

ENROLLED ORDINANCE 179-70

MODIFY 2025-2029 CAPITAL PLAN AND 2025 CAPITAL PROJECTS BUDGET TO
INCREASE EXPENDITURES FOR CAPITAL PROJECT #202215 – ERP SYSTEM
IMPLEMENTATION

WHEREAS, in 2018 it was announced that the County's current Human Resources Information System would no longer be enhanced following an acquisition by NeoGov; and

WHEREAS, in 2021 it was announced that the County's current Financial System would no longer be enhanced following an acquisition by Tyler Technologies; and

WHEREAS, the current time and attendance system used by the County continues to not meet the needs of 24-hour operations (e.g., 911 Dispatch and Sheriff's Department); and

WHEREAS enrolled ordinance 177-25 created capital project #202215 – ERP System Implementation to replace the three countywide resource management systems with one fully integrated Enterprise Resource Planning (ERP) System to allow for the County to more effectively utilize financial, time, and personnel data to improve the management of programmatic and administrative operations throughout the County; and

WHEREAS, the 2025 capital budget for this project was increased by \$615,000 to account for the selection of Workday through an RFP process and the implementation costs associated with replacing all three existing systems with a fully integrated Workday solution; and

WHEREAS, this implementation is a significant and complicated effort to gain efficiencies in multiple areas, including process improvements for tasks that currently require complex integrations, development of centralized databases, minimization of shadow- or paper-based systems, establishment of electronic versus manual workflows and processes, more effective communications with management and employees, streamlined payroll processing, flexible management query and reporting tools, and enhanced access through mobile applications; and

WHEREAS, the 2025 implementation schedule has been negatively affected by the turnover of key County employee resources and due to previously unidentified complexities in the conversion of data from multiple systems to a singular ERP; and

WHEREAS, these complexities necessitate extending the project go-live date by thirty (30) days; and

WHEREAS, to provide for project complexity and the time extension, an additional \$400,000 of funds are requested to ensure available resources to assist in timely management of the project, if needed.

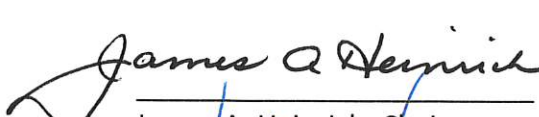
THE COUNTY BOARD OF SUPERVISORS OF THE COUNTY OF WAUKESHA ORDAINS that the Waukesha County Adopted 2025-2029 Capital Plan and 2025 Capital Projects Budget be modified for capital project #202215 – ERP System Implementation to increase expenditures by \$400,000 and increase the use of General Fund balance by \$400,000.

MODIFY 2025-2029 CAPITAL PLAN AND 2025 CAPITAL PROJECTS BUDGET TO INCREASE EXPENDITURES
FOR CAPITAL PROJECT #202215 – ERP SYSTEM IMPLEMENTATION

