

**ADMINISTRATION AND HUMAN SERVICES
STANDING COMMITTEE MINUTES
Monday, April 26, 2021**

The meeting of the Administration and Human Services Standing Committee was held on Monday, April 26, 2021, at 5:34 p.m., remotely via Zoom or by phone. The following members were present: Commissioner Markley, Chairman; Commissioners Philbrook, Kane, Ramirez, and Bynum. The following officials were also in attendance: Melissa Sieben, Emerick Cross and Alan Howze, Assistant County Administrators; Bridgette Cobbins, Interim Assistant County Administrator; Kathleen VonAchen, Chief Financial Officer; Misty Brown, Deputy Chief Counsel; Renee Ramirez, Director of Human Resources; Wesley McKain, Healthy Communities Wyandotte (Temporary CARES Fund Administrator at the Health Department), Crystal Sprague, CARES Act Team Leader; and Angie Lawson, Deputy Chief Counsel; and Mitzi Belcher, 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 as current guidance from the Kansas Attorney General.

Due to COVID-19 requirements in person public comment has been suspended unless otherwise required by law. 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.

Chairman Markley called the meeting to order.

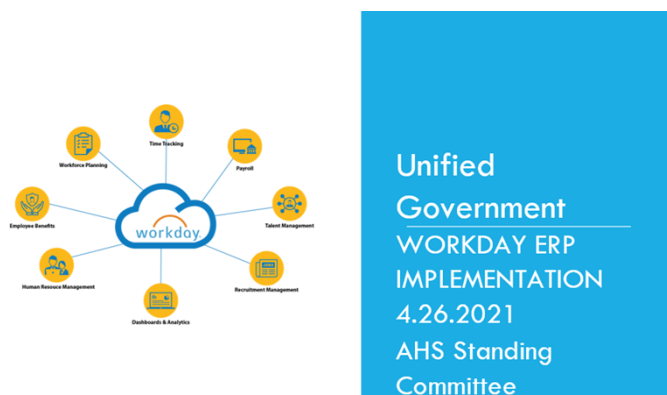
Roll call was taken and all members were present as shown above.

Chairman Markley said under revisions, we do have one new Item No. 2 which is an acknowledgement of a grant awarded to our Health Department, always good news.

Approval of standing committee minutes from December 14, 2020. **On motion of Commissioner Bynum, seconded by Commissioner Kane, the minutes were approved.** Roll call was taken and there were five “Ayes,” Philbrook, Kane, Ramirez, Bynum, Markley.

Item No. 1 – 21766...REPORT: WORKDAY ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

Synopsis: Overview of the Workday Enterprise Resource Planning System goals and an update regarding the project progress, submitted by Alan Howze, Assistant County Administrator; Crystal Sprague, Manager, CAO; Kathleen VonAchen, Chief Financial Officer; and Renee Ramirez, Director of Human Resources.



Alan Howze, Assistant County Administrator, said we're coming before you this evening to give you the first of what will be regular updates to the Commission on the status of the Enterprise Resource Planning, or ERP project, which was approved by the Commission in the last budget cycle and represents one of the largest technology investments that the UG has made and something that will touch all UG Departments. I'm joined this evening for the update by Kathleen VonAchen, our CFO; Renee Ramirez, Director of HR; and Crystal Sprague, who is the project manager for the ERP project.

PROJECT BACKGROUND

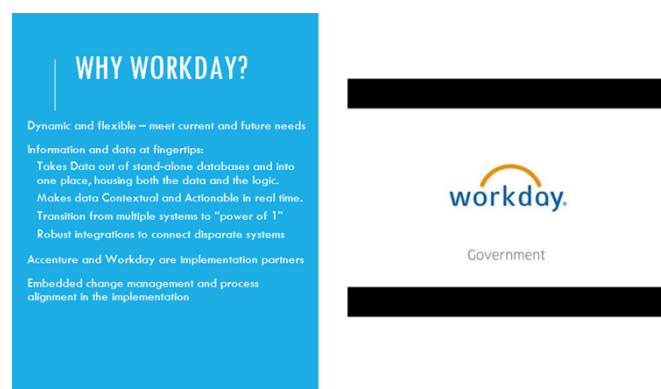
Current financial system acquired prior to 1997
Human Resources systems old and not integrated
Human Resources, Finance, Procurement were independently seeking digital improvements to workflow and advanced analytics
Cross-function team defined need for integrated system of record that could unite processes and data
COVID-19 amplified the need for dynamic, integrated, and paperless process for functions

