

**ADMINISTRATION & HUMAN SERVICES
STANDING COMMITTEE MINUTES
Monday, December 6, 2021**

The meeting of the Administration & Human Services Standing Committee was held on Monday, December 6, 2021, at 5:10 p.m., via Zoom or on-site. The following members were present: Commissioner Markley, Chairman; Commissioners Bynum, Kane, and Philbrook. Commissioner Ramirez was absent. Commissioner Johnson substituted for Commissioner Ramirez. The following officials were also in attendance: Emerick Cross and Alan Howze, Assistant County Administrators; Patrick Waters, Deputy Chief Counsel; Henry Couchman and Jeff Conway, Senior Counsel; Kathleen VonAchen, Chief Financial Officer; Ashley Hand, Director of Strategic Communication; Gunnar Hand, Director of Planning and Urban Design; Renee Ramirez, Director of Human Resources; Bonnie Bloesser, Human Resources Analyst; Courtney Sachen, Human Resources Partner; Crystal Sprague, Workday ERP Implementation Project Director; Monica Sparks and Allie Facio, UG Clerk's Office.

Chairman Markley said, before I call this meeting to order, I want to announce that due to COVID-19, some committee members, staff and public are attending remotely via Zoom as well as on-site. All participants joining by phone should mute their phones when not speaking to avoid background noise.

During the meeting, please make sure you announce yourself by name and title every time you speak so the public that is observing knows who is speaking. This is critical given the number of remote participants and is current guidance from the Kansas Attorney General.

The public is allowed to participate by Zoom or submit comments by email prior to the meeting and those comments will be included in the record of the meeting. The public may also indicate their intent to provide remote public comment by contacting the Clerk's Office by 5 p.m. the Thursday before the meeting. The public also will have the opportunity to provide brief comments, either by telephone or via Zoom, from the lobby of the Municipal Office Building.

Chairman Markley called the meeting to order.

Roll call was taken and all members were present as shown above.

Chairman Markley said, there was a blue sheet sent out adding an item relating to a vehicle stipend for the Mayor. That item has been removed pending further adjustments, so we will see that on a future agenda, I trust.

Chairman Markley said, we also have no minutes to approve.

Committee Agenda:

Item No. 1 – 211197...REQUEST: EXTENSION OF MORATORIUM ON ENFORCEMENT OF MURALS WITHIN RESIDENTIAL ZONING DISTRICTS

Synopsis: A request for consideration of extending the moratorium on enforcement of pre-existing murals prohibited within certain zoning districts, submitted by Gunnar H. Hand, AICP, Director of Planning and Urban Design. The moratorium shall apply to the following districts and their planned equivalents: A-G, R, R-1, R-1(B), R-2, R-2(B), R-3, R-4, R-5, R-6, R-M, TND T-1, TND T-2, TND T-3, and TND T-4.

Gunnar Hand, Director of Planning and Urban Design, said, before you tonight, we actually have two agenda items, but on this one, we are asking that we extend the mural moratorium that we issued last year. We were not able to work on that project, so we're asking for another six months. Why we believe we can get it done in six months is we were approved to create an ordinance study section.

So, we hope in the next month or so, we will be hiring somebody who will focus just on ordinance amendments as well as the zoning code update and this project in particular. We just didn't have the bandwidth in the last six months. We were bullish on the original deadline of the end of this calendar year. We haven't seen any issues arise regarding murals in residential properties in that time, so that's a good thing. We think we have a little bit more time to get this done the right way and we're asking for six more months until June 30th.

Action: **Commissioner Bynum made a motion, seconded by Commissioner Kane, to approve.**

Chairman Markley asked, any other comments from the commission, or Clerk if there are any comments received from the public? **Allie Facio, UG Clerk's Office**, said, no comments were received.

Roll call was taken and there were five "Ayes," Philbrook, Kane, Johnson, Bynum, Markley.

Item No. 2 – 211198...ORDINANCES: COVID-19 EMERGENCY

Synopsis: Consideration of making permanent the suspension of certain sections of Chapter 27, Planning and Zoning, and Chapter 32 of the Code of Ordinances, in conjunction with the COVID-19 emergency ordinances passed by the Unified Government Board of Commissioners, submitted by Gunnar H. Hand, AICP, Director of Planning and Urban Design.

Gunnar Hand, Director of Planning and Urban Design, said, I do have a small correction on this agenda item. We noticed it as making them permanent, which is more intensive than what our actual request is today, so I think we're good to go. Instead of making them permanent, we're also asking for another six months. When we started to dig in in the last two months on this case, we realized pretty quickly that it was going to take a lot more bandwidth to make them permanent.

If you remember in the summer of 2019, directly after the pandemic, we had issued five ordinances and two resolutions. We've consolidated all of those into two ordinances and one resolution, but that is basically all the amount of bandwidth we had. Again, prior to hiring an ordinance study section or creating an ordinance study section in the Planning and Urban Design Department. So, we're asking for another six months, again, to June 30th to keep the current ordinances and resolutions in effect. These are the open streets, these are the farmer's market expansions, the outdoor dining, outdoor taverns, everything we've already approved.

We believe, again, with the recent variant, it might very well be valid to do it just because of that in and of itself for another six months. But, again, in the last two years, year and a half that we've had all of those ordinances in place, we've had a couple of issues that we've had to work through with applicants in order to implement these things but we believe that it's working as we had hoped. So, we think that in the six months, our intent is to work through them and see if they can, in fact, all become permanent, but we need to do that work over the next six months. So, staff hopes you can extend this for another six months for us.

Commissioner Bynum said, Gunnar, please don't make the pandemic any longer than it has been. It was July of 2020.

Action: **Commissioner Bynum made a motion to approve.**

Chairman Markley asked, to approve the six-month extension, just to be clear, since the agenda is different? **Commissioner Bynum** said, yes, thank you. A six-month extension.

Action: **Commissioner Philbrook seconded the motion.**

Commissioner Kane said, we're still doing this, though. People are still able to go out and—okay, great. Thank you.

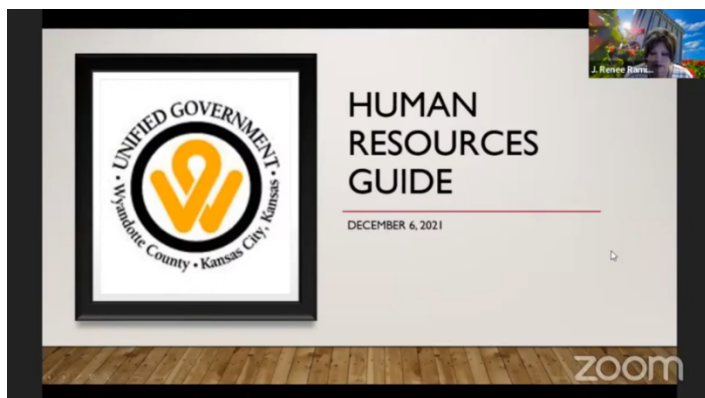
Chairman Markley asked, Clerk, any comments from the public? **Allie Facio, UG Clerk's Office**, said, no comments were received.

Roll call was taken and there were five "Ayes," Philbrook, Kane, Johnson, Bynum, Markley.

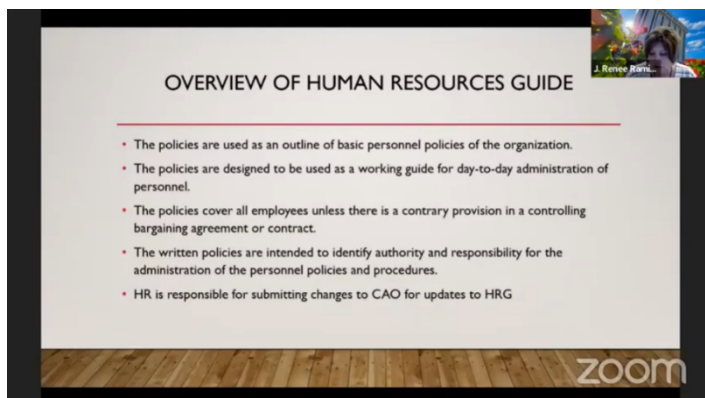
Item No. 3 – 211096...PRESENTATION/RESOLUTION: AMENDED POLICY ON DONATED SICK LEAVE

Synopsis: Request amendments to the Human Resources Guide relating to donated sick leave, submitted by J. Renee Ramirez, Director of Human Resources; Bonnie Bloesser, Sr. HR Partner; and Courtney Sachin, HR Partner.

