

City of Los Angeles

Creating a better budget with modernized ERP software

At a time when many local governments were dealing with budget uncertainty, the City of Los Angeles, California, turned to long-time partner CGI to modernize their budgeting system, increase transparency and create a foundation for performance-based budgeting.

On November 3, 2014, the City of Los Angeles successfully implemented CGI Advantage Performance Budgeting (PB) and an associated management reporting platform, infoAdvantage. The solution replaced a 14 year old legacy budgeting system with a modern, web-based budgeting and reporting system.

THE CHALLENGE

The City of Los Angeles sought to increase efficiency, productivity, transparency, accountability and access to information while eliminating paper-driven processes. Their key challenges included:

- A need to align performance metrics to the Mayor's priorities, but there was no solution within the City that could enable this transition to a performance-based budgeting approach
- Paper-driven processes that added complexity, errors and redundant data entry
- An outdated, desktop-based legacy system unable to effectively support the budget process or enable accuracy, transparency, evolution and process improvements
- Fragmented, out-of-date and inaccurate data compiled in multiple formats (e.g., Access database, Excel budget system and other departmental report formats)
- Reports and data that were not accessible centrally, resulting in difficulty analyzing, reporting, monitoring and aggregating citywide information for critical decision-making
- Inflexible system for managing their required budget processes
- Budget books compiled from multiple data sources, creating discrepancies and requiring manual data manipulation

CASE STUDY

CITY GOVERNMENT

City of Los Angeles

- 45,000 employees
- 42+ agencies
- \$8.1B operating budget
- 3.8M population
- CGI client since 1985

CGI Advantage Products

- Advantage Financial Management
- Advantage Performance Budgeting
- Advantage Procurement
- Advantage Inventory
- Vendor Self Service
- infoAdvantage

Best Fit Integrator Award

In 2015, the Center for Digital Government presented CGI with a "Best Fit Integrator" award for our work on the City of Los Angeles project. The City nominated CGI for this award. CGI achieved recognition in the "Modernization Award in Finance and Administration" category.

"From the first meeting, CGI performed as a true partner and collaborated with the City to establish a unified and cohesive City-CGI team. Our partnership on this innovative performance budgeting solution is putting the multiple benefits of centralization, standardization and automation to work for the City of Los Angeles."

Ben Ceja, Assistant City Administrative Officer

HOW CGI HELPED

CGI successfully implemented Performance Budgeting (PB) for the City's central budgeting office, which has 200 users managing an \$8.1 billion operating budget. With the project, CGI helped the City:

- **Streamline and automate** over 50 manual, labor-intensive Excel spreadsheets and Access database reports used to populated budget book data
- **Align the City's Chart of Accounts** with the City's Financial Management System, allowing for PB to house real-time, downloadable data that supports timely and actionable budget decisions
- **Gain efficiencies** with the configured reports in infoAdvantage that were used to create 90% of the printed budget books and communicate the Mayor's performance metrics initiatives to citizens
- **Streamline the annual budget cycle.** PB is now the single, central solution that supports all budget cycle activities from budget preparation and enactment, to publishing and execution, allowing department analysts to manage the budget cycle quickly, efficiently and securely.

THE RESULTS

With the assistance of CGI, the City of Los Angeles was able to significantly increase efficiencies including:

- Creating a central repository for financial, budget and performance metric data by tracking almost 150 performance metrics against City programs to five key initiatives set by the Mayor
- Increasing transparency between the City's budget and actual spending
- Centralizing the budgeting lifecycle activities from budget preparation to enactment, reporting, publishing and execution in a single database and software solution. The City now has an accurate, single source of information that streamlines its budgeting process and delivers real-time access to budget and actual information for improved analysis, funding decisions and performance measurement.
- Providing a single point of entry to reduce time spent on data entry and reconciliation
- Standardizing reporting across the City allowing for easier analysis of a single data source and actionable decisions based on consistent real-time budget data
- Centralizing reports and data to allow the City's Budget Office to easily and quickly access actionable data through reports and ad-hoc queries
- Facilitating the automated production of the City's budget books
- Supporting the City's unique budgeting needs and requirements by partnering with CGI to configure the Chart of Account elements, budget forms, budget reports, personnel cost models and performance measure data
- Creating specialized reports that replaced a cumbersome collection of more than 50 spreadsheets

ABOUT CGI

Founded in 1976, CGI is one of the largest IT and business process services providers in the world. We combine innovative services and solutions with a disciplined delivery approach that has resulted in an industry-leading track record of delivering 95% of projects on time and within budget. Our global reach, combined with our proximity model of serving clients from 400 locations worldwide, provides the scale and immediacy required to rapidly respond to client needs. Our business consulting, systems integration and managed services help clients leverage current investments while adopting technology and business strategies that achieve top and bottom line results. As a demonstration of our commitment, our client satisfaction score consistently measures 9 out of 10.

CONTACT US

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