

Attachment 13 – Vision & Purpose



innovate·Dayton

ERP Replacement Project – Vision & Purpose Overview

Our Vision

We are reimagining how our city operates by investing in a modern, enterprise-wide solution that empowers our workforce, enhances our efficiency, and elevates the services we provide to the community. Our goal is to implement a state-of-the-art ERP platform that integrates best practices, embraces innovation, and allows us to continuously evolve as the needs of our city change.

This isn't just a technology project—it's a foundational shift in how we deliver value to our residents, manage our resources, and support the people doing the work. We see this ERP as a catalyst for operational excellence and a more agile, data-driven organization.

The Problem We're Solving

Our current ERP system, Banner, is outdated and no longer meets the demands of a modern municipality. It relies heavily on manual processes, paper workflows, shadow systems, and workarounds that burden staff and hinder efficiency. The system's architecture is inflexible, its reporting capabilities are limited, and integration with other platforms is difficult and costly.

We're at a point where maintaining and developing within this legacy environment is neither sustainable nor strategic. We're relying on a shrinking pool of experts to support it, and many of our desired process improvements simply aren't possible within this system.

What We Aim to Achieve

With this ERP replacement, we are targeting measurable improvements across the organization:

- First, we want to **align all financial and procurement processes, HR, Budgeting, and grant management** with industry best practices, reducing redundancy, streamlining workflows, and increasing automation. We are including **income tax administration** as well since income tax from earned income is the major source of revenue for the City's General Fund operations.
- We are looking to **improve data integrity**, ensure internal financial control, and increase transparency through better reporting and easier access to quality data.



- Integration is key—so is flexibility. The new system must support **interoperability with third-party systems**, reduce our maintenance footprint, and position us for future innovation.
- Most importantly, we want to drive **a cultural shift in how we use technology and data**, moving toward a service-oriented, insight-driven organization that values adaptability and continuous improvement.

How We'll Succeed

To make this vision a reality, there are several critical success factors we're committed to:

- Embracing **business process improvement**—not just automating what we do today but taking a fresh look at how we can work smarter.
- **Resourcing the project effectively**—in terms of people, time, and budget.
- Ensuring **transparent and inclusive communication** with all stakeholders, because this change will impact every part of our organization.
- Building and maintaining a **strong business case**—so that everyone, from frontline employees to leadership, understands the value this brings.
- Lastly, we will remain **flexible and open to change**, knowing that large-scale transformations require us to listen, learn, and adjust along the way.

We're excited about this opportunity—not just to modernize our systems, but to reimagine how we serve the public and support our employees. Thank you again for your interest, and we look forward to learning more about how your solution can help us realize this vision.