Issues with Existing Systems

- Performance Accounting Series (PAS)
  - Legacy system purchased in 1999 for Y2K
  - Redundant and disparate systems
  - Lack of reporting capabilities
  - Manual, paper-based system
  - Not user friendly
  - Electronic payment issues
  - Business process issues
Issues with Existing Systems

- Peoplesoft (Oracle) HR/Payroll (ACORN)
  - HRMS purchased in 2003, implemented in 2005
  - No dedicated post support team
  - Data warehouse/analytics not implemented
  - Maintenance of system required County staff resources and consultants (AUD, HR, IT and CEO)
  - Difficult to implement and deploy new functionality
  - Users were not happy with system and created work-arounds to align with their existing business processes
Identified and prioritized requirements for a new ERP system aligned with the County's current & future business objectives.

- Preliminary ERP application demonstrations by Oracle, Sungard, and Workday
- Developed an ERP Business Case Report that evaluated the feasibility of replacing the County's financial and HR/Payroll systems

Issued RFP

- Procurement Division issued RFP, 2000 notices sent, 200+ firms reviewed requirements
- 8 proposals received and reviewed by a multi-department evaluation team with oversight from the Project's Executive Sponsors

Proposal Evaluations

- Selected top 4 firms to conduct demonstrations of proposed systems
- Invited top 2 firms back for final evaluation and identified recommended firm

Final Demo's

Oracle Insight Report

Overview of existing ERP applications measured against current industry technologies

2014

ERP Business Case Report

2015

ERP Discovery & Steps

2016

Proposal Solution Demo's
Discovery Phase

**Executive Sponsors**
Auditor-Controller, County Executive Officer, Human Resource Director, and Director of Administrative Services
- Case Study/Feasibility Report
- Identify & Prioritize Business Objectives
- Align Project Goals against Overall County Goals

**RFP Evaluation Team**
Auditor-Controller’s Office, County Executive Office, Community Development Resource Agency, Human Resources, Department of Public Works & Facilities, Information Technology Division, and Procurement Division
- Review & Evaluate Proposed Solutions
- Participate in Vendor Demonstrations
- Recommend Proposed Solution

**Project Implementation Team**
Auditor-Controller, County Executive Office, Human Resources, Information Technology and Procurement Services
- Implement ERP System
- Monitor Implementation Milestones
- Mitigate Risks
- Monitor Costs
- Measure Productivity/Effectiveness
Software as a Service (SaaS) Transition Model

- Single Consolidated System
- Cost of Ownership
- Transition of Operational Duties
- Staff Reassign to Strategic Roles
- Security
- Reliability

Cloud Technology Overview

Primary Data Center

Disaster Recovery Site

Consolidation and Optimization

Staffing Resources

Software Maintenance/Upgrades
Software as a Service (SaaS) Project Roles

**Implementation Consultant**
- Proven Approach
- Leadership
- Experienced resources
- Recommendations based on experience
- Knowledge sharing
- Leading practices
- Tools and templates
- Change management
- Training program (end users)

**Customer**
- Visible leadership
- Best and brightest
- Empowered resources
- Goal of ownership
- Understand and embrace change
- Responsible for validating final solution
- Understanding and planning for constraints

**SaaS Provider**
- Provides project review services
- Available to support software challenges
- Visible on the project
- Production readiness program
- Training program (team)
Why did Placer County Move to Cloud Technology

- Accounting System at End of Useful Life
  - Cannot Handle any Further Automation
- HR/Payroll System Expensive to Maintain
  - Users Want Enhanced Functionality
- Timecard Processing Inefficient
  - Many Stand-Alone Systems and Difficult for Users
- Personnel Action Forms Processing Inefficient
  - Manual Process, 5-part Form, Takes Weeks to Process
- Inefficient Reporting
- Many Stand-Alone Systems used in County Departments as Work Arounnds
- Document Management System Separate from Core System
- Does not Support County Executive Office Initiatives
  - Priority Based Budgeting (Current Accounting Structure does not Support)
  - Employee Engagement
Benefits of a Cloud-Based ERP

- **Cost Savings**
  - One ERP Platform, No Data Center/Hardware to Maintain
  - Support Unit
  - Reduce Redundancy of 3rd Party Systems
- **Access to Network of Users All on Same Version, Sharing Ideas and Solutions**
- **System More Intuitive, Quicker to Process Transactions and Easier to Retrieve Information**
- **Automation**
  - Workflows, Self Service, Reporting, Analytics and Dashboards
- **Mobile Capability**
- **Recruiting Tool for New Employees**
Key Board Actions to Date

- February 21, 2017
  - Approved ERP Replacement Project (Financials and HR/Payroll) with a $16.0 million budget
  - Approved licensing agreement with Workday and contract with our integrations partner, Sierra Cedar Inc.
  - Approved project staffing plan
  - Project sponsors recommended a dedicated support organization concept after go live
March 2017
Financial System Kick-off

