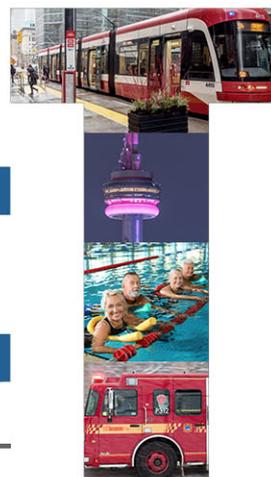


Finance & Treasury Services

Staff Recommended 2019 Operating Budget and 2019 – 2028 Capital Budget & Plan

Budget Briefing to Budget Committee

budget
—2019—



February 6, 2019



Overview and Highlights

2019 – 2021 Staff Recommended Operating Budget and Plan

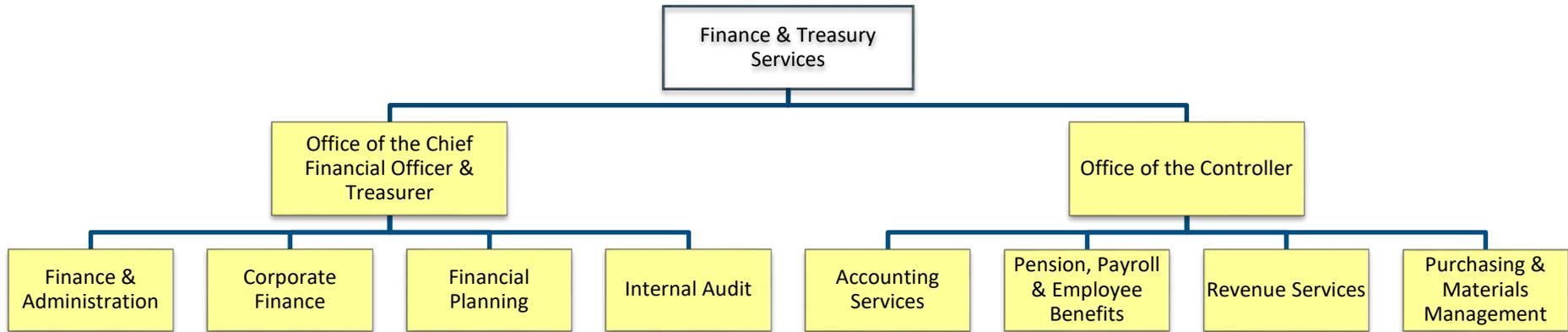
2019 – 2028 Staff Recommended Capital Budget and Plan



Service Area Overview



Our Services





Budget Highlights



Our Experience & Success



- Led the creation of a new Development Charges By-law which when fully implemented will double the City's revenue stream to almost \$500 million per year
- Established the Toronto Investment Board and developed Council approved Investment Policies for enhanced management and governance of the city's \$6.5 billion investment portfolio
- Issued Canada's largest municipal green bond in the amount of \$300 million
- Completed the Long-Term Financial Plan: Roadmap to Financial Sustainability report
- Led the formation of an Enterprise Risk Assurance Committee which provides governance and oversight over Internal Audit, strategic guidance and advice related to City's risk management framework
- Signed 4 Pension Transfer Agreements with OMERS to merge the City's pre-OMERS Pension Plans
- Received the prestigious Government Finance Officers Association (GFOA) Canadian Award for Financial Reporting for 11 consecutive years

Our Experience & Success



- City Manager's Award of Excellence - Customer Service Experience - Toronto's Administrative Penalty System
- As part of the Supply Chain Management Transformation Program, began the roll out of the SAP Ariba Sourcing and Contract Management modules to City Divisions
 - Multi-year modernization project spanning 5 years
 - Issued 5 pilot purchasing calls through Ariba procurement platform
- Implemented the Auditor General's recommendations on improving the collection of long outstanding water bills, preventing lost revenues
- With our divisional partners, achieved Payment Card Industry compliance for the City
- Received 2018 Corporation of the Year Award from Women Business Enterprises (WBE) Canada and 2018 Collaboration Award from Canadian Aboriginal and Minority Supplier Council (CAMSC) for Social Procurement Program
- Modernized parking ticket dispute process, resulting in expedited revenue collection, enhanced customer service through decreased dispute resolution time frames



- Need to develop tax and revenue strategies to help address City revenue growth challenges
- Need to develop strategies to address capital funding challenges from rising state-of-good repair needs and growth demands
- Need to develop enhanced processes to better manage capital project activities
- Complex and highly legislated environment, for example compliance with tax legislation at both provincial and federal levels; Pension legislation - regulatory approvals for the merger of the City's pension plans with OMERS; and public sector financial reporting standards
- Changing customer demographics - increased demand for automation and access through internet, social media and continuing demand from an aging customer base via traditional modes
- Financial Services' capital projects are complex, transformative and have City-wide implications requiring an extensive consultation process, change management processes to include collaboration and partnerships with key divisions and internal and external expertise.
- Aging workforce – significant number of senior staff eligible to retire over the next 5 years



- Lead the financial sustainability modernization initiative
- Modernize budget process
- Continue implementation of Long-Term Financial Plan Roadmap
- Enhance trust, transparency and accountability over financial processes
- Prioritize State of Good Repair investments through the City's 10-year Capital Plan
- Develop immediate and long-term financing and funding strategies for key city-building priorities such as Transit Expansion; Rail Deck Park; Port Lands Servicing; TOcore Project
- Support City Manager in discussions with Province on realignment of transit responsibilities
- Continue the Supply Chain Transformation Program – a large scale business transformation of Purchasing & Materials Management (PMMD) through three projects: Implementing Category Management & Reorganizing PMMD which includes implementing SAP Ariba; Implementing the Procure to Pay Module of SAP Ariba transforming how the City buys and pays for things; and Implementing a Materials Management Refresh