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The good news and the top line is the project is on time and it is running smoothly. We have an engaged and excited group of folks who are working on this and working very hard on it to see the potential that is coming from this. We have, since this project started last November stand up have a dedicated project team. Crystal Sprague, who many on this committee are familiar with from her work on the CARES team, transitioned from that CARES roll over to be the Project Manager for this and moving that effort now.

We'll go quickly to a little bit of project background here. Our current financial system was acquired prior to 1997. Our Human Resources Systems used sort of outdated database technology and are not integrated with our financial system. Those two operate right now independently of each other.

Several years ago, HR, Finance and Procurement were all independently looking at how can they improve their systems and their workflows. Those efforts really came together, and we've developed a team that works cross-functionally and developed their requirements and looked at a whole bunch of different products that are in the marketplace and came back with their recommendations. Then we saw, as over the last year again, the need for modern technologies allows us to work remotely and to be dynamic in terms of how we adjust to the needs of the workforce into the external environment.



We did over 70 demos and we selected a solution called Workday. So why did we choose Workday? Well, it's one of the best in breed in this software called ERP, which is combined Financial and HR software systems. It's kind of the workforce, if you will, a core software system that organizations use to run their back of house operations.

Workday is a cloud-based technology solutions built for the cloud, it aligns with our UG technology strategy. It provides increased data security and backup recovery capabilities. It is

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dynamic and flexible. It will be what we need today, and it will adjust for what we need in five years. It really takes Financial and HR information and puts it together in a way that it can be used to make better decisions, to make processes easier for employees, for managers, and to make that data as contextual and actionable, and this will have benefits across the entire ranges of areas of our organization. It will allow us to connect lots of our other systems that we use in different departments in different contexts. For example, our employee benefits will allow us to connect to United Healthcare and do our signups and our information will be able to transmit between those two systems, not having to be keyed in by a human.

It's really a strong change management process which means that when we think about technology, technology lives and dies on the people who utilize it and whether they trust it and whether they believe in it, so there's a lot of emphasis in this project on communicating with the organization and in understanding the processes that are embedded within the software itself. Part of that communication is to the Commission and to make sure that you all are aware of this project as it's going forward. With that, I'm going to transition over to Kathleen VonAchen the CFO.

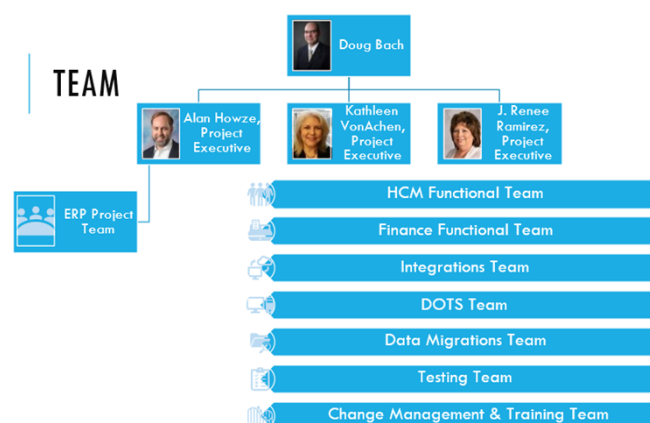
WHAT DOES WORKDAY HAVE FOR US?



Kathleen VonAchen, Chief Financial Officer, said well terrific. Actually, I wasn't aware I had a slide, but that's fine, I'll move forward here. What they have for us, all of these here that you see are a variety of the various modules that we have acquired with the subscription from this project so we're currently moving forward with implementation of those. Crystal is going to talk about the timing. For the most part we've in the past, say four or five months, been focusing on the Human Capital or HR portion and Finance will be moving forward with their part of the implementation in the coming months or two.

