



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: County Executive Office, Auditor-Controller, General Services, Human Resources
Department No.: 012, 061, 063, 064
For Agenda Of: November 16, 2021
Placement: Administrative
Estimated Time: N/A
Continued Item: No
If Yes, date from:
Vote Required: 4/5

TO: Board of Supervisors

FROM: Department Director(s)

Mona Miyasato, County Executive Officer
Betsy Schaffer, Auditor-Controller
Janette Pell, General Services Director
Maria Elena De Guevara, Human Resources Director

DocuSigned by:

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Contact Info: Jeff Frapwell, Assistant County Executive Officer
Kyle Slattery, Chief Deputy Controller

SUBJECT: Initial Staffing for Countywide Enterprise Resource Planning Project

County Counsel Concurrence

As to form: Yes

Auditor-Controller Concurrence

As to form: Yes

Other Concurrence: Human Resources

As to form: Yes

Recommended Actions:

That the Board of Supervisors:

- a) Adopt a Resolution to allocate one full-time (1.0 FTE) Accountant-Auditor I/II/III position to the Auditor-Controller Department, one full-time (1.0 FTE) Team/Project Leader-General position to the Human Resources Department, and one full-time (1.0 FTE) Team/Project Leader-General position to the General Services Department effective as of November 29, 2021;
- b) Approve Budget Revision Request No. 0007992 to establish appropriation of \$340,000 in General County Programs General Fund for Intrafund Expenditure Transfers Out (\$250,000) and Other Financing Uses (\$90,000) funded by a release of Committed Technology Replacement & Investment Fund Balance; increase appropriations for Salaries & Benefits in the Auditor-Controller General Fund (\$175,000) and Human Resources General Fund (\$75,000) funded by Intrafund Expenditures Transfers In from the General County Programs General Fund; and

increase appropriations of \$90,000 in the General Services IT Services Fund for Salaries and Benefits funded by an Operating Transfer from the General County Programs General Fund; and

- c) Determine that the above actions are not a project under the California Environmental Quality Act (CEQA) pursuant to Section 15378(b)(5) of the CEQA guidelines because they consist of administrative activities of government that will not result in direct or indirect physical changes in the environment.

Summary Text:

On August 17, 2021, your Board received and filed a Business Applications Needs Assessment (BANA) Project update and authorized the release of the Request for Proposal (RFP) for County Enterprise Resource Planning (ERP) Software and Implementation Services. At that time, staff informed your Board that we would return this fall to request additional resources to augment staffing for the ERP Project and seek approval of a contract for professional Project Management Consultant Services.

Staff have since determined that the scope of Project Management Consultant Services cannot be determined until after the ERP Software and Implementation Services finalist is selected in early 2022. Accordingly, approval of a contract for these services is not being requested at this time. However, the central service departments of Auditor-Controller, Human Resources, and General Services, which are responsible for countywide business processes in the finance, payroll, human capital, and technology areas of an ERP system, have determined that initial additional positions and funding are needed this fiscal year to augment staffing for the multi-year ERP Project scheduled to commence in fiscal year 2022-23. The need for these limited term positions is expected to extend through the implementation of the ERP, after which, the positions and cost will be absorbed through attrition within the departments and deleted as authorized positions.

This item is on the agenda to request your Board's approval of three (3) full time positions and \$340,000 of budget revisions this fiscal year 2021-22 to augment staffing in preparation for the ERP Project. Any additional positions needed for the project beginning next fiscal year will be incorporated into the fiscal year 2022-23 budget development process.

Background:

The County ERP Project aims to implement the next generation of enterprise software that will provide the technological platform for the County to operate efficiently and effectively well in to the future. Following the completion of a needs assessment and a plan of action report, the County released an RFP for County ERP Software and Implementation Services. The County received twelve (12) proposals which are currently undergoing a robust evaluation process to select and recommend a finalist in early 2022.

The scope of the future ERP System sought by the County includes most of the County's finance, payroll, human capital, and budget applications. As such, the central service departments responsible for the countywide business processes in these areas will be heavily impacted by the level of staff effort necessary to plan and execute a successful ERP Project and support the ERP System throughout its useful life. While the total number of County staff required for the ERP Project is dependent on the specific software and implementation services vendors selected, the following central service departments have identified the need for initial additional limited term positions and funding this fiscal year in order to plan and prepare for the project.