Renee Ramirez, Director of Human Resources, said, Henry Couchman, our legal counsel, is also with us this evening. With me this evening are two staff members from Human Resources: Bonnie Bloesser, Senior HR Partner; and Courtney Sachin, HR Partner.

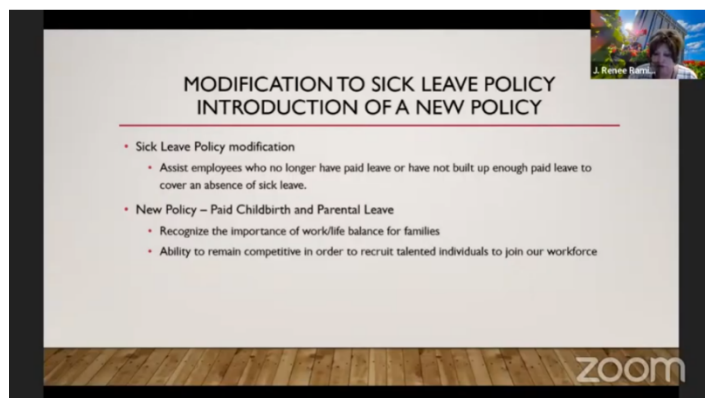


This is the first of many upcoming sessions that we have scheduled to present modifications to the Human Resources Guide that governs Unified Government employees, unless otherwise covered by a bargaining memorandum of understanding. The Human Resources Guide is available on Employee Self-Service, the Human Resources Department page of the internet at www.wycokck.org, and the intranet which is internal for Unified Government employees. I believe there are still hard copies of the HR Guide available in some of the departments.



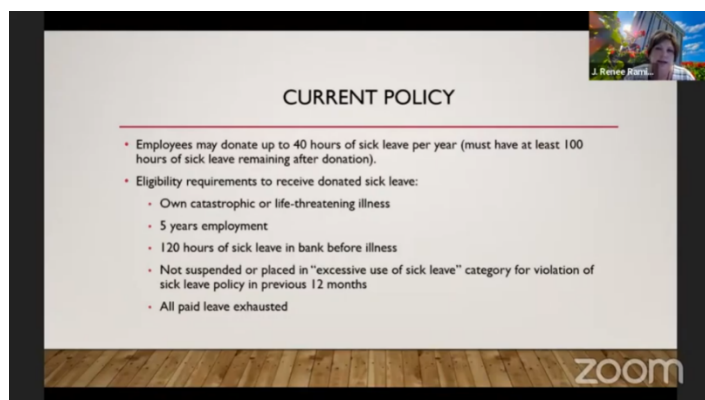
To begin, the policies within the Human Resources Guide are used as an outline of basic personnel policies of the organization. These policies are designed to be used as a working guide for the day-to-day operations related to personnel matters. The policies cover all employees unless there was a memorandum of understanding, which is a union contract that is in place with controlling language specific to certain topics. The written policies of the Human Resources Guide are intended to identify the proper authority and identifies a responsibility of administering the policies and the procedures. These policies can be amended by going through the County Administrator for adoption by the UG Commission, which is what we're starting with this evening.

December 6, 2021



This evening, we are bringing forward two policies for consideration. The first is a modification of the existing sick leave policy, donated sick leave provision, within the Human Resources Guide. The second policy that we are bringing forth is a new policy that we’re going to recommend for the organization for the paid childbirth and parental leave.

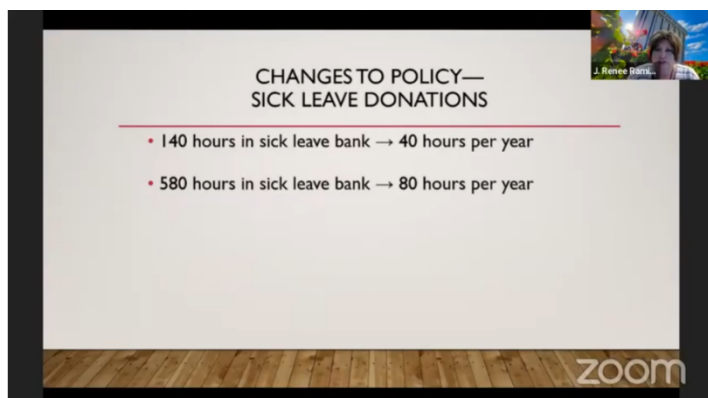
We’ll begin with the modifications to—we’ll talk about the first one, the sick leave policy modification.



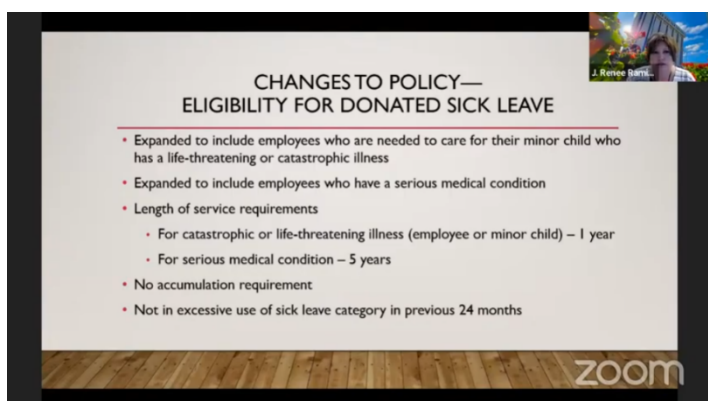
Currently, this policy outlines how UG employees can actually donate sick leave to current UG employees. So, the current policy at hand does have some limitations as outlined what we have here. Employees may donate up to 40 hours of sick leave per year and they have to have a certain amount of sick leave in their bank remaining after the donation. They’re limited to only donating one set of 40 hours per calendar year.

The eligibility requirements under the current policy also are pretty strict, wherein the employee who is requesting the donated sick leave—it has to be for their own catastrophic or life-threatening illness. They have to have been employed with the Unified Government for at least 5 years, and they have to have at least 120 hours of sick leave in their bank before the illness began, which is

really tough for the HR staff to even try to track. They cannot have been suspended or placed in the excessive use of sick leave category for a violation of the sick leave policy in the previous 12 months, and they have to have exhausted all of their paid leave in order to be eligible for donated sick leave.



Some of the changes that we're bringing forward under the new provision of the donated sick leave is—we're going to approach this with a tiered process. So, employees can donate up to 40 hours of sick leave, the 40 hours per year, if they have 140 hours of sick leave in their bank. We're adding a new provision in there that employees that have a balance of at least 580 hours in their sick leave bank can actually donate up to 80 hours per year to those employees requesting the donated sick leave. So, again, we've added the tiered phase in there where we can have maybe tenured employees actually donate a little bit more time since their banks are a little bit richer than maybe some of our newer employees.

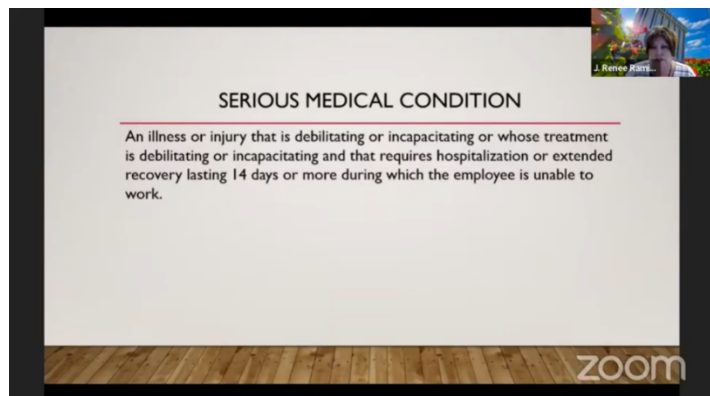


We've also changed some of the eligibility for the donated sick leave. We've expanded this to include employees who are in need to care for their minor children who have a life-threatening or

catastrophic illness. Remember, under the current policy that we have today, it's just for the employee. It also is expanded to include employees who have a serious medical condition. This is a new provision that we're outlining in this new policy, the revisions to the policy.

We're also modifying the length of service requirements. So, for catastrophic or life-threatening illness for the employee or a minor child is going to be, you have to have been employed here for one year. If you have a serious medical condition, it will be for five years. So, again, there's a tiered approach for those two situations.

There is no accumulation requirement. When we were checking the sick leave where if you were listed as an abuser of sick leave, let's just say, or categorized as an excessive user of sick leave, instead of doing a look-back for 12 months, we will now do the look-back for 24 months.