- Complete implementation of Municipal Accommodation Tax collection processes (Hotel and Short-Term Rental Tax)
- Continue to support the sustainment, improvement and protection of the integrity of the City's financial system, including testing, training, user support, and system upgrades
- Transform the payroll service delivery model and implement employee-centric services and technology delivering a positive City employee experience.
- Modernize and streamline the City's accounting and finance functions
- Develop an integrated asset management framework to enable the City to make better informed, strategic decisions and set priorities for capital infrastructure investments
- Technology and software version upgrades to ensure sustainability of financial, payroll, property tax, parking ticket and utility billing systems
- Provide objective assurance and advice to mitigate business risks, improve operations, and promote accountability

Modernization of Service Delivery

- Modernize the budget process
- Finance Accounting Systems Transformation: Modernize, streamline and standardize the City's accounting and finance business processes and system foundation before implementing SAP S/4
- Tax & Utility billing system upgrade: ensure that current and future business needs are met, developing electronic billing systems and enhancing reporting, while continuing to expand online self-service options
- Supply Chain Management: Modernize the procurement operating model, transforming organizational structure, procurement policies, processes and technology to achieve best value for money for procurements
- PPEB Service Delivery
 - Employee Central - Partner with HR and IT to develop a new Employee Central module of the SAP Success Factors through the Cloud-based Human Resources Information System (CHRIS) project
 - eTime - Modernize the timekeeping and staff scheduling processes; improve data integrity and controls
 - Employee Service Centre (ESC) - Transform PPEB service delivery for employees and retirees through integrated and employee centric services, processes and self serve functionality

Foundational Business Intelligence and Data Governance

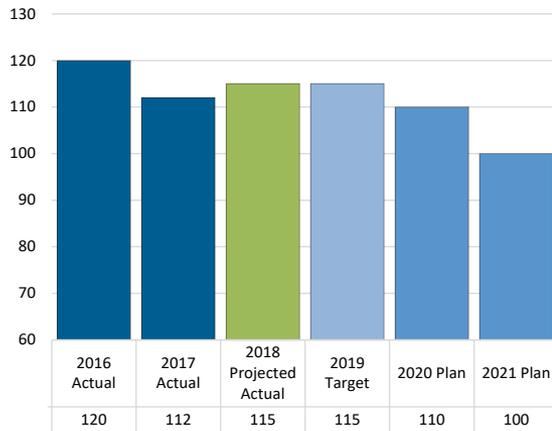
- Implementation of SAP HANA solution to automate performance measures, forecasting data to drive successful business performance results
- Deliver intelligent data analytics and enhance monitoring and reporting capability through the use of data visualization dashboards and scorecards

Key Service Performance Measures



Procurement Cycle Time (in working days)

Goal: To reduce procurement cycle time to 100 days by 2021



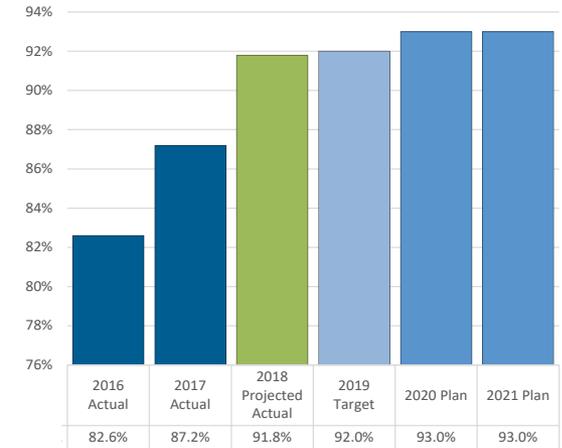
Payment Cycle Time - % of invoices paid within 60 days

Goal: Pay 90% of invoices within 60 days by 2019



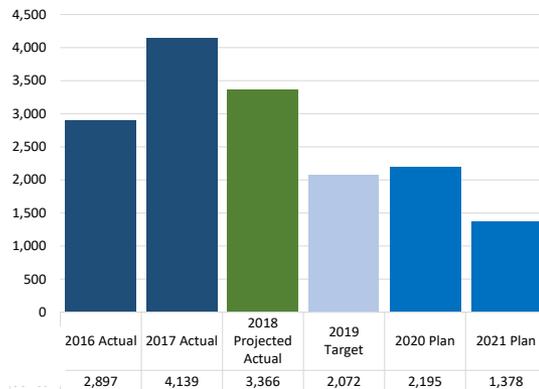
% Electronic Payments (Tax, Utility & Parking Tags)

Goal: 95% electronic payments by 2022

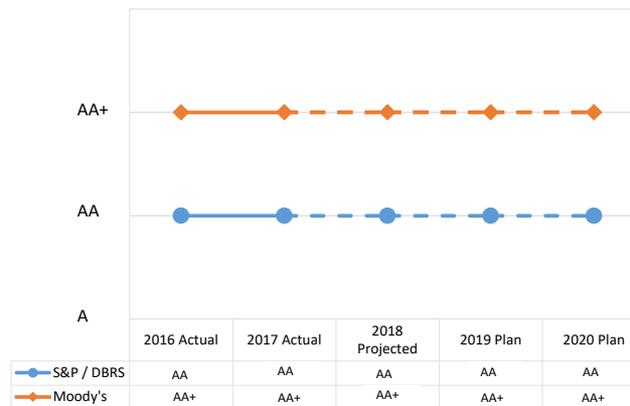


Total Payroll Payment by Cheque

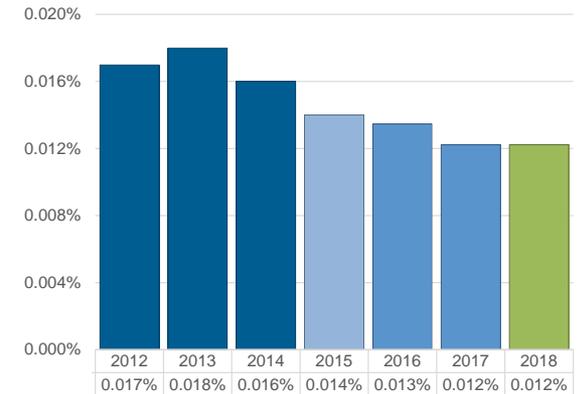
Goal: Reduce # of payroll cheques to 500 by 2022