Auditor-Controller: Three members of the Auditor-Controller's office are participating on the ERP Project in the full-time roles of Project Manager, Project Coordinator, and Finance/Payroll Lead. The

Project Manager is responsible for managing the project to completion, developing the work plan, setting deadlines, tracking and escalating issues, signing off on key deliverables, and facilitating Steering Committee meetings. The Project Coordinator supports the Project Manager in performing these duties. The Finance/Payroll Lead is responsible for leading the finance and payroll teams throughout the project. While existing staff are backfilling the Project Manager's normal job duties, no positions are available to backfill the Project Coordinator's generalist duties. In addition, the Finance Lead's position is being funded with savings from other vacant positions needed to support normal operations and perform project activities. Accordingly, Auditor-Controller is requesting one Accountant-Auditor position effective 11/29/21 to backfill the Project Coordinator along with funding for the Finance/Payroll Lead's position.

Human Resources: As the County moves forward with the selection and implementation of a new ERP technology solution, County Human Resources (CoHR) will be heavily involved in the implementation efforts for both the HR and Payroll modules. In anticipation of the commitment of CoHR subject matter experts to the planning and implementation phases, CoHR is requesting the addition of one Team/Project Leader effective 11/29/21 to act as a generalist backfill beginning in January 2022. This will allow for training time to get the new employee ready to fill in once the implementation efforts begin in earnest.

General Services: The Information and Communications Technology (ICT) Division of General Services will provide a Technology Lead focused solely on the ERP Project to perform as a liaison between the project team and technical resources. Some of the Technology Lead responsibilities will include implementation strategy and planning, issue tracking and resolution, technical change management, and technical communications. ICT has selected an existing staff member to participate on the ERP Project as the Technology Lead beginning this fiscal year, however no positions are available to backfill the Technology Lead's job responsibilities. Accordingly, General Services is requesting one Team/Project Leader position effective 11/29/21 to backfill the Technology Lead beginning in January 2022.

Fiscal Impact:

Budgeted: No, but funding has been set in General County Programs per budget policy for the ERP Project. None of the amount set aside has been previously released for use. The attached Budget Revision Request (BJE 0007992) requests salary and employee benefits appropriations for the second half of fiscal year 2021-22 to augment staffing in the Auditor-Controller (\$175,000), Human Resources (\$75,000), and General Services (\$90,000) departments funded by a release from the Technology Replacement & Investment fund balance. Departments will be reimbursed based on actual costs incurred. The ongoing cost of these staffing augmentations will be included in future year budgets.

Fiscal Analysis:

Funding Sources	Current FY Cost	Annualized On-going Cost
General Fund	\$ 340,000	\$697,000

Narrative: The detail by position for the Current FY Cost of \$340,000 for the second half of fiscal year 2021-22 is provided in the table below. This cost will be funded through one-time use of the General County Programs General Fund Technology Replacement & Investment fund balance. The Annualized On-going Cost reflects a full year of estimated salary and employee benefits costs, including a 2.5% salary and benefit increase. This cost will be funded by the General Fund, and incorporated into the annual recommended budget, through the duration of the EPR system implementation.

Department	Action	Job Class	FTE	BRR	Period
Auditor-Controller	Fund existing position	008014 ENTERPRISE LDR-GEN	--	\$120,000	Jan – Jun 2022

Auditor-Controller	Add & fund new position	000020 ACCOUNTANT-AUDITOR I	1.0	\$55,000	Jan – Jun 2022
Human Resources	Add & fund new position	008022 TEAM/PROJECT LDR-GEN	1.0	\$75,000	Jan – Jun 2022
General Services	Add & fund new position	008022 TEAM/PROJECT LDR-GEN	1.0	\$90,000	Jan – Jun 2022
			3.0	\$340,000	

Staffing Impacts:

Legal Positions:
Add 3 new

FTEs:
Add 3.0

Attachments:

Attachment A: Salary Resolution

Attachment B: Budget Revisions Request (BJE 0007992)

Special Instructions:

Please forward one (1) copy of the minute order as well as one (1) copy of the fully executed Salary Resolution to Stefan Brewer, Employment and Workforce Planning Division, Human Resources Department at SBrewer@countyofsb.org.

Authored by:

Kyle Slattery, Chief Deputy Controller, Office of the Auditor-Controller

cc:

Nancy Anderson, Budget Director/Assistant CEO, Project Steering Committee Member

Daniel Nielson, Social Services Director, Project Steering Committee Member