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We'll have a Human Resources Management, Benefits Management, recruiting, payroll, timekeeping, accounting, financial reporting, procurement, grants management, budgeting, providing better historic data and then managing our RFP process through the vendor management. A whole variety of functions that expands the entire scope of all of our administrative bureaucratic activities and we're really excited about implementing this because we are absolutely convinced that it's going to save our organization money year over year.



What we did was we set up a project team in order to proceed with this integration. We started out, of course, with Doug on the top and then the three of us as the Executive Team, which are overseeing all of the projects and there's a governance that is in line with—so that any kind of questions throughout the implementation process will filter through the teams up to the three of us as the Executive with Allen, myself, and Renee Ramirez. Under that then we have a an HCM, or Human Capital Management Functional team, which is largely many of the staff that's in Renee's camp. We have the Finance Functional Team and then as well we have included other team members to ensure that the success of the implementation including data integration, team members from our Technology Department, Data Migration so that we can make sure that all of the software packages that are—that currently exist throughout our various departments, talk well with our Workday product. Then all of the team members will basically be part of the testing that is planned to take place later on in the year and as well which is very important is the Change Management and Training team.

All of these functions are going to require and revamp about how we do business and that's where that change management comes in and, of course, we'll be training not only our own staff

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in HR and Finance, but all of the departments that perform administrative functions on our behalf. All of this is being managed by an ERP Team, project team, which is being led by Crystal Sprague and Gail Jones. Gail Jones is out of our DOT Department. Did I miss any points?



Renee Ramirez, Director of Human Resources, said I'm excited to be able to speak about the project vision. The team basically met and we developed this vision for how we wanted to go through this project here. As you see our vision, we have three bullet points. In the first using Workday, we want to be a high performing organization achieving our operational excellence within all departments. One of the questions that we continue to ask ourselves is what is meant by being a high performing organization because many organizations want to be recognized as an HPO Organization. Really what that boils down to is it's just a concept that embraces employee involvement in this decision making because we want our employees to have a voice. They are the ones on the front lines working through these processes. It helps us to be more efficient in our workplace procedures and it represents the core values that we have like performance excellence, being innovative, having the highest integrity and excellence in our customer service.

The next is, we will empower our people to act more strategically and make focus decisions by leveraging real time data. This is an opportunity for us, as an organization, to not work in silos, but to have that opportunity to cross over into other areas and have the sharing of information to help us make these decisions. You know, it's giving our employees a voice, giving them the autonomy over their own work assignments, using data to assist us with making those decisions. The best thing ever is moving away from all those manual processes that we

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have been challenged with over the years. The last is the Unified Government will become a premier employer in the region.

The Workday product is not being utilized at many workplaces within our region here. We are one of those that are going to be proud to have Workday as our operating system. Being parallel to the University of KU, the hospital, so I think that's a real good opportunity for us to rebrand our organization as a premier employer so that way we can attract and retain top talent.

Unified Government Project Goals



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.

The next slide that we have here is the Unified Government project goals. These goals were set at the commencement of the project with input from our executive sponsors. We had project leads and subject matter experts and we built these around the pillars of success. The pillars of success are given to us by Accenture, which is our implementation partner, and those pillars of success are, you know, embracing change and how we're going to embrace change. The rolling adoption, which is really our blueprint on how we're going to go through this project and the engagement, how we're going to get everybody involved.

As you can see here, the project goals reach many different areas, our operations, which we want to enhance our operational efficiencies by reducing manual efforts and systems. So many of us have been doing manual processes by maintaining access databases using Excel spreadsheets. You know our connections provide opportunities for departments and individuals to collaborate as one team. That is one of the most things that we want to come out of this project is that in 1997, when we consolidated, we were supposed to be one team, but a lot of times we're still viewed as the city and the county. This gives us an opportunity to function and really operate as one team as the Unified Government Team.