I'm going to share with you the definition of a serious medical condition. This is a new definition that we have put in this policy. It's one of the definitions that was not in the existing policy. It's an illness or injury that is debilitating or incapacitating whose treatment is debilitating or incapacitating that requires hospitalization or extended recovery lasting 14 days or more during which the employee is unable to work.

There are some provisions in there that the serious medical condition does not cover. For example, common infections and infectious diseases like the common cold, seasonal allergies, things of that nature. So, those are the modifications to the sick leave policy, donated sick leave provision.

Alan Howze, Assistant County Administrator, said, I'd just ask the desire of the Chair. There's two separate items on the agenda. If you want to stop and have discussion on this, or if you want

them to continue with the presentation and then take each of those items for discussion and action afterwards. It's your pleasure.

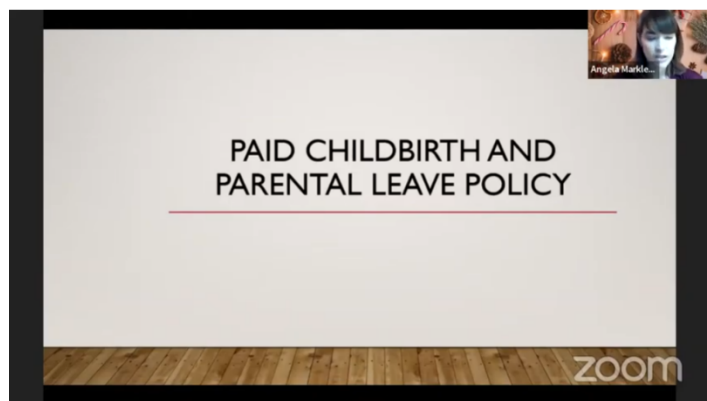
Chairman Markley said, I think it makes sense to take any questions on this item now while it's fresh in everybody's mind. So, questions on the donated sick leave policy, commissioners? Seeing none. Going once, going twice. Having seen no questions on that item, should we go ahead and vote on that item since we have no questions? Are we prepared to make a motion on this item before proceeding to the next one?

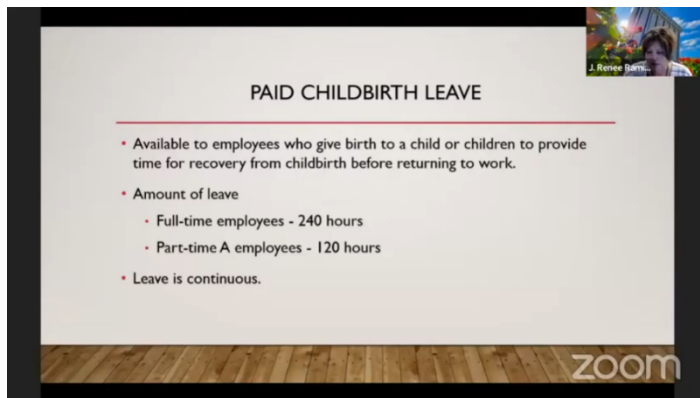
Henry Couchman, Senior Attorney, said, there's actually a resolution that accompanies this item that you'll be voting on. It's to approve the policy.

Action: **Commissioner Philbrook made a motion, seconded by Commissioner Kane, to approve.** Roll call was taken and there were five "Ayes," Philbrook, Kane, Johnson, Bynum, Markley.

Item No. 4 – 211223...PRESENTATION/RESOLUTION: NEW POLICY ON CHILDBIRTH AND PARENTAL LEAVE

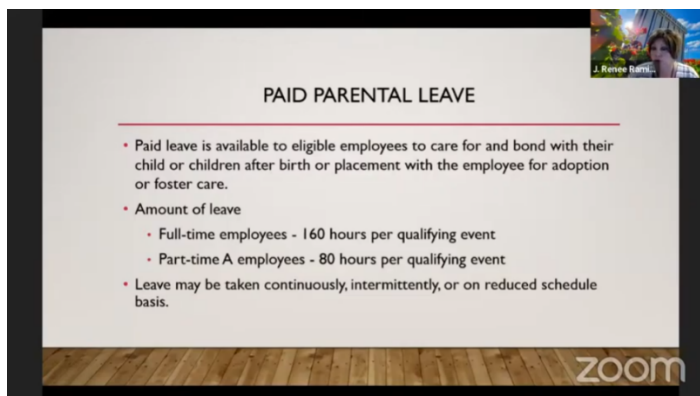
Synopsis: Request to add a new policy on paid childbirth and parental leave to the Human Resources Guide, submitted by J. Renee Ramirez, Director of Human Resources; Bonnie Bloesser, Sr. HR Partner; and Courtney Sachin, HR Partner.





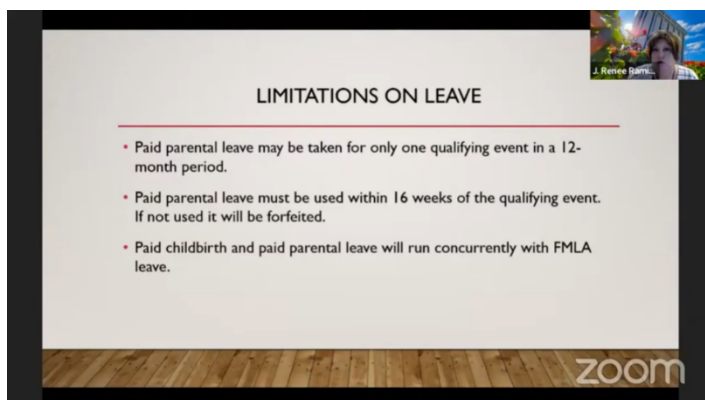
Renee Ramirez, Director of Human Resources, said, this is a new policy that we are proposing for our organization. This policy will provide us with the opportunity to be competitive in the market by offering paid leave to candidates who may be considering the Unified Government for employment. It also does another thing for us. It also is the ability for us to retain good employees that already work here, to be eligible for this paid childbirth and parental leave policy. So, it's kind of a two-prong benefit for employees. One, so we can be competitive in the market; and two, so we can retain employees that we currently have employed here.

The first portion of this is this is a leave that will be available to employees who give birth to a child or children to provide time for recovery for childbirth before returning to work. The amount of leave, basically, is providing full-time employees with 240 hours of this paid leave to recover from childbirth. We also have part-time A employees who have also UG benefits and that are eligible for this type of leave and those employees who are part-time A who traditionally work at least 20 hours a week, up to 39, would be eligible for 120 hours of paid leave. This leave is on a continuous basis.

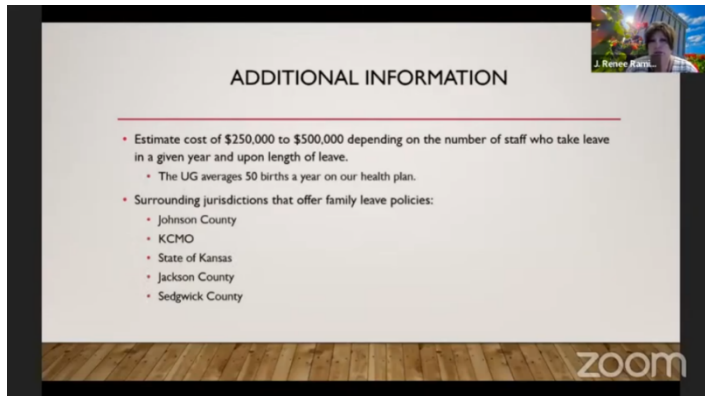


The second piece of this parental leave policy is paid leave that is available to eligible employees to bond with their child or their children after childbirth, or for the placement of the employee for adoption or foster care. Again, this is a separate leave from the childbirth leave, so this is for the bonding and the caring for the children and includes the adoption and foster care.

The amount of leave, again, we did a tiered approach. Full-time employees would be eligible for 160 hours per qualifying event, and part-time A employees would be eligible for 80 hours per qualifying event. This leave may be taken continuously, intermittently, or on a reduced schedule. What I mean by a reduced schedule is if this employee wanted to, let's say, work a week and then come back to work and then work another week, they would have to work that out with the department head and get approval before they actually do some type of reduced schedule. But, there is a little bit of flexibility with the paid parental leave.



There are some limitations that we have placed on the paid parental leave. The paid parental leave may be taken for only one qualifying event in a 12-month period. So, for instance, if an employee has already taken the leave and something else occurs or they adopt another child, they only have that leave one time in that 12-month period. Paid parental leave must be used within 16 weeks of a qualifying event. If it is not used within that timeframe, that leave will be forfeited. Then, the paid childbirth and parental leave will run concurrently with FMLA, as we typically do with all other instances with running FMLA.