September 2017
HR/Payroll Kick-off

July 2018
Financial System Go-live

January 2019
HR/Payroll Go-live

Board of Supervisors Approval
Executive Technology Steering Committee

• CEO
• Deputy CEO
• Auditor-Controller
• Director of Human Resources
• Sheriff Administrative Captain
• Director of DPW/Facilities
• Director of Community Development Resource Agency
• Director of Administrative Services
• Director of Health and Human Services
Leadership Committee

- Principal Management Analyst – CEO
- Assistant Auditor-Controller
- Payroll Manager
- Assistant Director of Human Resources
- Director of Administrative Services – HHS
- Treasurer Tax-Manager – Treasurer-Tax Collector
- Administrative Services Manager – Sheriff
- Administrative Fiscal Operations Manager – CDRA
- Administrative Services Manager – DPW/Facilities
- Deputy Director of Information Technology
- Deputy County Counsel
Key Board Actions Subsequent to Project Approval

- January 8, 2018 - Provided Board a Project update
- July 10, 2018 - Approved new job classifications for support organization
- December 18, 2018
  - Provided Board a project update on Phase 1 Financials “go live” on July 2, 2018
  - Provided Board a project update on Phase 2 HR/Payroll (recommending 3 month delay to March 31, 2019)
- February 26, 2019
  - Approved additional 3 month delay for Phase 2 HR/Payroll, along with a contract increase for Sierra Cedar
- September 24, 2019
  - Provided Board a final update on ERP Project and budget
Financials Update

- Challenges post go live:
  - Employee turnover in key departments
  - Project team turnover (County and SCI)
  - User readiness and training
  - Cash balancing in Treasury
  - Workflows/security
  - Monthly closing process
  - Reports
Financials Update

• Additional challenges
  • Accounting and budgetary structure
  • Year-end closing activities
  • Grants module
  • State Controller budget schedules
  • Reporting (CAFR, Cost Plan, Department Budgets, Special Districts)
Financials Update

- Current status on challenges
  - Cash balancing methodology in place
  - Monthly closing process dialed in
  - Provided training with process owners and key Department users
  - Created new job aides and Workday “tips and tricks”
  - Performing comprehensive review of FY18/19 accounting transactions (ledger review)
  - In the process of creating a comprehensive future enhancements list to address Department needs
Financials Update

• Key business process changes
  • Employee “claim” expenses and retiree health payments now fully automated, with direct deposit into employee/retiree bank account
  • All expenditures less than $1,000, except employee claims, no longer need ACO approval before payment
  • Eliminated paper with use of workflows
  • ACO management can now see all journal entries
HR/ Payroll Update

- We went live on July 1, 2019; key business process changes as follows:
  - Personnel Action Forms (PAFs), Timesheets and Leave Request Forms replaced with online workflows
  - Managers and supervisors approve employee time and leave in Workday
  - Employees request time off in Workday
  - Expanded self service for employees (Pay stubs, W-4/DE6, open enrollment and personal information changes)
  - Labor distribution fully automated
HR/ Payroll Update

• Successfully tested and recently deployed Open Enrollment to all County employees

• Updated position control to match budgeted allocations

• CalPERS integration working correctly, but does require bi-weekly monitoring (retro pays)

• Completed testing of Range B implementation (labor negotiated item)

• Commenced building W-2 integrations file for year-end
Support Organization

- Composition of support team:
  - ERP Analysts – 8
  - Business Process Analyst and IT Analysts - 4
  - ERP Manager

- Total estimated cost of support organization (staffing and Workday licenses) - $3.2 million

- Total prior cost to support PAS and ACORN (software/hardware maintenance, staffing and professional services) - $3.0 million

- We now have a dedicated unit consisting of technical and functional staff to continually update and improve Workday for our users.
ERP Support Organization

- Workday User Group
  - Board of Supervisors
  - Leadership Committee
  - Executive Technology Steering Committee
    - Auditor-Controller
      - ERP Manager
        - Senior ERP Analyst
          - Supports Financial Accounting and Reporting
            - ERP Analyst
            - Procurement
            - Senior ERP Analyst
              - Supports General and Payroll Accounting
                - ERP Analyst
                - Senior ERP Analyst
                  - Supports Human Resources and Benefits
                    - ERP Analyst
                    - Senior ITA Information Technology Security
                      - Senior ITA Information Technology Integration/Reports
                        - Senior ITA Information Technology Integration/Reports

*Employee resides in Admin Services and is dedicated to Workday Support team for upgrades and new functionality.*
Support Organization Tasks

• Review, test and configure mandatory upgrades (2 per year) - Workday 33 now live as of September 9, 2019
• Day to day support, especially critical production issues
• Training and cross-training efforts
• User group meetings
• Workday enhancements
  • Mobile application for workflow approval
  • Dashboards, worksheets and custom reports
  • Reassess business processes in key areas
Questions?