Our methods will improve our resource managements through access to real-time information and Workday tools of our culture. We want to cultivate an environment which empowers people to be more strategic in their work and their decisions.

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Then to our citizens, we want to exemplify excellence in every transaction with our constituents and our stakeholders. Our value in our people become a premier employer in the metro region and then our assurances, we want to make sure that the technologies that we have that we're implementing framework that promotes information security and fraud prevention so that we don't have any of those loopholes that today are at risk for us.



Crystal Sprague, Manager in County Administrator's Office, said it's our process to work with Accenture to put this piece of technology at the fingertips of our UG employees. Our implementation partner that Renee mentioned, Accenture, utilizes the strategic process for best results. This process starts well in advance of the Workday product implementation. The process is unique to Accenture and was a deciding factor in the selection of Accenture to assist us. Each subject matter that will be transported into the Workday product and the functional teams that will lead the charge to put that information in Workday and utilize Workday have participated in this rigorous and very thorough process and procedure to ensure the best end results that we could have.

The process for each functional area starts with something called a business process alignment. It's a review of all the business processes in the subject matter and how they intersect. We're not talking about technology at this point. We're talking about our internal business processes. We are challenged to identify areas where there is deviation in practice among different divisions and departments to make functional areas accountable for leading a cross-functional solution meaning that no matter what department or division that you are in, the business process alignment challenges those departments to have discussion and conversation that they might not have had up to this point and it challenges the thinking of that's the way we've always done it. That is probably the biggest challenge at the beginning of the business

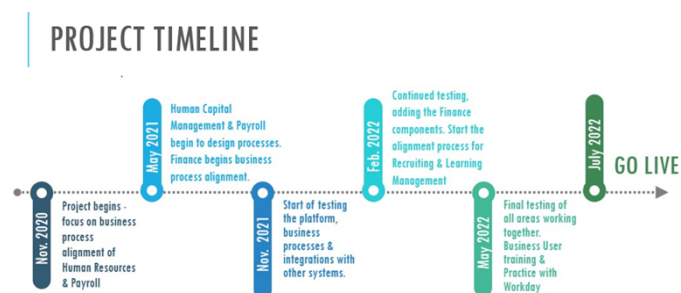
process alignment to not only say well, why are we doing it this way, but not be satisfied because we've always done it that way.

The next piece in the implementation process is the architecture phase and this starts the knowledge transfer between the UG leads and these are identified roles within the project team through training and design of the business practices in the technology. So now we're taking those areas of alignment and we're actually putting them into our platform. It also gives us an opportunity in the architect stage to load our data. Renee mentioned that we have access databases and we have standalone databases. It gives us an opportunity to take the time to look at that information and load it and migrate it into the Workday platform in a way that we can make sure that there's some efficacy in that data that we are loading in.

The next stage is called configuration and that's when our implementation partners are taking that design knowledge and handing it to our leads that a year, two, three, four years from now our leads and our departments know how to redesign business practices as the technology improves and we get updates to the technology, and as our business practices improve.

We also continue high level training and additional layered data loads. Then we go through very vigorous testing process where we are still doing training, we are still doing change management, but we're doing some high-level training, testing excuse me, as well as cross functional testing to make sure that it's not just right for Payroll; but it's right for Payroll, it's right for HR, it's right for Finance and it's right for the employee.

All the way through this process we have a layered team approach to looking across the organization and not just in one area or another. Each one of these implementation processes for the functional areas could be layered on top of one another or could be happening in a standalone form. But at the end of the day, we all come together and say, what about your business process intersects with mine.



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Here's a view of the same type of timeline but just spread out on the calendar. You'll see that our go live date is not until July of 2022. That sounds like, I know, it sounds like a long time away. For us in the project team we can't wait for that day to get here so we started back in November, we're a few months in, right at the six-month part. We've really focused on Human Capital Management and Payroll at the front end of the project and now we're moving into a high focus on the Finance part. All the way through we're doing change management, business process alignment, and challenging ourselves in our thinking, not just putting a piece of equipment into play.