Presented by:
Executive Committee

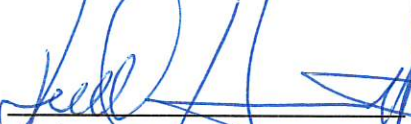
Approved by:
Human Resources Committee

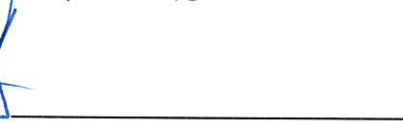
Approved by:
Finance Committee

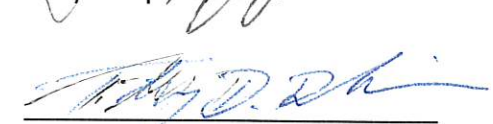

James A. Heinrich, Chair


Larry Nelson, Chair

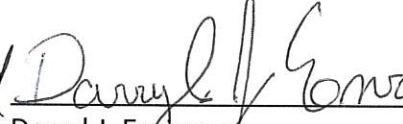

Gary J. Szpara, Chair

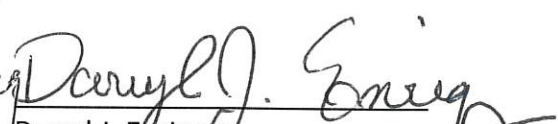

Keith Hammitt


Michael A. Crowley

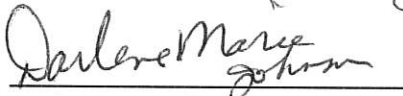

Timothy Dondlinger


Christine M. Howard

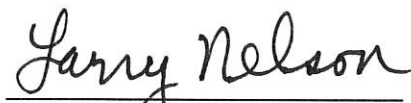

Darryl J. Enriquez

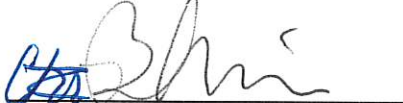

Darryl J. Enriquez


Jacob LaFontain



Darlene M. Johnson


Wayne Euclide

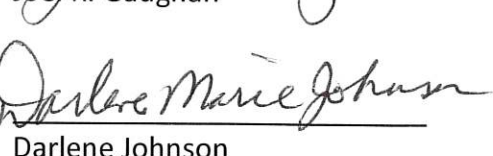

Larry Nelson


Brian Meier


Joel R. Gaughan


Gary J. Szpara

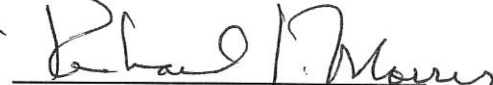

Chris Mommaerts


Darlene Johnson

Absent


Peter M. Wolff


Jeremy Walz


Richard Morris

The foregoing legislation adopted by the County Board of Supervisors of Waukesha County, Wisconsin, was presented to the County Executive on:

Date: 1/31/25, 
Margaret Wartman, County Clerk

The foregoing legislation adopted by the County Board of Supervisors of Waukesha County, Wisconsin, is hereby:

Approved: X

Vetoed: _____

Date: 2/3/25, 
Paul Farrow, County Executive

Project Title:	ERP System Implementation	Project #:	202215
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	HR Mgr. Renee Gage & Business Services Mgr. Danielle Igielski
Budget Action:	C - \$ Update C - Rev Update	Manager:	Lance Spranger, IT Manager
Date:	January 6, 2025		

CAPITAL BUDGET SUMMARY						
Year	2022	2023	2024	2025	2025	Total
Project Phase	Software Selection/ Design	Implementation	Implementation	Implementation	Ordinance	Project
Expenditure Budget	\$200,000	\$2,650,000	\$1,900,000	\$615,000	\$400,000	\$5,765,000
Revenue Budget	\$200,000	\$2,650,000	\$1,900,000	\$615,000	\$400,000	\$5,765,000
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION		REVENUE				
Consulting	\$150,000	American Rescue Plan Act Funding				\$4,750,000
Software	\$1,300,000	EUTF Fund Balance				\$615,000
Contracted Implementation		General Fund Balance				\$400,000
Support	\$3,700,000					
Contingency	\$615,000					
EXPENDITURE BUDGET	\$5,765,000	REVENUE BUDGET				\$5,765,000

Project Scope & Description: This project addresses the procurement of a cloud based Enterprise Resources Planning System (ERP), inclusive of an integrated Human Resource Information System (HRIS), time and attendance, and financial system. The first year of the project funds will be used to contract with a consulting firm to assist in analysis of the current ERP vendor market and help develop and evaluate RFPs. The project funds in the second year are budgeted to begin implementation after vendor selection. The fully integrated ERP system will allow for process improvements in areas which currently require complex integrations, a centralized database, the minimization of shadow or paper based systems, ability to establish electronic versus manual workflows and processes, more effective communications with management and employees, streamlined payroll processing, management query and reporting tools, and mobile applications.

Specific HR and Payroll areas to be improved include benefits administration (including interfaces with third-party benefit providers), HR administration, Affordable Care Act management, new-hire reporting to meet federal requirements, recruiting, employee self-service (including via mobile device), document management, performance management, management reporting, and dashboards.