Some additional information in regards to this leave is there is an estimated cost of approximately \$250,000 to \$500,000, depending on the number of staff who take the leave in a given year and upon the length of time that they take the leave. Typically, the Unified Government does average about 50 births a year on our health plan, that's kind of what we're seeing. One of the most important things is that there are surrounding jurisdictions that offer this same type of leave to their employees and to candidates who are looking to be employed by those organizations. Some of those we have noted here: Johnson County; Kansas City, Missouri; the state of Kansas; Jackson County; and Sedgwick County.

So, again, offering this type of leave for our employees and for those potential candidates who are looking to the Unified Government as an option for their employment, this is very, very important for us to remain competitive in the market and really to basically show those candidates and our internal employees that we do value the work-life balance here at the Unified Government.

Alan Howze, Assistant County Administrator, said, there's a lot of research showing that the health outcomes for mothers and for children are improved by having this leave available, both the recovery leave as well as the bonding leave, and that the effects of that last for a long, long time. So, this is also an investment in the health of our workforce and of our community.

I also want to just say a thanks to Henry Couchman and UG Legal for the design of this. They've kind of looked at what was EEOC guidance, what are some of the best practices from other communities that have implemented this and developed this approach, which really is kind of this two-part approach that meets the objectives of providing leave and care while also making sure that we kind of steer clear of some of the other challenges that other places have come across when implementing these sorts of leave policies. So, we think that this, as designed, meets the objectives and avoids some of those thickets.

Commissioner Bynum said, my daughter was born three months premature, and she lived in the NICU for 93 days before she came home. So, it looks to me like—I don't know if that is spoken to at all in what's being described here, although I see the paid parental leave must be used within 16 weeks of the event. That would be four months and an extreme case like mine, I did take my leave when I brought my daughter home, not when she was born. I just don't know if we need to speak to that any further or not; it just caught my attention.

Mr. Howze said, others can speak to this, but that's an interesting example because it actually in some ways speaks to the previous policy that was just adopted, as well, which is the expansion of donated sick leave for use of family members who are in a catastrophic, life-threatening illness situation. So, the goal of both of these policies is the taking care of and providing for the health needs of the workforce. In that specific example, Renee can jump in and provide perhaps more details on it.

Ms. Ramirez said, if I'm understanding your example appropriately, is that you would get leave for childbirth and then you would have from the time the child is born, from that date, you have 16 weeks out to invoke or use the parental leave.

Commissioner Bynum said, so you would have your leave for having the child, which would be different from leave, for parental leave, to care for the newborn. Am I understanding you?

Ms. Ramirez said, yes. These are two separate types of leave. One is specific to childbirth, and the other is for parental leave.

Commissioner Bynum said, okay. I think that this situation would cover, for example, my extreme experience. Thank you very much.

Mr. Howze said, to clarify, if I could, Commissioner Bynum. So, a woman who gave birth would have six weeks of that childbirth recovery leave, and then four weeks of the bonding leave, so a total of ten weeks of leave that she would be eligible for. If there was a partner in that relationship, they would have four weeks of bonding leave eligible to them, if that helps.

Commissioner Bynum said, it does. I guess the real crux for me is that if there's a break of 93 days or, you know, 60 days in between those 2 types of leave, then that appears to be allowable under this policy. **Ms. Ramirez** said, as long as it falls within that 16 weeks from the birth.

Commissioner Bynum asked, and would it need to conclude or just begin?

Henry Couchman, Senior Attorney, said, I believe it would need to conclude under the way the policy is currently written. Honestly, I did not even consider a premature birth in writing this, and maybe I should have because I went through an experience similar to yours. Right now the way this is written, six weeks for childbirth leave would begin at the time of birth, and then—that would be six weeks and then for the other four weeks, the mother, anyway, would have basically ten weeks in which to use that leave, an additional four weeks.

Commissioner Bynum said, I just wonder about it because six weeks—so, again, speaking only to my example, I would certainly not need six weeks of childbirth leave with no baby at home. I mean, this is what was so bizarre about the experience. At the time that it was happening, I had a baby, but she wasn't at home with me. She didn't come home for three months, so at that point, the clock's now ticking for me to have any time off with her. Like I said, because this is personal to me, that really caught my attention.

Mr. Couchman said, we picked the 16 weeks because we're trying to find some way to limit the impact on departments of having to have employees absent for a very long period of time. This is already 4 months.

Commissioner Bynum said, let me ask this question. You have 16 weeks in which to take it. You wouldn't necessarily have 4 full months of leave, if I'm reading this right, but do we have allowance for combining varieties of leave? I don't want to make this harder than it is. I appreciate what you're doing.

Chairman Markley asked, is there just an opportunity for individuals in extreme circumstances to have that discussion with their supervisor, I guess might be another question. Can there be language drafted that would provide for some sort of review in circumstances that are not typical?

Mr. Couchman said, we can certainly see about drafting something, taking another look at this particular provision and seeing what we can do with that. We have totaled about 10 weeks of leave for the mother if you combine the two leaves, then there is, of course, regular sick leave and donated sick leave that can be used, as well. So, we can certainly take another look at the 16 weeks and how that might work for premature infants.

Chairman Markley said, I can just certainly imagine the frustration of a parent who's thinking well, the bonding time isn't going to do any good if the only time I can take the bonding time is when I can't bond.

Mr. Couchman said, one way we can do that is just to change the parental leave so that it can be taken or started, you know, a longer period of time. I don't see the childbirth leave changing probably because that's mainly to recover from childbirth. This rationale to provide an opportunity for that, as well as to care for the infant. With the four-week parental leave, we should probably do something on that.

Ms. Ramirez said, again, I think we identified that 16 weeks because in consideration of the departments and the employees, and this also would generate in some instances the requirement of overtime to cover certain things. So, we were trying to limit that time so that way we didn't have individuals actually extending way beyond using this leave.

Chairman Markley said, I think that makes sense, too. That's why I just wondered if the easiest way to handle it is to allow for exceptions to be negotiated in extreme circumstances because I think, for most moms, exactly as it's written is going to work just fine, but there are always circumstances where that might not be the case. So, that's why I thought it might just be easiest to say that there's an opportunity for differences depending on the situation.

Commissioner Philbrook said, for me, I look at this statement—so, Henry, this is for you—when you say qualifying event, could not the qualifying event be when the child comes home out of the NIC Unit, the neonatal unit? Does it have to be the childbirth time? Qualifying event is pretty wide open.

Mr. Couchman said, I think we could work on that. The qualifying event for the childbirth leave, again, generally, would be childbirth. **Commissioner Philbrook** said, right, but you understand my question.

Mr. Couchman said, sure, I understand. That's something that warrants some thought.

Commissioner Philbrook said, I know. Leave it to me to get down in the weeds, but it's to make sure that we are covering our bases but that we're not putting ourselves in a corner like in Melissa

Bynum's situation or somebody else that might have it. So, I just thought I would throw that in there as a look-at.

Mr. Howze said, I think we designed it to... **Ms. Ramirez** said, I think we can look at language...

Mr. Howze said, the simplest sort of policy and then to Commissioner Markley's point, have a by-exception kind of approach rather than trying to design the policy to fully encompass the many possibilities that we know exist around this topic and these issues.

Chairman Markley asked, additional questions?

Commissioner Philbrook asked, so does that mean we're going to look at modifying this before we try to pass this particular one? What's the next step? That would be my question.

Chairman Markley asked, yeah, Henry. What should we do here?

Mr. Couchman said, well, this is right now—this policy provides that it goes into effect January 1 of this next year. So, if we don't approve it now and don't get it to the Commission in December, it won't go into effect then and the people who may need to use it will have to wait if we bring it back. That's the only thing. If you want to go through and pass it as is, we can certainly go back and look at modifying it and bringing it back. Otherwise...

Mr. Howze said, also, Henry, maybe—sorry to interrupt you—if we pass as proposed tonight and then came back with kind of a chairman's marker or commission mark for the full committee and hold off of consent and vote on it through (inaudible) adopted with some of these pieces worked out over the next week and a half, I don't think it would take long to work through them. Then, we can adopt at the full commission meeting off of the Consent Agenda.

Ms. Ramirez said, I do have a question, though. Are you talking about extending the 16 weeks? Again, you know, I do have a concern for a lot of department heads and if we go beyond 16 weeks for allowing this, it would be subject to possibly having staff out longer than expected, which does create some hardships for some departments. So, are we merely talking about maybe adding a sentence that talks about visiting some exceptions to the rule in the event of, let's say, an early birth due to premature, something of that nature?