PEOPLE / CHANGE MANAGEMENT



Along that same lines, we talk about process change, and what it looks like to redesign a system and deploy a new technology, but a new technology and deploying a new system is not an answer in and of itself. It's important to remember that any technology that we put into place has people at each one of those intersection sites. They drive those processes that we have illuminated or changed. It's important that we get this organization ready for change, we gauge the change readiness of the organization and then we move forward accordingly.

Very early on in the process we did something called a pack assessment. It was to gauge the readiness of change for the organization. During that process we asked questions about what works well with implementation, what doesn't, how ready are you for change? How comfortable are you, with for example, doing your time entry in different methodology and that gave us a really good starting point from moving the organization through this change process?

Other examples would be, you have over 40 cross-functional team members involved in the process today and in the implementation today and it is our goal at 95% or more of all employees are involved at some level in the project. Whether it be as a training participant, a Change Ambassador, a Functional Lead, part of an Advisory Board, a tester, or they're attending informational sessions.

We spoke about the evaluation of our business practices in human capital management and other functional areas, but this project is also challenging us to evaluate how we as an organization handle change, how we share the power to make decisions and how we communicate that change to individuals, how we get employees involved in the change at an ownership level not because we said so, but because they're involved in that process that we do more than just train and walk away. I don't know how many of you out there have gone to a training, left the training and three or four weeks later you can't remember how to do that one piece in the technology to get to where you want to go. This is really challenging our organization to think training as a lifelong education within the Unified Government of how to use technology effectively within our departments.

It's challenging us to change and evolve with technology which moves at a very fast pace. Usually when we're changing a paper practice, there's a slower pace to that evolution. Now that we're adopting a high functioning piece of technology, we are challenged to address our deficits in being able to manage that change as fast as it comes and understanding the intersections with other entities.

Kathleen talked a little bit about how we intersect with benefits, for example, it's really challenging us to think about how we intersect in it, in a data-driven way with those other technologies like banking institutions in the state of Kansas. To understand our intersections within ourselves, how our job is affected by someone upstream and how our job affects people downstream from us that this product will drive us into being able to have a direct line of sight into the workflow before and after it gets to my desk or my computer screen.

HR and Payroll have been the first areas to experience the BPA process, or Business Process Alignment, phase of the project and Renee's going to share a little bit about what she's learned in her experiences so far.

RETHINKING AND ALIGNING BUSINESS PROCESSES: HUMAN CAPITAL MANAGEMENT & PAYROLL

Alignment Categories



Ms. Ramirez said HR and Payroll have been in this rethinking and aligning our business strategies as we've been working with Accenture. This was an opportunity for us to really examine what our processes look like. I mean from the very start of when we get something to how we finish it. Through this process we are actually learning—even though we work closely with Payroll and Payroll works closely with HR, we are really learning our why, why do we do certain things a certain way and really challenging ourselves to really come outside of that box to come up with different processes since we've been really utilizing manual processes. One example of that is like retro pay. When we're having to do retro pay for an individual because maybe an increase on the yellow Personnel Action Notice didn't hit my desk to get signed off in time and Alan didn't get it because all these delays were happening so that causes Payroll to have to do retro pay on that individual, or possibly a union contract where we finally got an agreement and now we have to go back and calculate the retro pay for that. All of those things were manual processes.

Really understanding how we can change that, how we can make things better for us. We had to examine again. We were using so many Excel spreadsheets and databases and really nothing was talking to each other so when we were asked to produce some kind of report for County Administration, several of us were literally getting our highlighters out highlighting spreadsheets, counting, doing things of that nature which made it difficult and made it—there was human error sometimes, because you're having to recalculate and different people are coming up with different totals.

This also gave us an opportunity to really identify what has been our system of record, is it the Access Database, is it the Cayenta System, and then we had to agree on what the system of record was going to be as we went forward. But again, just that opportunity to list everything for

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HR, and Payroll, and Finance, and Finance will be going through more detail. But what that looked like for us, we have spent countless hours, literally every day working on these processes.