The goal of this project would be to implement a fully integrated ERP system, if one product is identified that meets the County needs across all platforms. If a single solution is deemed not viable, then separate software products would be considered.

Project costs are increased \$400,000 to allow for a 30-day extension of the project timeline due to turnover of key staff and previously unidentified complexities in the conversion of data from multiple systems to a singular ERP. Additional project costs are funded with General Fund balance. Project funding includes the American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. An ERP system replacement is eligible for reimbursement under the CSLFRF category of Public Sector Capacity: Effective Service Delivery. The CSLFRF Final Rule clarified that permissible uses of funds under the Public Sector Capacity: Effective Service Delivery category includes investments in technology to support using data in designing, executing, and evaluating programs, including hiring public sector staff. A fully integrated ERP system would allow for the County to more effectively utilize financial, time, and personnel data to improve the management of programmatic and administrative operations throughout the County. Project funding includes End User Technology Fund (EUTF) balance in addition to ARPA revenues to avoid committing grant funds toward expenses that may not be needed and would be ineligible for other uses after December 31, 2024.

Location: All County departments.

Analysis of Need: The County is currently utilizing three different software systems to provide these functions. During the implementation of the current HRIS system, it was announced in 2018 that the system (Highline) that was purchased was acquired by NeoGov. Following this acquisition, it became known that the product purchased by the County will be replaced by a solution currently in development. The County conducted a gap analysis with the vendor, and determined that this new product will not meet County needs. In addition, in November of 2021, it was announced that the vendor that purchased the financial system will also no longer enhance or develop the product further. Lastly, the current time and attendance system is complicated to maintain, costly to incorporate any changes, and does not meet the need of county 24-hour operations (e.g., 911 Dispatch and Sheriff's Department).

Alternatives: Continue with the current systems until the vendor is no longer providing support and essential federal requirements (e.g., W2 and 1099 reporting). Pursue the needed Human Resources and financial system functionality in a number of separate projects and systems.

Project Title:	ERP System Implementation	Project #:	202215
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	HR Mgr. Renee Gage & Business Services Mgr. Danielle Igielski
Budget Action:	C - \$ Update C - Rev Update	Manager:	Lance Spranger, IT Manager
Date:	January 6, 2025		

Ongoing Operating Costs: Ongoing annual maintenance costs for the new vendor selected through the RFP process are estimated to be approximately \$600,000. These new costs are expected to be partially offset by savings from discontinuing use of the current systems (e.g., HRIS, time and attendance, financial management), and from elimination of other third-party contracts (e.g., vendor for Affordable Care Act reporting), which total approximately \$410,000 in annual costs, and other operating efficiencies.

Previous Action: This project was approved with this scope as Enrolled Ordinance 177-26 which modified the 2022-2026 capital plan. Approved as planned in the 2023-2027 capital plan. Approved with cost and revenue updates in the 2024-2028 capital plan. Approved with a cost and revenue update in the 2025-2029 capital plan.

FISCAL NOTE
MODIFY 2025-2029 CAPITAL PLAN AND 2025 CAPITAL PROJECTS BUDGET TO
INCREASE EXPENDITURES FOR CAPITAL PROJECT #202215 – ERP SYSTEM
IMPLEMENTATION

This ordinance modifies the 2025-2029 Capital Plan and 2025 Capital Projects budget to increase expenditures by \$400,000 for capital project 202215 – ERP System Implementation. The increased costs would be funded with General Fund balance. This project was scheduled to go live in March 2025, but due to turnover of key staff members and complications converting data from the existing systems to the new system, an additional 30 days has been added. The additional time ensures system testing and training are completed as needed to minimize operational disruption. The \$400,000 requested provides the resources to support timely management of the project, if needed.

William Duckwitz

William Duckwitz
Budget Manager
1/8/2025
JE# 2025-00000029