Chairman Markley said, I think what I'm hearing is that this commission doesn't intend to extend the 16 weeks for everyone, necessarily, but we want there to be an availability for someone who has a need an actual need related to how the birth occurred or the situation occurred, to have their exception reviewed. Any other commissioners? If that's not what you're thinking, speak now or forever hold your peace.

Commissioner Bynum said, I'm not opposed to the notion of passing this with language that says we'll maybe have a little bit fuller discussion on the full commission agenda. I appreciate Renee Ramirez's concern, but I'm still trying to wrap my head around the notion that this bullet point that says "paid parental leave must be used within 16 weeks of" is not indicating that someone will be gone for 16 weeks unless I'm misunderstanding the bullet point. I worked the entire three months that my daughter was in the NICU and then she came home, and I took my leave.

Where I can see a problem is that according to this policy, my time—I would have 4 weeks left because my time would be running out because the clock's ticking because I'm within this 16 weeks of the qualifying event. I'm not opposed to passing the policy with the understanding that we would perhaps revisit it even if it's just that statement that some very narrow specific—I don't even know what I'm trying to say now—what you said, Commissioner Markley.

Ms. Ramirez asked, so, do you think modifying the language that says instead of it being used within 16 weeks, that you could start it, let's say, in the 15th week and then your 4 weeks? Is that kind of what you're... **Commissioner Bynum** said, I think that's what I'm thinking. I guess the must be used within 16 weeks is bothering me a little bit, but not because somebody's going to be gone for 16 weeks, but because if baby doesn't come home until week 15, then now I'm in trouble because I've got one week to be home with her.

Chairman Markley said, I agree. It's not the length of the time the person is gone that we're concerned about, it's when that time happens; when it starts.

Mr. Howze asked, if we had the language there that had the ability for the Administrator to make determinations in exceptional circumstances to adjust this, would that be sufficient?

Commissioner Bynum said, thank you, Alan. That’s exactly the words I was looking for and our lawyer can make that into legalese and bring that to us perhaps at the full commission meeting. Would that be acceptable?

Action: **Commissioner Bynum made a motion to approve.**

Chairman Markley asked, and you make that motion subject to an amendment similar to what was just outlined by Alan Howze? **Commissioner Bynum** said, subject to that.

Action: **Commissioner Philbrook seconded the motion.**

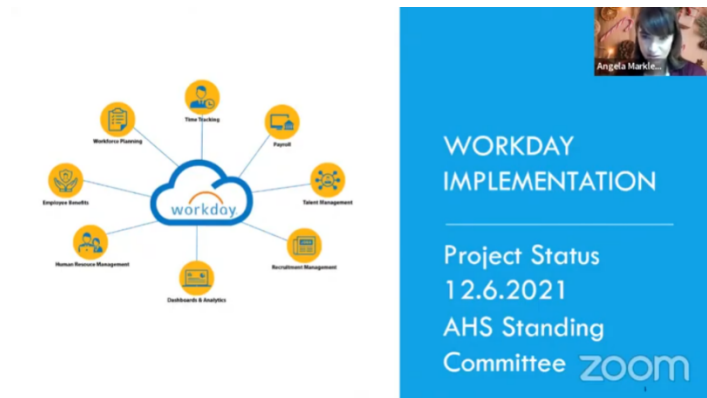
Chairman Markley asked, Clerk, do we have any comments from the public? **Allie Facio, UG Clerk’s Office**, said, no comments were received.

Chairman Markley said, just of note, I think, staff, the suggestion is that this would be then on full commission agenda, correct? That it will not be on the Consent Agenda, so it will be up for discussion with that amended language.

Roll call was taken and there were five “Ayes,” Philbrook, Kane, Johnson, Bynum, Markley.

Item No. 5 – 211166...UPDATE: ENTERPRISE RESOURCE PLANNING (ERP) PROJECT IMPLEMENTATION

Synopsis: Presentation of the progress made on the implementation of the UG’s new “Workday” Human Capital and Financial Management Solutions Project scheduled to “go live” June 30, 2022, submitted by ERP Executive Sponsors Alan Howze, ACA/Chief Knowledge Officer, Kathleen VonAchen, Chief Financial Officer, and J. Renee Ramirez, Human Resources Director.



Crystal Sprague, Workday ERP Implementation Project Director, said, I am thrilled to be joined by our Executive Sponsors today: Mr. Alan Howze, Ms. Renee Ramirez, and Ms. Kathleen VonAchen. They're our Executive Sponsors. My co-project manager, I do not think joined us today. Her name is Gail Jones. We work very closely together on making sure that the Workday product is implemented successfully with our teams throughout the Unified Government.

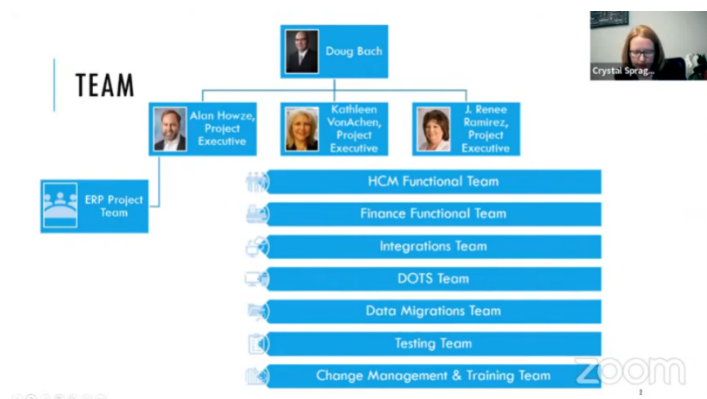
We are now one year; we are past our first one-year milestone mark in our Workday Implementation Project. It seems like it just started, but we are quickly approaching our go-live date in July of 2022. We'd like to offer a brief background on the project for those who are not familiar with this technology improvement.

The Workday Implementation Project began because our current financial system had not been updated or had not been replaced since 1997 or prior thereto. Our Human Resources systems were not integrated, and our Human Resources, Finance, and Procurement products were working independently. We were looking at a digital improvement to workflow in advanced analytics so that we could have real information at our fingertips that was actionable.

A cross-functional team started to define the need for an integrated system of record that could unite all of our processes, improve our efficiencies, and make our daily product more effective in how we work with the public and for the public. COVID-19 obviously amplified that need, and Workday was selected, and our project kicked off November of 2020.

Workday is a dynamic and flexible system that meets our current needs, but also can grow and change with us to meet our future needs. It's information and data at our fingertips. It takes data out of our individual systems and puts it together, so we're not standalone activities any longer. It's one place for contextual and actionable data in real-time, and it transitions our multiple systems into the power of one. So, pretty incredible product, and we're really lucky to be taking part in the Workday implementation.

You'll hear me mention from time-to-time Accenture. Accenture works as our implementation partner and helps us through our business process alignment moving toward full-on implementation of our product.

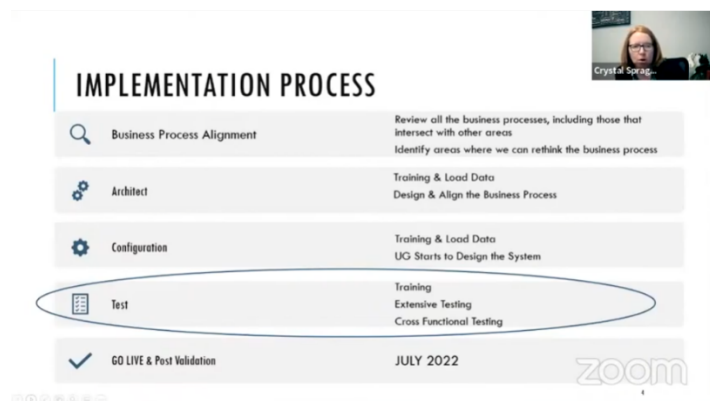


Our project is governance encourages the business process, decisions and innovations happen with the experts. So, our governance model encourages those subject matter experts on the lines, front lines, doing the work every day to make some of those innovative decisions that will make the product work the best for us. But it elevates any major change in policy or process up to and in a comprehensive manner to our cross-functional executive team, which I've mentioned already.

Our Operations	Enhance Operational Efficiencies by Reducing Manual Efforts and Systems.
Our Connections	Provide Opportunities for Departments and Individuals to Collaborate as One Team.
Our Methods	Improve Resource Management through Access to Real-Time Information and Workday Tools.
Our Culture	Cultivate an Environment which Empowers People to be More Strategic in their Work and Decision-Making.
Our Citizens	Exemplify Excellence in Every Transaction with Our Constituents and Stakeholders.
Our Value & Our People	Become a Premier Employer in the Metro Region.
Our Assurances	Implement a Technology Framework that Promotes Information Security & Fraud Prevention.