Credit Rating



FPD Budget as a % of Total City Operating & Capital Budget and Plan



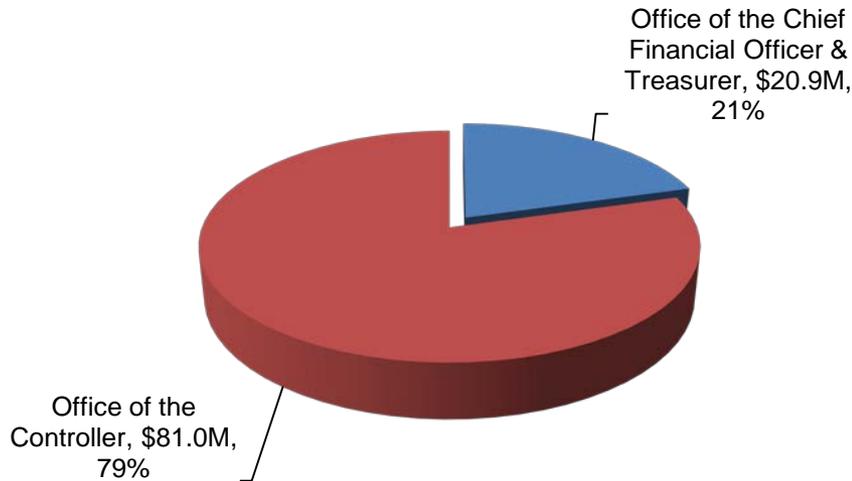
Operating Budget Overview



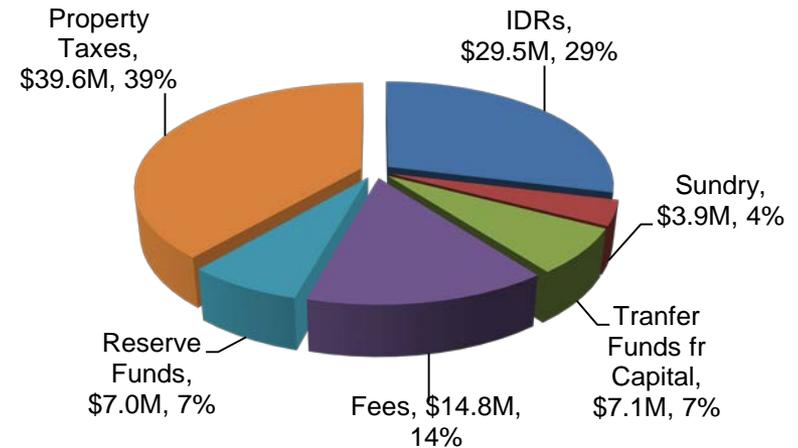
2019 Staff Recommended Operating Budget By Program and Funding Source



Where the
Money Goes
\$101.9 Million



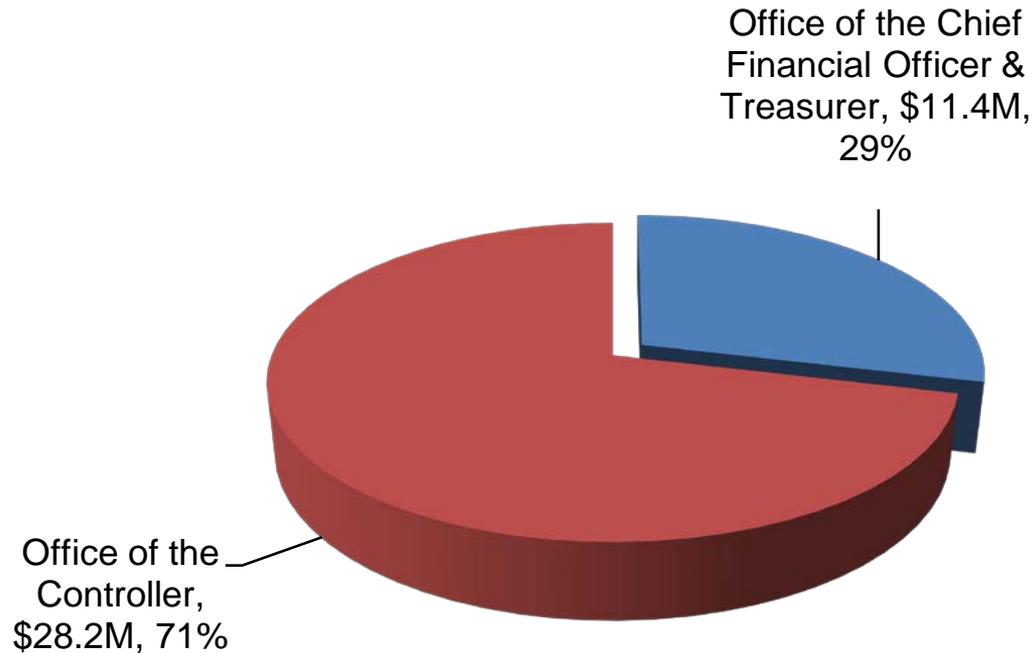
Where the Money
Comes From
\$101.9 Million



2019 Staff Recommended Operating Budget Tax Levy by Program



Where the Tax Levy
Money Goes
\$39.6 Million



2019 Staff Recommended Net Operating Budget vs 2018



(In \$000s)	2018		2019			Changes	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget		
By Program	\$	\$	\$	\$	\$	\$	%
Office of the Chief Financial Officer & Treasurer	11,401.2	10,018.0	11,383.0		11,383.0	(18.2)	(0.2%)
Office of the Controller	28,263.6	26,110.4	28,214.0		28,214.0	(49.6)	(0.2%)
Total Net Expenditures	39,664.8	36,128.4	39,597.0		39,597.0	(67.8)	(0.2%)
Approved Positions	797.7	703.6	826.2	3.0	829.2	31.5	3.9%