Then we have the process alignment and standardization. This gave us an opportunity to see how many different areas, how people were doing the same thing but different ways in different departments. What policies are we going to have to change if we're going to change a process the way Workday is having us think differently. Through these processes and these alignments, there will be a standardization across the organization on how we do things. For example, how we all report time. You have some departments using an Excel spreadsheet, you have some departments uploading into the payroll system, you have some departments using time clocks, this is an opportunity now for us to be consistent throughout the organization.

One of the things that we're really proud of is that we're going to be able to have an actual onboarding process for our employees. That way every employee coming to the Unified Government will be on board with the same way. There are a lot of different areas that this process alignment and standardization covers and as Crystal listed there, there's like 156 of those and so those are all in areas of recruitment, talent and performance, LMS, which is the learning Management System, which we've never had time keeping absence accidents. It's really taken a deep dive into how we do business and how we're going to do business better and differently than we're sitting today.

Configuration outside of the Workday standard, those are things that are unique to Unified Government and that is where we're kind of challenging ourselves, you know, most of the things are going to be configured and be standardized using the Workday platform. But there are still some things that are kind of unique to the Unified Government so we really need to kind of look at those things and see while they are unique to the UG, how can we think differently and still have them work within the platform. Those are some things that we're still working on.

The Workday Brainstorm, this is an opportunity. We all—all of us that are in this project have access to what's called Workday Community. Workday Community is an opportunity for us to have networking opportunities with other Workday clients. It's kind of that chance for us to have a wish list. If there is something that Workday doesn't cover for us, we can talk to other clients of Workday and see if they have similar situations and possibly, then we meet and discuss and Workday puts it on roadmap for potentially adding that at a later date. That is a real good

opportunity to have those or discuss the wish list and have networking opportunities with other Workday clients.

EARLY OBSERVATIONS & SUCCESSES



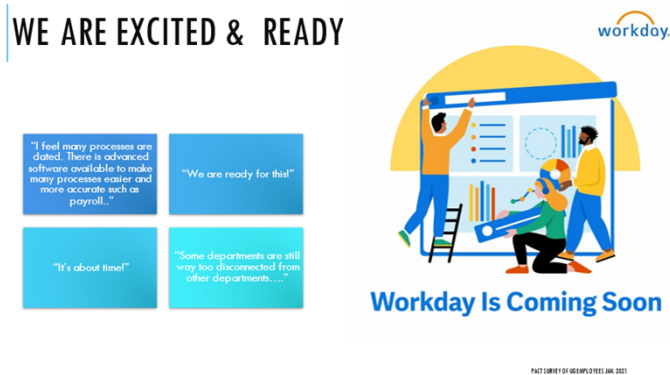
Ms. Sprague said we've had some early successes, even though we're only a few months into the project, we're already seeing results and we have 14 months to go before we go live. What we're really proud of at this point, as Renee says, that we have devoted resources to this implementation and the culture change that it is going to require. It's like no other piece of technology that I've seen put in here at the Unified Government. We really have a huge team that is working to put this massive piece of technology in, but moreover, change our culture.

We've got cross-functional dialogue where they really talk about their business processes and they're given time to do it. Many times our different divisions or departments think about what is working for their department, they're able to fix what's not working for their department, but this focuses that time not just within that department, but across the organization and to solve that issue and taking the time to evaluate it top to bottom. It gives us an opportunity and we've set some really good measurable goals; I will not go into all of them, but one of the fastest ones that we came up with for a measurable goal involve the HR onboarding process with benefits. Today, that process for a new employee is upwards of 200 sheets of paper. That includes your benefits, your policies, all the information about training, and all the various pieces to get your ID badge to understand where the locations are in the building. That will be condensed by more than 99% and we'll be electronic and able for employees, new employees, to do even before they walk in the door on the very first day.