We've previously shared the mission and vision and the pillars of success of this project, but we thought it was worth for today's presentation to reshare our goals. These are the goals that drive us in our activity every day and these goals were set at the commencement of the project, not only from our executive sponsors and our project leads, but also our subject matter experts. We take these goals very seriously. We are always looking for ways to measure our product as we are

building it and configuring it in these goals and making sure that we are meeting the goals when we go live, but then also after in years to come.



Our process for implementation has five parts. Accenture, our implementation partners, help us through those parts. For the most, every single one of our work streams have passed the business process alignment where we took a really hard look—intimate look—at our business processes where the breakdowns were and where innovation can happen with the Workday product.

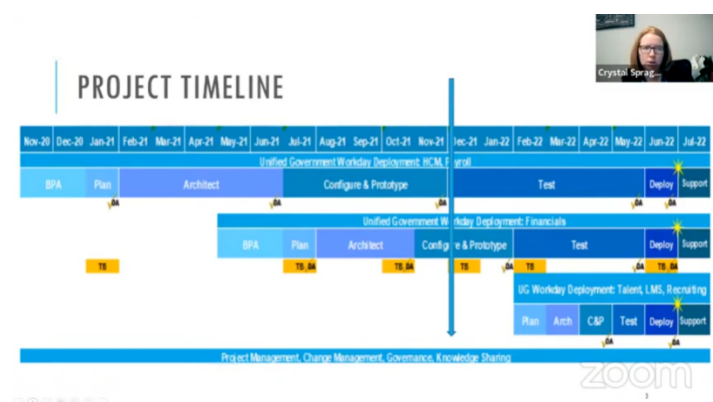
Then, we began to architect, meaning we're looking at our data, we're loading our data in the system, and really designing how those business processes were going to work. Then, configuration is really loading that data and starting to design the system on our own.

Like I said, for the most part, all of our workstreams are now in the testing phase of our project. It is the most intense phase of our project and lasts almost six months, or the last six months of our project. The testing is layered in different areas, not only in a what we call unit test or what's happening within the individual workstreams but moving into what's called end-to-end testing where we are testing the product from the beginning. Maybe the very first time we hire an employee all the way through the lifecycle of that employee up through retirement and all the variations that could occur.

So, as you can imagine, the testing in an end-to-end testing scenario is very intense and very robust as we are going through each one of those processes and making sure that all of our subject matter experts have an opportunity to get their hands on the product and see how those business processes are going to flow. The teams have been working so hard to architect and configure.

At the same time, while we're doing this end-to-end or very in-depth testing, we're also building training curriculum. Most of our subject matter experts and leads have had an exposure or training up to this point, now we move into the phase where we're training those end-users. To do that,

we utilize what's called Change Managers or Change Ambassadors, and these are folks within the organization who have volunteered to be our points of contact to help us develop and train all of our end users on the parts and pieces of the Workday product that they will be using.



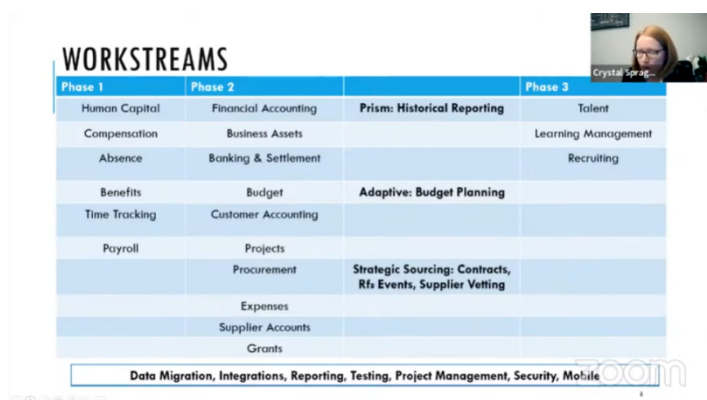
Here's another look at the calendar; it is a high-level calendar. The first section that you see up at the top is what we call Phase 1. That's our core HCM or human resources, payroll, and time tracking. It is the longest phase of our project.

The second phase is the second diagram that you see, and that's our Phase 2 and those are our Workday deployments in financial. So, that's your budgeting, procurement, banking and settlement, business assets, and more in that second phase.

Then, our last phase, which has not kicked off yet, but is last to kick off, is our talent, learning management, and recruiting. So, much of the work for the third phase has already been done in the business process analysis, but we've still got some configuration and testing to do there.

So, this is not a fair representation, I'll tell you. I show this calendar a lot. It's not a fair representation of the dependencies and the work that has to be produced to move along this calendar in a successful way and the high level of work that each one of the workstreams does to get to these calendar dates and surpass these calendar dates. It kind of gives us a good high-level timeline of what can be a really expansive project in a pretty clean way.

So, our arrow indicates that we are right here. December of 2021, we are beginning that comprehensive testing phase for Phase 1, that end-to-end testing. We are finishing up config and prototype for Phase 2, moving into some unit testing that's embedded into configure and prototype, and then February of 2022 we'll start with Phase 3, which is the talent, LMS, and recruiting.



Phase 1	Phase 2	Phase 3
Human Capital	Financial Accounting	Prism: Historical Reporting
Compensation	Business Assets	Talent
Absence	Banking & Settlement	Learning Management
Benefits	Budget	Recruiting
Time Tracking	Customer Accounting	Adaptive: Budget Planning
Payroll	Projects	
	Procurement	Strategic Sourcing: Contracts, Rfs Events, Supplier Vetting
	Expenses	
	Supplier Accounts	
	Grants	
Data Migration, Integrations, Reporting, Testing, Project Management, Security, Mobile		

We have a better idea than the last time we spoke to you and gave you this project status update on exactly what workstreams we are focused on. Our Phase 1 here broke down into human capital, compensation, absence, et cetera, and Phase 2 is that financial workstream. There are ten separate workstreams in the Financial Department and they range all the way from our grants to our projects, to our budget and banking settlement, and what our assets are within the Unified Government. So, very complex workstreams, but divided up into a couple of different phases. Then, again, we have our Phase 3 for talent, management, and recruiting. We've yet to start that, although a lot of the work has already been done.

We have some additional workstreams here that don't nicely tuck into a Phase 1, 2, or 3, and these are additional products that are modules within the Workday product that will help us really utilize the platform to the best of our abilities. Those are Prism, Adaptive, and Strategic Sourcing.

Prism is really going to give us the power to leverage our historical data that we bring into the Workday system and pull a lot of information, not only current, but also historical information to make good solid decisions in the worlds of budgeting and finance as well as in human capital management.

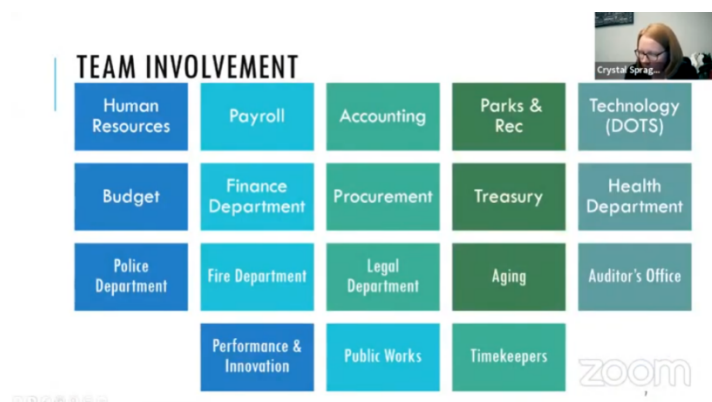
Then, Adaptive is a budget planning tool that will complement the budget workstream and work well with that budget workstream seamlessly from the beginning of the discussion when budget planning starts, all the way through the execution of the budget in our daily cycle.

Strategic Sourcing is just that, it's strategic sourcing. It will start our procure-to-pay process and handle the contracts, sourcing RFS events and supplier vetting, and then flow seamlessly into the other half of that Workday module, which is procurement.

Throughout the very specific workstreams, every single workstream available that you see here always has a data migration piece, an integration piece, a reporting, testing, project management, security, and mobile application. So, those are the workstreams that go across all the different

phases of our project implementation and are most critical. When we talk about being able to build a product and utilize that product, we definitely want to test it, we want to report against it, and we need to have our data be accurately loaded into the new system so that we can work and test effectively.