* Year-End Projection Based on Q3 2018 Variance Report

Key Cost Drivers



Finance & Treasury Services Net (In \$000s)	Total Changes	
	\$	Position
Base Expenditure Changes		
Prior Year Impacts	913.5	
Operating Impacts of Capital	253.3	
Delivery of Capital Projects		28.0
Salaries & Benefits	671.3	
Other Base Changes	70.4	2.5
Base Revenue Changes		
Recoveries from other Divisions	(343.2)	
Inflation on User Fees	(309.4)	
Increased recovery from Toronto Water for Category Management	(245.0)	
User fee volume increase	(658.2)	
Service Changes		
Base Expenditure Changes	(275.3)	
Service Efficiencies	(145.2)	(2.0)
Total Base Changes	(67.8)	28.5
New & Enhanced Services		
Enhanced Service Priorities	-	3.0
Total Budget Change	(67.8)	31.5

New / Enhanced Services



Finance & Treasury Services Description (\$000s)	Program Name	2019			Incremental Impact			
		Gross	Net	Position	2020 Plan		2021 Plan	
					Net	Position	Net	Position
Additional staff to support Development Charges services	Office of the CFO & Treasurer	199.0	0.0	2.0				
Review of Accounts Receivable Process within the City	Office of the Controller	500.0	0.0					
Materials Management Position	Office of the Controller	0.0	0.0	1.0	66.7			
Total		699.0	0.0	3.0	66.7	0.0	0.0	0.0



Capital Budget Overview



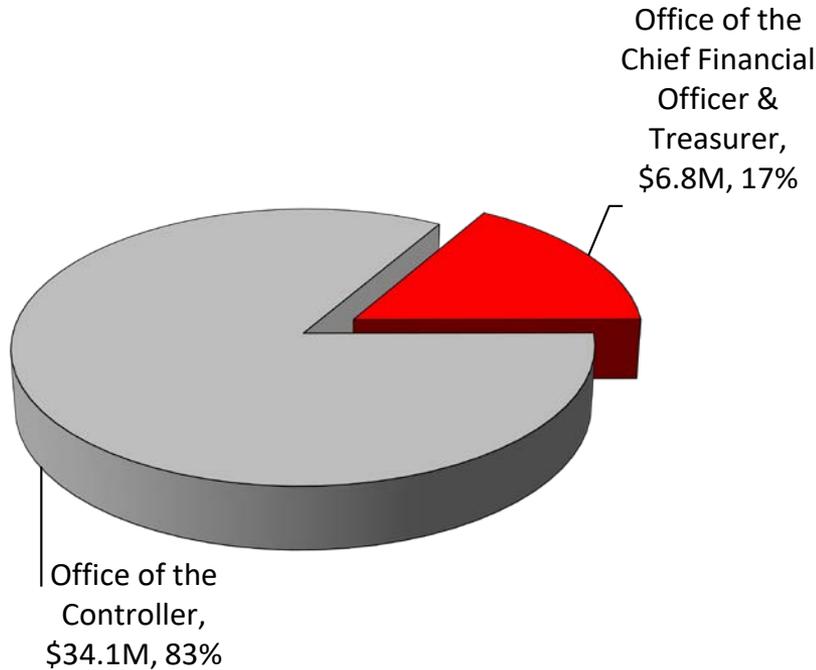
Modernization, Transformation & Innovation Projects in Financial Services Capital Program include:

- Supply Chain Management Transformation (SCMT) \$5.4M
- Integrated Asset Planning Management (IAPM) \$2.1M
- Tax Billing System \$5.0M
- Utility Billing System \$3.8M
- Employee Service Centre (ESC) \$1.0M

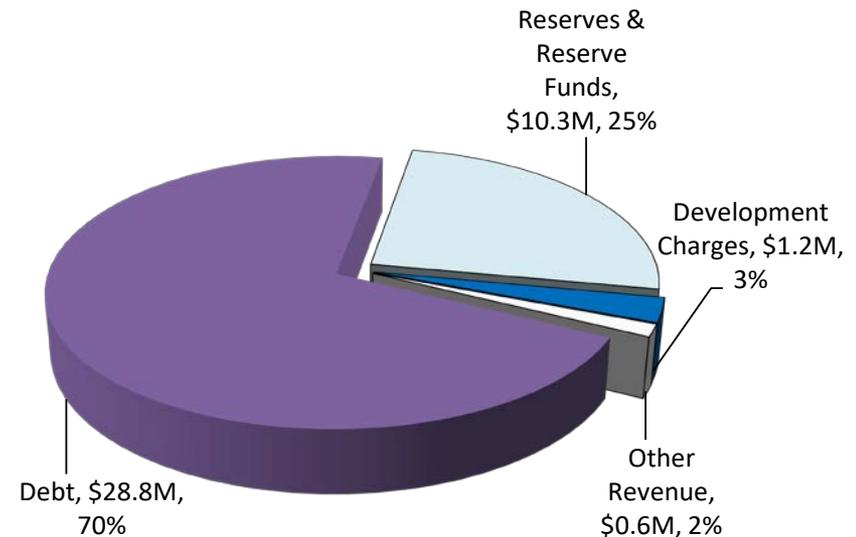
2019 - 2028 Staff Recommended Capital Budget & Plan



