chair

Secretary

14 _____
15 Clerk

Adopted _____



Board Action Memorandum

TO: Jackie Flowers, Director of Utilities
COPY: Charleen Jacobs, Director and Board Offices
FROM: Alex Yoon, Deputy Director for Administration
MEETING DATE: September 24, 2025
DATE: August 22, 2025

GUIDING PRINCIPLE ALIGNMENT (select as many that apply):

Please indicate which of the Public Utility Board's Guiding Principle(s) is supported by this action.

- | | |
|--|---|
| <input type="checkbox"/> GP1 - DEIB | <input type="checkbox"/> GP7 – Reliability & Resiliency |
| <input checked="" type="checkbox"/> GP2 – Financial Sustainability | <input type="checkbox"/> GP9 – Economic Development |
| <input type="checkbox"/> GP3 – Rates | <input type="checkbox"/> GP10 – Government Relations |
| <input type="checkbox"/> GP4 – Stakeholder Engagement | <input type="checkbox"/> GP12 – Employee Relations |
| <input type="checkbox"/> GP5 – Environmental Sustainability | <input type="checkbox"/> GP13 – Customer Service |
| <input type="checkbox"/> GP6 – Innovation | <input type="checkbox"/> GP14 – Resource Planning |

SUMMARY:

The Management Service Office is seeking a Principal Business Analyst to provide analytical and project management support for SAP migration and Service Cloud implementation under a project of limited duration full-time equivalent (FTE) position.

BACKGROUND:

Position: Principal Business System Analyst

Duration: October 2025 to December 2028

The City of Tacoma IT Department (ITD) embarked on a technology project to upgrade existing enterprise resource planning system, migrating SAP ECC to SAP S4/HANA, along with implementing Service Cloud, a new Customer Relations Management (CRM) system. This being considered Phase I of SAP Program, TPU Management Service Office (MSO) requested and received a budget appropriation from PUB and City Council to hire contracted service for TPU-wide program/project management support in 2025-26 biennial budget. MSO has been working with a couple of consulting firms to bring on three contracted resources with expertise in SAP since January 2025. With the SAP migration and Service Cloud implementation well underway with many lessons learned, MSO requests that TPU hire one in-house staff to provide continuity and consistency in business analysis including some project management to support TPU staff throughout the remainder of Phase I. In addition, there is a need for this continued support in Phase II of the SAP Program in 2027-28 biennium which this position will be critical in TPU's success along with the City. The duration of the position will be October 2025 through December 2028 pending Board approval. This position ensures TPU has SAP technical knowledge in-house to navigate through complex environment, continue building partnership with ITD and collaborate within TPU for efficient and effective project management.

ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED? Yes



Board Action Memorandum

IF THE ACTION REQUESTED IS APPROVAL OF A CONTRACT, INCLUDE LANGUAGE IN RESOLUTION AUTHORIZING \$200,000 INCREASE IN ADMINISTRATIVE AUTHORITY TO DIRECTOR? No

CONTACT:

Primary Contact: Alex Yoon, Utility Deputy Director for Administration, 253-502-8102