So, the functional workstreams organize not only the work for the project implementation, but it also begins to forge us truly in a cross-functional approach to how we do our work. So often in the past, we've considered a department-level work to be department-level work. The Workday product forces us to think across departments in a very cross-functional way for the care and keeping of the Workday environment postproduction. So, the workstreams get us ready during implementation, but really, they're getting us ready for post-go-live or postproduction in how we're going to work together to make sure that we are growing within the system and we're using the system to the best of its abilities.

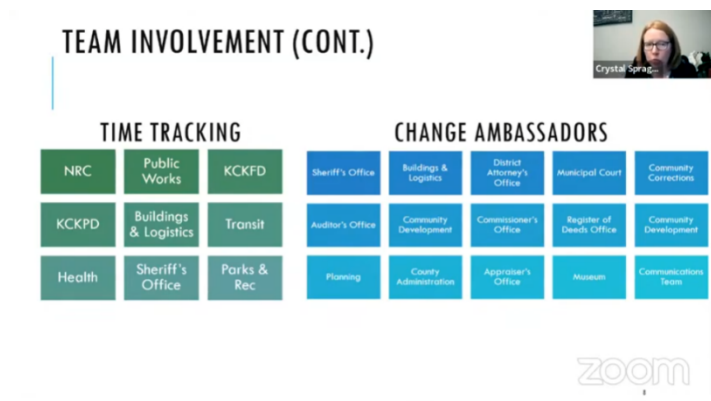


I've mentioned a couple of times the heavy team involvement. Numerous and various departments are involved in the project to date, many leading workstreams. Some of those workstreams align with traditional department-type workstreams, but this project implementation doesn't stop with just what's going on in that department-level aligned workstream. We start to bring in all those subject matter experts from other departments that interact in that workstream on a regular basis so that we can build the most comprehensive business processes that we can.

So, you can see here the various departments that are involved at a project implementation process. Very comprehensive list of departments. Certainly not all of our departments, but a lot involved in that direct team accountability every day. One that I will draw specifically is our timekeepers. Timekeepers are all over our organization and have some interesting requirements

that they have to meet within their organizations that they have to make sure that they are testing and are aware of.

TEAM INVOLVEMENT (CONT.)



TIME TRACKING			CHANGE AMBASSADORS				
NRC	Public Works	KCKFD	Sheriff's Office	Buildings & Logistics	District Attorney's Office	Municipal Court	Community Corrections
KCKPD	Buildings & Logistics	Transit	Auditor's Office	Community Development	Commissioner's Office	Register of Deeds Office	Community Development
Health	Sheriff's Office	Parks & Rec	Planning	County Administration	Appraiser's Office	Museum	Communications Team

zoom

So, we have an expanded time tracking group that brings in some of those various considerations. If it's a bargaining unit or shift work or 24/7 work versus a traditional 8-to-5, Monday through Friday, we want to make sure that those time tracking variations are tested, they're built appropriately, and they're effective. So, we have lots of different folks coming in from a time tracking perspective.

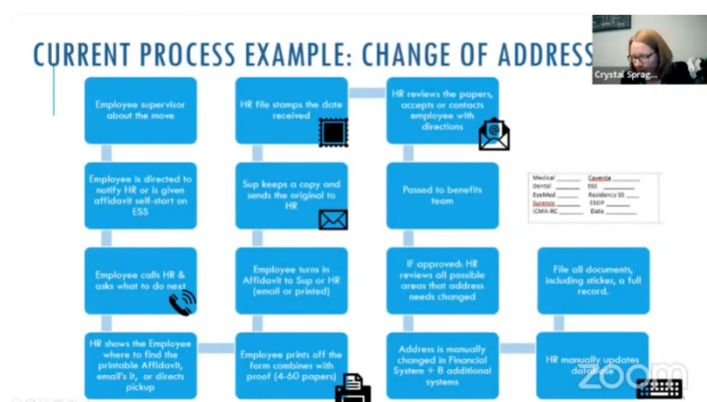
Then, our Change Ambassadors, which I mentioned just a few slides previous. Our Change Ambassadors range across our organization and are really those folks on the ground who will help us understand what people need to know about the product and will help us be able to show off the product, but also test the product and train the product inside the individual department.

So, we're taking the information to the employee rather than putting the employee in a position to have to come into a training class. We're going to them, and those Change Ambassadors are critical in that effort. The Change Ambassadors are also doing communications, website page development, and anything that we can do to help with the change management of this product moving into July.



The big question always is, well, how is the project going? The great response that we get to give is the project is going wonderfully. It is a very difficult, challenging process and it is incredibly difficult to pull on people who have regular 40 hours a week jobs to work on something so complex, but our project health today is in the green. Our overall project health, our budget is in the green, our timeline. We are right on time with where we should be at in the project, and our stakeholder engagement is very high.

So, what are we focused on next? We are focused on what post-go-live looks like. How are we going to govern this product? How are we going to make changes if changes need to be made? Who's responsible for what moving forward, and how are we going to maintain that cross-functional belief system that we have during implementation? We're also looking at that comprehensive cross-functional training, that organizational change management as we move into the late winter and early spring, and then high-level end-user training.



We thought we would end tonight by giving you a sample of a business process that we are changing within Workday and will be deployed within Workday that affects and impacts each and every employee during their lifecycle here. For the most part, affects each and every employee,

but could definitely affect each one. It's easy to talk to the project status, where we're at on the calendar, but we want to make it real, and we want to give you an example of what this product is really going to be able to do on a basic level.

So, at some point, most of us as employees here in the UG, we've had to change our address. We've moved, we've bought a house, we've had some kind of change in our residency. We want to walk you through a journey map of the experience that the employee has today and that the workstreams have today in trying to execute that change of address. We've all had to do it at some point inside the organization, but we are all familiar with how it goes really well if we have to change our address with our insurance agency or the DMV, and we've all had experiences where it's not gone smoothly. We want to tell you what that business practice is today and then show you what Workday is going to allow us to do in the future and what your employees have built the Workday product to do in the future.

So, this is a journey map of a current process for change of address. Currently, the employee or the employee's supervisor tells the supervisor hey, I'm about to move, or somehow there's a communication that the employee is going to be changing address.

The employee is then directed to notify HR or is given an affidavit of change of address or initiates the process on our ESS self-serve. There's different ways that the employee can go about it, and at times that causes some confusion. When that confusion occurs, inevitably what happens is that employee calls Human Resources. They're our source of truth and we go there to say hey, what do I need to do to make sure that you have my change of address within the appropriate amount of time so that I'm complying with the policy?

HR shows the employee typically where to find the printable affidavit. It's either emailed or HR helps us find it on the intranet, or they come up to the office and pick it up. So, again, various ways that the employee can get that affidavit, but it's usually in paper form. We're either printing it off on an email, we are picking it up, or we are printing it off on the intranet.

The employee then prints that document off, fills it out, and then needs to combine it with some type of proof of change of residency. It can be a couple of pages long, or it can be up to 60 pages long, depending on the type of documentation the employee's providing. So, the employee turns that affidavit into the supervisor, the supervisor typically makes a copy of that, or they email it and retain the original copy and they send it off to HR. There's some type of exchange of paper in that process.

When the supervisor keeps that copy and sends the original off to HR, HR grabs it and they put a file stamp on the top so that they know the date that they received that change of address. HR's going to review the papers, maybe 60 or 70 pieces of paper. They're going to accept the change of residency, or they're going to say hey, we're missing some information, and that's going to create an email dialogue with the employee.

At some point when that information is brought in, it gets passed to the Benefits team so that the Benefits team can be prepared to change all the addresses in all the databases that the Benefits team manages external to the UG. Then, when HR reviews all the possible areas and says okay, we're going to accept this change of residency, the affidavit is correct, HR then starts the process of updating all those various systems.

So, that address is manually changed in our financial system, but also up to eight additional systems of record. Those could be our dental or medical provider, or they could even be our Mission Square/ICMA-RC provider for retirement. HR manually updates their own database. So, all that information is updated in up to now ten systems, and then the file is attached with the sticker and retained for the full record, that paper file. Is everybody really excited to change their address now?