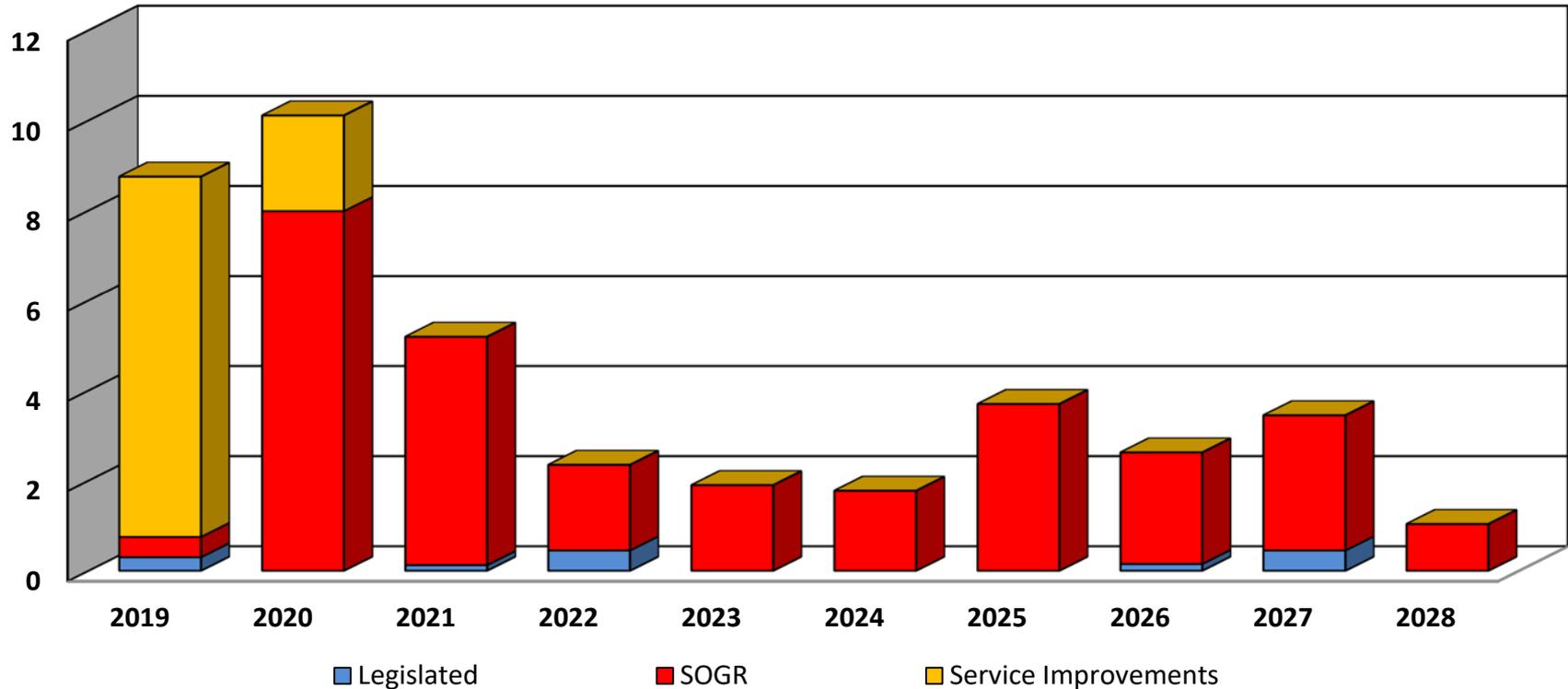
Where the Money Goes \$40.9 Million



Where the Money Comes From \$40.9 Million



2019 - 2028 Staff Recommended Capital Budget & Plan by Project Category



\$ Million	2019 - 2028 Staff Recommended Capital Budget and Plan by Category										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Legislated	0.3	0.0	0.1	0.5	0.0	0.0	0.0	0.2	0.5	0.0	1.5
SOGR	0.5	8.0	5.1	1.9	1.9	1.8	3.7	2.5	3.0	1.0	29.3
Service Improvements	8.0	2.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.1
Total	8.8	10.1	5.2	2.4	1.9	1.8	3.7	2.6	3.5	1.0	40.9

Unfunded Capital Projects



Project Description (\$ Million)	Total Project Cost	Non-Debt Funding	Debt Required	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Accounting Services													
<i>Readiness for S/4 HANA & ERP Implementation</i>	-	-	-	-	-								
Financial Services - Total	-	-	-	-	-	-	-	-	-	-	-	-	-

Key Points:

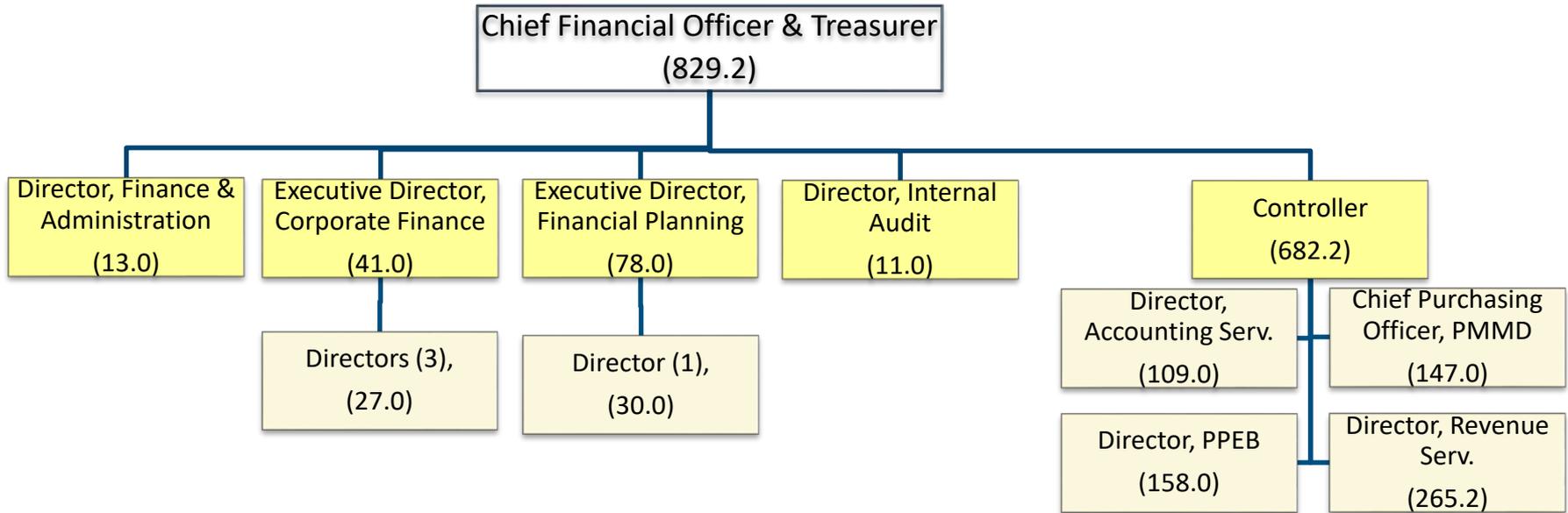
- Readiness for S/4 HANA & ERP Implementation project is submitted without a budget as a placeholder to identify the future requirements that will be developed.
- This project is the final phase (Phase 3) of the FAST program. It will encompass the mandatory re-implementation of the SAP system of record, S/4, given that SAP will cease upgrades in 2020 and no longer support the current SAP ECC in 2025. Re-implementation will follow a redesign of the City’s foundational data and reporting coding elements, and modernizing, standardizing and streamlining accounting and finance processes.
- Implementation will consider all audit recommendations including full automation of the consolidation process which continues to be reflected in the external auditor's management letter to the City.