That is a measurable goal that we were able to establish one of many that we'll be bringing back and communicating across the organization into the Commission as well. It gives us time to think about training as an education and not just a training, and in today's environment

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where so often in the past we've been focused on standalone databases, we have a platform that's going to interact with us now and in the future. It can evolve with us as we move without individual platforms being spread out with any organization. We're considering those changes up front and thinking about how we're integrating up front instead of responding, oh, you know what, I bet it would be a good idea to integrate with the bank. We're thinking about and identifying those integrations upfront and having those discussions now instead of second or last.



Lastly, I know you've heard the excitement in our voices and these quotes came from our pack assessment. I think they really sum up a lot about how our employees are feeling about this implementation. I feel so many processes are outdated. We're ready for this. It's about time. That excitement is catching and growing around the organization, but if we had some messages to leave you with today, we would say that this is an amazing product. It is the top of the line best of breed, as Mr. Howze says, it's an amazing product. But the story is not about the amazing product, it's about the amazing commitment to success to this project by administration and staff alike. This is a labor-intensive process that is taking people away from their daily work, but staff is devoted to this project and they're devoted to the success of this project.

Our team across the Unified Government wants to spend their time making progress, not shackled to old, unreliable technology and even worse, shackled to moving paper physically from one office to another that slows down the process for our citizens and for our employees. They want to save time and money that it costs to do those manual processes. They want to minimize error and they want time to improve their citizen service, not improve their service delivery of a piece of paper around an office building. They're ready, they're excited, we need this as one of the respondents to the pack assessment said, and they need it to be able to do their job and do it well for the citizens of Wyandotte County. We're well on our way to this

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implementation, we're going to have this amazing product on board, but moreover, we're going to grow and already have started growing as an organization to mature into where people want to work and where people want to interact with our government agencies and change is the message of the day.

We'll continue to keep the Commission apprised of the progress from this forum and through other platforms and with that, commissioners, if you have any questions for us, we've appreciated your patience as we've tried to tell you all about an 18-month project in 20 minutes.

Chairman Markley said I think it's easy when we see something like this as a budget item to just see it as we're buying some software, but I appreciate the presentation and how it really brings home the fact that this is really just a spur for a massive cultural change internally and for us to look at a lot of our processes and improve them. It is a software item and that is something that we're purchasing, but it's a lot more than that and I think staff brought that home to us. Commissioners, do you have questions? All right, this item is for information only so it is not a voting item, and we will look forward to future updates on progress.

Action: Information Only

Item No. 2 – 21792...GRANT AWARD: UGPHD'S COVID RAPID RESPONSE

Synopsis: Acknowledgment of a grant awarded in the amount of \$200,000 from the Marion and Henry Bloch Family Foundation for the UGPHD's COVID Rapid Response, submitted by Juliann VanLiew, Director of Public Health. No match required.

Wesley McKain, Healthy Communities Wyandotte (Temporary CARES Fund Administrator at the Health Department), said the Health Department staff took the initiative to reach out to the Marion Block Foundation over in KCMO, to see if they would be interested in supporting our vaccination effort and they agreed to a meeting, and we spoke with them and they were very interested in supporting our outreach, especially to vaccine hesitant populations in our county, which is one of the major priorities that we're working on right now. Reaching people who were not early adopters, who maybe have a couple questions, but who we still need to get vaccinated in order to reach that herd immunity number that we'd like to get to. They asked for some ideas, we sent an application in, and they granted us an award of \$200,000 and we were

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very pleased about that and most of the money will be utilized for incentives. That's something that we're experimenting with and it'll be utilized for some community outreach workers in the community to potentially go door to door and other ways that we can engage, especially residents and neighborhoods, which are—have been a bit more difficult to reach and there is no match required.

Chairman Markley said lovely. You know we were talking earlier in our Public Works meeting about these great opportunities that come in so quickly that we just kind of throw ourselves at them and they come in between meetings. This is an example of one where it came in and came into our existence and happens all in advance of us hearing about it, but we are never sad to hear about grants coming into the Unified Government for our services so that's excellent news. Any questions for Mr. McKain? All right. Thank you very much and that concludes our meeting for this evening.

Action: For information only.

Adjourn

Chairman Markley adjourned the meeting at 6:12 p.m.

mbb

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