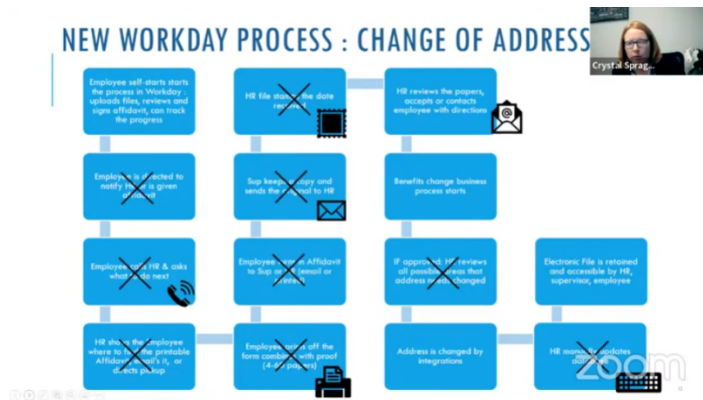
MANUAL PROCESS & LIMITED VISIBILITY

- Record includes 4-60 pieces of paper
- Printed & Filled out form handed back and forth
- Approval process is manual & decoded
- If needed, the hard copy must be "pulled"
- HR database does not interact with the Finance data base or vendors
- Rife for error & inefficiencies

The image also shows a sample of a 'Unified Government Human Resources Guide' form, which includes a 'RECEIVED' stamp, a 'Payroll' stamp, and a 'Zoom' logo. The form is titled 'STATE OF WISCONSIN COUNTY OF WINNEBAGO' and contains various fields for employee information and a checklist of items to be reviewed.

So, this is a manual process, and it has very limited visibility. The paper record could include 4 to 60 pieces of paper every time an employee changes their address. It's printed, it's filled out, it's handed back and forth. If we need to look at it for any reason in the future, we have to go to HR and pull that hard copy. The HR databases don't interact with any of the financial databases or the vendors. The approval process is manual, and sometimes we need a decoder for that approval process, so it's rife for errors and inefficiencies.

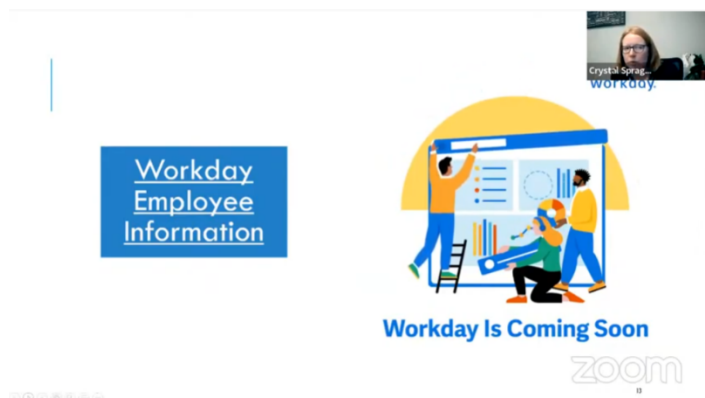
On the right side of your screen, you'll see an example of Minnie Mouse trying to change her residency and all the work that goes into changing that proof of insurance, and all the steps that I just described on the prior slide.



So, what will it look like in Workday? In Workday, the employee, at any time they wish, at any hour of the day if they so choose, can log onto the Workday portal. They can upload their proof of residency, they can electronically fill out their affidavit, they can review all the requirements and the available documentation needed, and they can track the progress once they hit submit. They can see it in real-time, where is that document at and has it been approved.

Then, we skip five steps, six steps, seven steps, and we go right to HR receives the documentation electronically by notification, it's routed in a business process for approval, and all the communication can be developed in Workday to approve or reject that change of address. The benefits change business process will start automatically. No paper has to be pushed to the Benefits Administrator.

The addresses are changed with those ten systems automatically through successful integration, and the electronic file is retained and accessible by HR, supervisors, and employees without having to pull that manual file. This will take a matter of minutes to do if done during business hours, versus something that took much, much longer to do for a simple change of address.



I know that's a lot of information, but we wanted to provide some kind of real context for a simple business process that will be adjusted in our Workday portal, many more to come. The Change Ambassadors have created a Workday informational portal, which the link is available here in your presentation. It's been a difficult undertaking for the last several months. The UG teams stay absolutely committed to this process. The paths are becoming clearer every day as we move into testing.

At the start of the presentation, I mentioned that this technology investment was a technology investment, and we were embarking on this great technology that we were going to implement and have at our fingertips, but I should've done that with a disclaimer. This is not just a technology install, but it's an undertaking to examine the policies and processes and our mindset that we use to do our daily work of government operations. So, it really is more than just a technology install.

At this time, I want to say thank you for your time, as I rambled about this product that we're so excited about, and ask the executive committee if they have any comments that they'd like to share.

Chairman Markley said, I really appreciate, actually, the example that demonstrates just how many efficiencies this can create in a very simple process. So, I think sometimes it's hard for us to envision what this product is actually going to do, but that was a great example and helpful, I think. Any questions or comments from the commission?

Commissioner Philbrook said, first a comment. I want to thank Crystal Sprague and her whole team because I know that just listening to her makes my brain hurt, especially on how complicated it is. Knowing that Crystal is very good at weaving the web, I want to thank you so much for all the hard work you've done with this. I know there's still a lot of work yet to do. So, here's one

elephant in my room. How does this affect 311, Alan? All this information is going to be weaved together.

Alan Howze, Assistant County Administrator, said, happy to have that conversation with you, Commissioner. In this case, I think the answer is there's not really that much direct sort of implications. The Workday system is really the operational financial/HR system that helps us run the operation. It's not intended to provide sort of forward-facing information. So, in the extent that it helps us kind of be better at how we manage our operations, it will affect 311 and every other department, but it doesn't necessarily have a direct impact in terms of how we convey information to the public.

Commissioner Philbrook said, well, I just want everybody to understand that this is more of an HR managing program for the UG and not directly related to the 311 situation that you're still having to work your way through, Alan.

Ms. Sprague said, Commissioner, if I could add. Being an HR system, it is equally as important on the finance side, and we do have an incredible integration that will happen between the Workday product and OpenGov. So, you guys are familiar with OpenGov. It is the platform that we use public-facing to provide visibility into our financials. We will have an integration where now we have more of a manual process for keeping OpenGov up to date, so we're excited about that integration. The financial piece is going to be equally as impactful, for sure.

Commissioner Philbrook said, so, Crystal, does that mean I'm going to have to call the Clerk's Office and ask for information or call Administration, saying hey, can I get financial information on this stuff that you guys are going to have available now?

Ms. Sprague said, OpenGov will be a real-time integration. So, you will be able to see that information in real time where you might have needed to wait for a quarterly update on the OpenGov site.

Chairman Markley asked, additional questions or comments from commissioners? This item was for information only and it is our final item of the evening.

I will make one more comment, which is that it is also our final meeting with Commissioner Jane Philbrook. I want to thank her for her years of service on this committee. As tonight, always good questions and comments from Commissioner Philbrook on items before us. We appreciate her service on this committee and the many items that she's been involved in intimately as commissioner, especially Workforce development. It's been a special passion of hers, as well as animal services. She has always been willing to listen and take on challenges that were not her own priorities and we appreciate that as well.

Commissioner Bynum said, I want to chime in and express appreciation for the additional years of service on the Public Works and Safety Committee. We've been a great team, this group of us that have come together to do this particular side of UG work, and Commissioner Philbrook's been really critical to that. Your years of service are so appreciated, and I can only hope that your constituents know how deeply you have cared for the Unified Government and the community and how hard you worked for everyone. So, Jane, thank you so much for everything.

Commissioner Kane said, I'd say everything they said and then some. We appreciate your work, your work ethic on top of that, and you won't be missed because we'll still see you around town.

Chairman Markley said, all right, crew. With that, unless Commissioner Philbrook has any comments. She says no; we appreciate your service.

Commissioner Johnson said, Jane, I've already told you what I had to say about you, so you already know what I think about you. I know we're going to see you around, there's no doubt about it. As I've already said and it's already been said privately, or at least amongst a smaller group, you were the first one that reached out to me as a commissioner.

Sitting next to you on the dais has been just great. One thing that I remembered, I had no idea that we voted on the number of animals that were allowed in our yards and I think one night we were talking about chickens. I leaned over to Jane and I said, so we have to legislate on animals? And she said, next month, we're going to be talking about goats. I just fell out laughing. That was one of the more memorable moments. You said it with no smile, so I knew you were serious. But

I thank you for your service, and will look forward to continuing to see you in the future. Wish you all the best.

Commissioner Philbrook said, well, thank you, Commissioner Johnson. You're right, guys. I'm not going away. My new mantra is not commissioner, but citizen Jane from here on. So yes, I will be around. God bless everybody and thanks for all your hard work.

Adjourn:

Chairman Markley adjourned the meeting at 6:20 p.m.

af