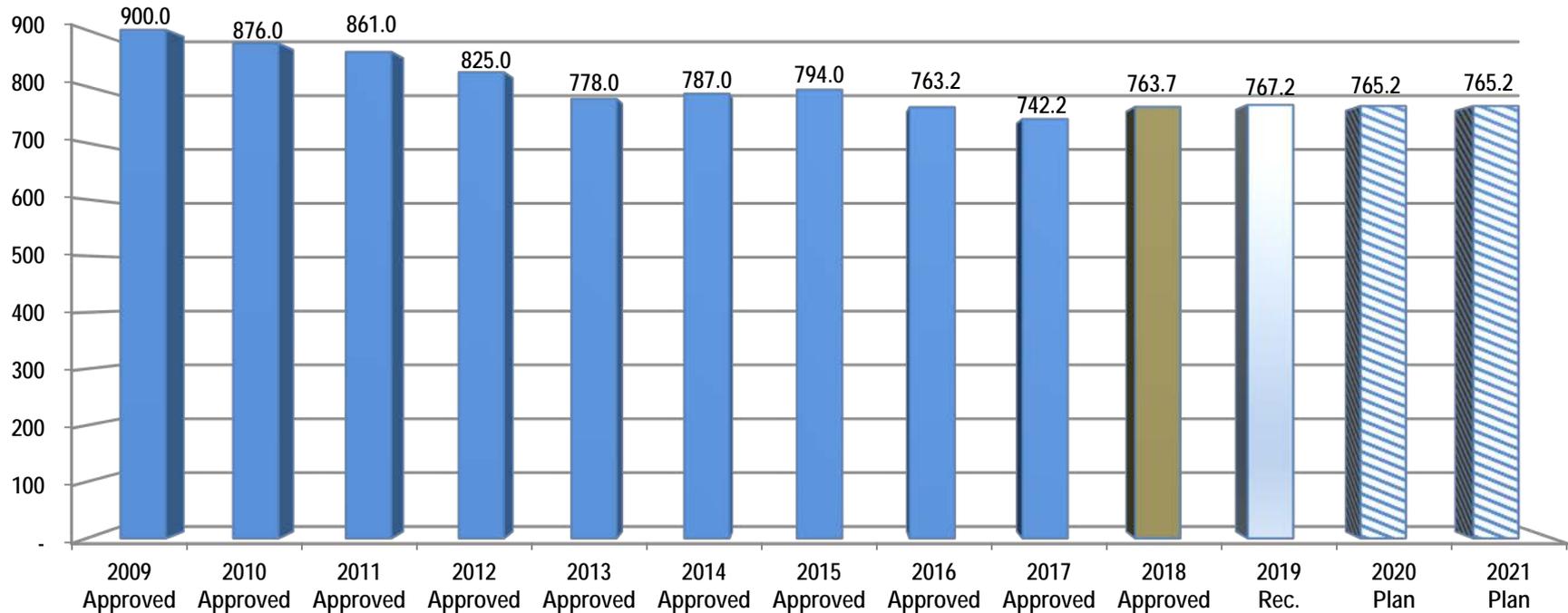
Operating Appendices

2019 Organizational Chart for Finance & Treasury Services



Budget	Category	Senior Management	Management with Direct Reports	Management without Direct Reports / Exempt Professional & Clerical	Union	Total
Operating	Permanent	10.0	97.0	127.0	505.0	739.0
	Temporary	0.0	3.0	3.0	22.2	28.2
Capital	Permanent	0.0	0.0	2.0	0.0	2.0
	Temporary	0.0	22.0	31.0	7.0	60.0
Total	Total	10.0	122.0	163.0	534.2	829.2

Staffing Trend (Excludes Capital Positions)



Key Points:

Net increase of 3.5 operating positions from 2018 to 2019:

- 2 permanent positions for DC bylaw in Corporate Finance
- 1 permanent position for materials management (warehouse) in PMMD
- 0.5 permanent position for Municipal Accommodation Tax
- 2 temporary positions for merger of non-OMERS Pension Plan
- reduction of 2 permanent positions due to efficiencies in Revenue Services

Vacancy Analysis

Finance & Treasury Services	2016			2017			2018			
	# of Vacancies	Vacancies % of Total Approved Position	Approved Position	# of Vacancies	Vacancies % of Total Approved Position	Approved Position	# of Vacancies as at Sept 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Position	Approved Position
Operating	60.0	7.9%	763.2	73.0	9.8%	742.2	82.9	82.1	10.8%	763.7
Capital	26.0	47.3%	55.0	10.0	47.6%	21.0	16.0	12.0	35.3%	34.0
Total	86.0	10.5%	818.2	83.0	10.9%	763.2	98.9	94.1	11.8%	797.7

Vacancy Drivers:

- Vacancies due to delays in filling positions as well as recruitment challenges
- Most vacant positions in Office of the Controller are filled from within the Divisions and it can often take 2 to 3 job competitions for an actual increase in headcount

Hiring Strategies:

- Recruitment strategies are underway and Divisions are working with Corporate Human Resources to fill vacant positions as soon as possible

2019 Key Complement Changes



Program	2018 Approved Staff Complement	2019 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital Projects	Capital Project Delivery	Base Changes	Efficiencies	Service Changes	Total 2019 Base Budget	New/Enh Service Priorities	Total 2019 Staff Recommended Budget	Change from 2018 Approved
Office of the CFO & Treasurer	122.0							122.0	2.0	124.0	2.0
Office of the Controller	641.7				2.5	(2.0)		642.2	1.0	643.2	1.5
Subtotal - Operating Positions	763.7				2.5	(2.0)		764.2	3.0	767.2	3.5
Office of the CFO & Treasurer	11.0			12.0				23.0		23.0	12.0
Office of the Controller	23.0			16.0				39.0		39.0	16.0
Subtotal - Capital Positions	34.0			28.0				62.0		62.0	28.0
Total - Finance & Treasury Services	797.7			28.0	2.5	(2.0)		826.2	3.0	829.2	31.5

2019 Key Complement Changes



Base Changes:

- 2.0 temporary positions added for merger of non-OMERS pension plan in PPEB
- 0.5 permanent position added for Municipal Accommodation Tax in Revenue Services

Efficiencies:

- 1.0 vacant position deleted due to efficiencies in Utility Billing in Revenue Services
- 1.0 net position deletion (2 vacant positions deleted and 1 added) due to efficiencies in Parking Tags in Revenue Services

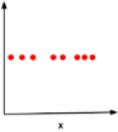
New and Enhanced:

- 2.0 permanent positions added for DC bylaw in Corporate Finance
- 1.0 permanent position added for materials management (warehouse) in PMMD

Capital Project Delivery:

- 16.0 temporary positions added for PPEB capital project delivery (2 - eTime Enterprise Rollout, 5 - eTime Attendance & Scheduling, 8 – Employee Service Centre, 1 – Cloud based HR Info System)
- 15.0 temporary positions added for IAPM in Financial Planning
- 3.0 temporary positions deleted for FPARS in Financial Planning

Operating Budget Variance



Finance & Treasury Services In \$ Millions	2017 Variance					2018 YTD September 30 Variance					2018 YE Projection Variance				
	Gross		Net		Alert	Gross		Net		Alert	Gross		Net		Alert
	\$	%	\$	%		\$	%	\$	%		\$	%	\$	%	
Office of the CFO & Treasurer	(2.4)	(14.1%)	(1.0)	(10.7%)	ⓐ	(2.0)	(16.1%)	(0.9)	(13.3%)	ⓐ	(2.8)	(15.8%)	(1.4)	(13.3%)	ⓐ
Office of the Controller	(3.6)	(5.1%)	(2.9)	(10.3%)	ⓐ	(4.7)	(8.8%)	(4.8)	(23.5%)	Ⓨ	(7.3)	(9.5%)	(2.2)	(7.6%)	ⓐ
Total	(6.0)	(6.8%)	(3.9)	(10.4%)	ⓐ	(6.7)	(10.2%)	(5.7)	(20.9%)	Ⓨ	(10.1)	(10.5%)	(3.6)	(9.1%)	ⓐ
Net Variance	Year End	ⓐ	Ⓡ		Year-to-Date	ⓐ	Ⓨ	Ⓡ		Year End	ⓐ	Ⓡ			
		<=100%	> 100%			85% - 105%	0% -85%	>105%			<=100%	> 100%			

Key Points:

- Projected gross expenditure variance in 2018 is mainly due to savings in salaries and benefits resulting from delays in filling vacant positions and underspending related to PMMD Category Management implementation
- Underspending in expenditures resulted in corresponding lower expenditure recoveries from Divisions, capital and reserve/reserve funds

2019 Staff Recommended Operating Budget Changes



(In \$000s)	Total	
	\$	Positions
2018 Council Approved Operating Budget (Net)		
Base Expenditure Changes		
Prior Year Impacts		
Annualization of 2018 position changes	937.7	
Annualization of 2018 approved new user fee	(24.2)	
Operating Impacts of Capital		
Sustain the Cardholder Data Environment (CDE) for PCI Compliance	253.3	
Delivery of Capital Projects		
Positions for Integrated Asset Planning & Management		15.0
Positions for Employee Service Centre		8.0
Positions for eTime Attendance & Scheduling		5.0
Positions for eTime Enterprise Rollout		2.0
Positions for Cloud-based Human Resources Information System		1.0
Positions for FPARS		(3.0)
Salaries and Benefits		
Salaries & benefits adjustments (COLA, Progression, Step)	671.3	
Other Base Expenditure Changes		
Increased charges from client programs	70.4	
Additional requirements for Municipal Accommodation Tax		0.5
Additional resources for Non-OMERS Pension Plan Merger		2.0
Sub-Total Base Expenditure Changes	1,908.5	30.5
Base Revenue Changes		
Recoveries from other Divisions	(343.2)	
Increased recovery from Toronto Water for Category Management	(245.0)	
Inflation on User Fees	(309.4)	
User fee volume increase (overdue water charges added to tax roll, new property tax account set up fee)	(658.2)	
Sub-Total Base Revenue Changes	(1,555.8)	
Service Changes		
Base Expenditure Changes		
Elimination of contracted vacancy rebate services	(275.3)	
Service Efficiencies		
Operational efficiencies in Parking Tag and Utility Billing	(145.2)	(2.0)
Service Adjustments		
Sub-Total Service Changes	(420.5)	(2.0)
Total Base Changes	(67.8)	28.5
New & Enhanced Services		
Additional staff to support development charges services		2.0
Materials management position		1.0
Review of Accounts Receivable Processes within the City		
Sub-Total New & Enhanced Services		3.0
Total 2019 Staff Recommended Operating Budget (Net)	(67.8)	31.5