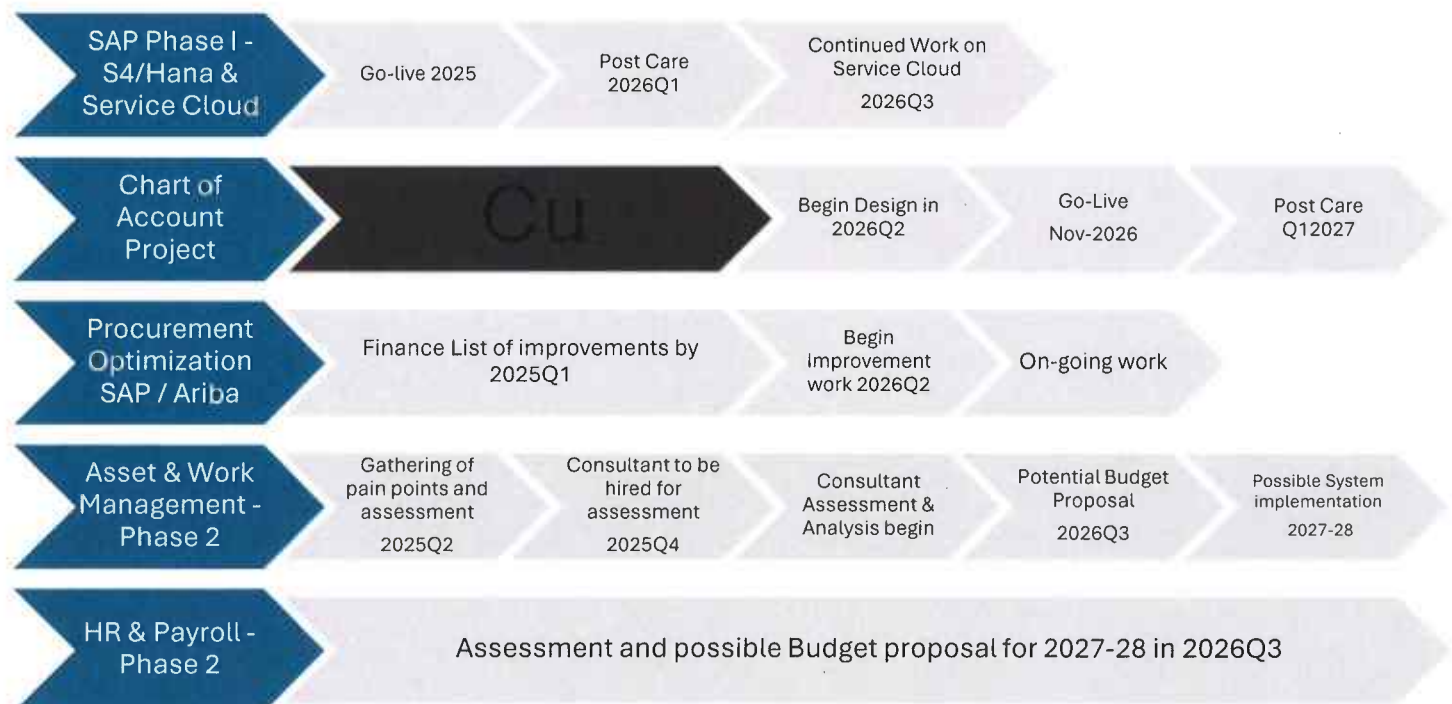
Supervisor's Name: Jackie Flowers

TPU SAP Project of Limited Duration Background

SAP Program and Projects Future Timeline

City of Tacoma IT Department (ITD) embarked on a technology project to upgrade existing enterprise resource planning (ERP) system, migrating SAP ECC to SAP S4/HANA, along with implementing Service Cloud, a new Customer Relations Management (CRM) system. This being considered Phase I of SAP Program, the City including TPU has started on User Acceptance Test phase of the project, getting to the finished line for migrating to S4/Hana and implementing Service Cloud. However, this does not mean we are close to the finish-line on Phase 1 of the SAP project. During the design phase for Finance system transformation, it was discovered that Chart of Account changes are strongly recommended by City's System Integrator (HCL) which was not in scope at the time of contract completion. This effort is now scheduled to begin in 2026 with an implementation date to be around November 2026. There is also a procurement optimization work that was conducted to identify areas of improvement opportunities for Procurement and Payables section with the Finance Department. The Procurement Optimization effort is on hold until the SAP S4/HANA is implemented at the end of 2025. In addition to Phase I work undergoing currently and additional follow-on projects to be completed in 2026, the City ITD is also leading an enterprise-wide solution(s) for Asset Work Management that would require thorough analysis of the current state to seek the recommendation of the most optimal and the best practice for asset and work management. There is also a need to revisit Human Resource Management System and Payroll System that is also slotted for process and system analysis and assessment for new and/or updated technology solutions in Phase II. With these major efforts underway and awaiting to be started, it is imperative that TPU has its own resource that has in-depth knowledge of SAP and experience implementing such systems while looking out for Utility operational needs within SAP. TPU has over 1,000 SAP users accessing the ERP system with over 200 staff participating User Acceptance Test and over 50 staff identified as subject matter experts in taking on key roles in the workstream projects under current Phase 1 of SAP program. To ensure a successful and effective project management and business analysis for TPU staff, TPU needs a technical support resource that understands the dynamics between the City of Tacoma General Government and TPU

SAP Projects and their Timeline



Position Description:

This position is reporting directly to TPU Deputy Director for Administration at Management Services Office. This position represents TPU and develop closing working partner with City of Tacoma General Government SAP Project Management Office (SAP PMO) to provide project management and analytical support for all operating and service divisions within TPU. This position is responsible for developing and delivering project work plan aligned with SAP PMO project plan to ensure that TPU staff have the awareness and responsibilities to complete tasks required by the project. The position works closely with TPU staff participating in SAP projects with various roles to identify risks, issues and concerns to ensure they are brought forth to SAP PMO to find resolutions in timely manner. This position is an integral and critical role in delivering SAP migration, Service Cloud implementation and all of change managements.

This position performs both Project Manager and Business Analyst capacities with duties include, but not limited to:

- Work closely with SAP PMO and System Integrator to ensure TPU business needs/requirements are reflected in the migration design as well as testing scripts
- Partner with TPU BAC members and Project Core Team to ensure that TPU meets all deliverables and milestones identified by SAP PMO and System Integrator
- Partner with TPU Project Core Team to identify risks, issues and concerns around the SAP system and bring them to SAP PMO to address and resolve them.
- Represent TPU in SAP Lift and Shift functionalities; Support businesses to identify testers as well as provide guidance and technical support to lead over 200 testers to prepare test scripts to complete User Acceptance Test in timely manner
- Partner with TPU BAC members and SAP PMO to provide SAP technical support and analysis to aide prioritization of future SAP process improvement opportunities for utility operations
- Ensure all utility technologies and interfaces with SAP Now! are included in the Change Management