



**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, Information  
Technology Department  
**Department No.:** 012, 067  
**For Agenda Of:** January 23, 2024  
**Placement:** Administrative  
**Estimated Time:**  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** 4/5ths

**TO:** Board of Supervisors  
**FROM:** Department Director(s) Mona Miyasato, County Executive Officer  
Chris Chirgwin, Chief Information Officer  
  
Contact Info: Nancy Anderson, Chief Assistant Executive Officer  
Jeff Frapwell, Assistant County Executive Officer

**SUBJECT:** County ERP Project – Transfer of Project Implementation Responsibilities to the Information Technology Department; Salary Resolution Amendment

**County Counsel Concurrence**

As to form: Yes

**Other Concurrence:** HR Department

As to form: Yes

**Auditor-Controller Concurrence**

As to form: Yes

**Recommended Actions:**

That the Board of Supervisors:

- a) Adopt a Resolution establishing one (1) Assistant Department Leader position in the Information Technology Department, effective as of February 5, 2024;
- b) Approve Budget Revision Request No. 0009522 which establishes appropriations in the Information Technology Department for the cost of the position for the remainder of the fiscal year, in an amount of \$119,600, to be funded from the Countywide ERP Project committed fund balance set-aside in General County Programs; 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:**

This item is on the agenda to seek the establishment of one (1) Assistant Department Leader (ADL) position within the Information Technology Department (ITD) to oversee the full-time project management responsibility for the implementation of the County's new Workday Enterprise Resource Planning (ERP) Project. To date, this critical responsibility had been performed by an existing Assistant Department Leader within the Auditor-Controller's Office (ACO). The County's Auditor-Controller has expressed a need to have her staff member resume their important non-ERP leadership roles and functions. Subject to the Board's approval of the request for an ADL within ITD, funds currently budgeted within the General County Programs Department will reimburse ITD for the cost associated with this position. No additional funding is needed related to the recommended actions.

**Background:**

The County's implementation of Workday with professional services from Accenture (implementation consultants) is scheduled from July 2022 through July 2024 (25 months) and divided into three phases: Phase 1 – Financials; Phase 2 - Human Capital Management (HCM) & Payroll; and Phase 3 – Data Analytics. Presently, the day-to-day responsibility for implementing the new ERP is led by a dedicated Project Manager from the Auditor-Controller's office and supported by a broader County Implementation Team that includes 25 employees from 5 County Departments that are assigned to lead functional, technical, change management, and project management roles. These Leads are further supported by more than 100 Subject Matter Experts from 18 County Departments.

The requested additional ADL position contemplated as part of this Board letter will facilitate the transfer of Workday implementation project management responsibility to the Information Technology Department and permit the County's Auditor-Controller's Chief Deputy Controller to resume non-Workday related functions. The net overall number of County staff dedicated to the new Workday ERP system implementation and support remains unchanged.

Executive Leadership for the overall ERP project is provided by an ERP Project Steering Committee comprised of two Assistant CEOs (Project Sponsor), the Auditor-Controller (Financials and Payroll Business Owner), the Human Resources Director (HCM Business Owner), the Chief Information Officer, the General Services Director (Procurement Business Owner), and the Social Services Director. The Steering Committee oversees the project and provides regular updates to the County Executive Information Technology Council (EITC) to encourage alignment with the County's overall IT governance framework. Key recommendations from the Project Team are made first to the Steering Committee, and then to your Board for approval.

Once fully implemented, the new system will be managed by a multi-disciplinary Workday Support Organization led by the Workday Support Manager within a dedicated unit of the Information Technology Department along with a team of dedicated finance and payroll analysts in Auditor-Controller's office. The Workday Support Organization structure was developed through coordination with the Auditor-Controller, Human Resources Director, Chief Information Officer, and CEO's Office. This ongoing Workday Support Organization structure will be periodically reevaluated and may be refined as necessary in the future based on actual experience supporting the County's new Workday system.

**Fiscal Impact:**

**Budgeted:** The FY 2023-24 Adopted Budget for the General County Programs Department 990 General Fund 0001 includes a total of \$8,739,600 in appropriations to cover third-party implementation expenses, departmental reimbursement for the cost of staff dedicated to the implementation and support of the new ERP system, and ongoing software licensing costs. The source of funding was the release from the General County Programs Department 990 General Fund Countywide ERP Project committed fund balance. The requested Budget Revision establishes sufficient appropriations within the ITD budget to cover the cost of the proposed position for the remainder of the fiscal year offset by the reimbursement from Department 990, General County Programs. No net additional overall funding is needed related to the recommended actions.

The costs beyond FY 2023-24 will be included in future year budgets and funded by remaining balances already set aside in committed fund balance, cost recovery charges to other County funds for their proportionate use of the ERP System (estimated at approximately 55% of actual costs incurred), and new ongoing General Fund contributions which are planned for and included in the County's 5-year forecast.

**Staffing Impacts:**

**Legal Positions:**

Assistant Department Leader

**FTEs:**

1

**Attachments:**

Attachment A: Salary Resolution

Attachment B: Budget Revision Request (BJE 0009522)

**Special Instructions:**

Please forward one (1) copy of the minute order as well as one (1) copy of the fully executed Salary Resolution to Tracy Rogers, Workforce Planning Analyst, Human Resources Department at [trogers@countyofsb.org](mailto:trogers@countyofsb.org).

**Authored by:**

Jeff Frapwell, Assistant County Executive Officer

**cc:**

Betsy Schaffer, Auditor-Controller, ERP Project Steering Committee Member

Kristine Schmidt, Human Resources Director, ERP Project Steering Committee Member

Daniel Nielson, Social Services Director, ERP Project Steering Committee Member

Kirk Lagerquist, General Services Director, ERP Project Steering Committee Member