Finance & Treasury Services Description (\$000s)	2020 - Incremental Increase					2021 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Prior Year Impact										
Annualization of 2019 Service Efficiencies	19.6	(0.4)	20.0	0.1%		3.4		3.4	0.0%	
Annualization of 2019 Service Changes										
Annualization of 2019 New/Enhanced	(369.6)	(436.3)	66.7	0.2%		7.2	7.6	(0.4)	(0.0%)	
Other Prior Year Impacts	(31.5)		(31.5)	(0.1%)						
Operating Impact of Capital										
Supply Chain Management	2,214.0	(234.0)	2,448.0	6.2%						
PCI Compliance	(105.7)		(105.7)	(0.3%)		(52.7)		(52.7)	(0.1%)	
Delivery of Capital Projects										
Deletion of Positions for FPARS	(12.3)	(12.3)				(9.5)	(9.5)			
Positions for IAPM Capital	560.2	560.2				53.9	53.9			
FAST Capital Project	(18.3)	(18.3)				(0.6)	(0.6)			
eTime Enterprise Rollout	6.8	6.8				6.8	6.8			
Employee Service Centre	300.3	300.3				29.1	29.1			
eTime Attendance & Scheduling	131.8	131.8				19.7	19.7			
CHRIS	56.4	56.4				9.9	9.9			
SCMT	9.7	9.7								
Salaries and Benefits										
Progression Pay/Step/Benefit & Other Adj.	1,634.2		1,634.2	4.1%		992.7		992.7	2.3%	
Other Base Changes (specify)										
IDC/IDR Changes	(6.3)	(134.5)	128.2	0.3%		27.0	99.4	(72.4)	(0.2%)	
Other Base Changes	(179.0)	(196.9)	17.9	0.0%	(2.0)	15.7		15.7	0.0%	
Revenue (specify)										
User Fees		289.5	(289.5)	(0.7%)			338.9	(338.9)	(0.8%)	
Contributions From Reserves										
Other Base Revenue Changes		138.3	(138.3)	(0.3%)			99.9	(99.9)	(0.2%)	
Sub-Total	4,210.3	460.3	3,750.0	9.5%	(2.0)	1,102.6	655.1	447.5	1.0%	
Total Incremental Impact	4,210.3	460.3	3,750.0	9.5%	(2.0)	1,102.6	655.1	447.5	1.0%	



Capital Appendices



Tax Billing System

- Administer over 800,000 property tax accounts, processing 1.7 million tax bills annually with revenues of \$6.6 billion (City & Education)

Utility Billing System

- Administer 545,000 utility accounts, processing 1.7 million utility bills annually with revenues of \$1.4 billion

Parking Tag Management System

- Process 2.2 million parking tickets annually with revenues of \$107 million

Investment & Debt Management System

- Manages the City's investment of short-term funds and trusts totalling over \$2.3 billion and administers the City's investment funds (Reserves & Reserve Funds, Sinking Funds) of approximately \$4.6 billion managed by Toronto Investment Board
- Manages the City's total debt issue of \$6.7 billion and loans of \$0.2 billion

Capital Assets to Deliver City Services



Financial Planning Analysis Reporting System (FPARS)

- Manages a financial planning and budgeting process that delivers City's Operating Budget of over \$13 billion for over 150 services

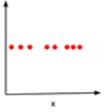
Risk Management Information System

- Processes over 8,200 insurance claims annually including managing the defense of up to 2,200 legal claims

SAP

- City's enterprise software that manages data and processes supporting financial and business operations including:
 - Process over 500,000 invoices annually, paying out in excess of \$10 billion per year to vendors, governments and agencies
 - Process approximately 820,000 pay cheques annually
 - Procure on average \$2 billion of goods and services annually

Capital Budget Variance



Finance & Treasury Services \$ Millions	2017			Alert	2018				Alert
	Budget	Actual	% Spend Year-End		Budget	YTD Sept 30 Actual	Year-End Projection	% Spend Year-End	
Financial Services	29.47	9.85	33.4%	Ⓜ	32.06	9.90	15.56	48.5%	Ⓜ
Total	29.47	9.85	33.4%	Ⓜ	32.06	9.90	15.56	48.5%	Ⓜ

Ⓜ >70%
 Ⓜ between 50% and 70%
 Ⓜ < 50% or > 100%

Key Points (explanation of variances):

- For the year end December 31, 2017, Financial Services spent \$9.85 million of the 2017 Approved Capital Budget of \$29.47 million
- For the nine months ended September 30, 2018, capital expenditures for Financial Services totalled \$9.90 million of the 2018 Approved Capital Budget of \$32.06 million
- Spending is expected to increase to \$15.56 million (48.5%) by year-end

Incremental Operating Impact of Capital



Net Expenditures (\$000s)	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023 Plan		2019 - 2028 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved Projects														
<i>PCI Compliance</i>	253.3												253.3	0.0
<i>Supply Chain Management Transformation (SCMT 1)</i>			2,448.0										2,448.0	0.0
<i>Financial Planning Analysis & Reporting System (FPARS)</i>			693.0										693.0	0.0
Sub-Total	253.3	0.0	3,141.0	0.0	0.0	3,394.3	0.0							
New Projects														
<i>N/A</i>													0.0	0.0
Sub-Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New Projects - Future Year														
<i>N/A</i>													0.0	0.0
Sub-Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	253.3	0.0	3,141.0	0.0	0.0	3,394.3	0.0							

Key Points:

- The PCI Compliance project requires \$0.253 million in 2019 for hardware/software maintenance and support (cardholder data environment that processes, stores and transmits cardholder data or sensitive payment authentication data)
- The Supply Chain Management Transformation project requires \$2.448 million for SAP Ariba subscription costs and sustainment
- The Financial Planning Analysis & Reporting System (FPARS) requires \$0.693 million in 2020 to sustain Enterprise Performance Management

