



**Auditor-Controller
ERP Project Presentation
April 14, 2026**



Topics

- ✓ **Where we started**
 - ✓ **Areas of Opportunity**
- ✓ **The Process**
- ✓ **The Plan**
 - ✓ **Vendors**
- ✓ **General Information**



Where We Started

- In January 2023, we began discussions for a plan to address outdated finance system.
- Board agreed the project should take on countywide fiscal challenges and opportunities. 6/14/2023
- Prepared an RFP for a vendor to assist with a formal Needs Assessment



Where We Started

- February 2024, signed contract with Averro.
- Auditor/Averro team met with each county department to gather data for the needs assessment.
- Analysis of Needs Assessment drove the RFP process to obtain a new ERP.
 - Critical state of current finance system created urgency and need to implement Finance and HR at once.



Areas of Opportunity Identified

- Contract Management
- Grants
- Assets
- Cash/Check processing
- DSS-CalSAWS/Health/BH Fiscal Reporting
- CAMS
- Budget (current and forecasting)
- Payroll
- Human Capital Management (HR/HCM)
- Benefits



Areas of opportunity identified cont.

- Severe reporting deficiencies.
- We identified manual processes throughout all county departments, with data being separately entered 3-10 times before a transaction was complete.
- Severe inaccuracies as a direct result of the lack of systematic oversight.



Selection

- Wrote RFP for an ERP Vendor
 - All Department Heads were invited to review submissions and submit scoring.
- Final scoring submitted to Averro. Scores were based on Lake County's specific software needs.
- The final selection, based on satisfying all Fin/HR needs, the ability to assist with AS400 data conversion, and customer service, was Workday.



Due to the fragile state of our current finance system, the team had to accept a plan that implemented finance, payroll, and HR (Phase 1) at the same time.

The County acknowledged that we didn't have the proper staffing to perform the work. Considering the temporary nature of the project, the decision to backfill with consultants was made.

A team of county staff and consultants was developed to carry us through this huge implementation project. With the additional resources, my office agreed to assist with improvements to process and reporting capabilities county wide. There is a good chance that additional consultant support after go-live will be needed.



Workstreams

Phase 1 Scope:

- HCM
- Payroll
- Absence
- Time Tracking
- Banking & Settlements
- Financial Accounting
- Procurement
- Expenses
- Projects
- Accounting/Budgets
- Grants
- Business Assets
- DSS-CalSAWS Reporting
- Sourcing Essentials



Next...

- Now that we knew who we were going to partner with, the real work began.
- A plan with short, medium, and long term goals came together.
- These goals could not be achieved with the current county staffing.



Vendors

- **Avero – Approved 6/20/24 and 6/20/25**
 - Perform Needs Assessment
 - Assist with RFP to ensure needs are addressed
 - Assist with contract adherence
 - Assist with system implementation
- **CLA - Approved 6/20/24 and 6/20/25**
 - Assist with Chart of Account Review
 - Monitor payroll conversion
 - Monitor cash balances throughout conversion
 - Monitor work for GASB/GAAP compliance



Vendors

- GG Consulting – Approved with 25/26 Budget
 - Build coding, specific to Workday, that will allow Lake County to prepare the ACFR and more easily pull the Financial Transaction Report detail for the State Controller.
- Staff
 - Some staff have taken extensive training to assume specific roles in the project, in addition to their regular duties.



GG Consulting

- We currently pay \$50,000 for the preparation of our ACFR. Our current system capabilities do not allow us to do this work in house. Due to the same limitations, our FTR reporting takes weeks instead of days.
- We contracted with the only Workday user who has built the ACFR into their finance system and can (relatively) easily extract the data necessary to prepare this report in house.
- This consultant is specifically assisting with building codes to make the FTR reporting more efficient as well as to allow us to prepare our own ACFR in the future.



Notable deficiencies to address by way of a system

- Contract Management
- Procurement Management
- Errors due to excessive manual processes
- Inaccurate reporting due to system limitations
- Banking limitations, such as increase one digit on a check number



System Costs

- Workday

Total Contract Value

Ten Year Subscription Total Cost: \$4,156,652

Implementation Professional Services: \$2,321,320

Training: \$85,800

Total: \$6,563,772

Includes Finance, Payroll, Time Tracking, HCM, Procurement, Grants, Projects, Budget and forecasting, individual integrations and more.

A close-up photograph of a silver pen and a keyboard with a percentage key. The pen is positioned diagonally across the upper right portion of the image. The keyboard is visible in the upper left corner, showing a grey percentage key and a green key. The background is a light, neutral color.

Challenges

- Resources for implementation, change management, and training are extraordinarily limited.
- Policy updates
- County IT Department limited bandwidth for projects beyond regular day to day duties.
- Contract delays for project vendors, despite the expenses being approved during the budget process.



Wins

- Grant tracking is now available in the finance system.
- Timekeeping is tied to cost plan and grant tracking to help ensure proper accounting
- Asset tracking and accounting is much improved.
- Significantly improved contract management and procurement oversight.



Benefits

- Increased data accuracy and improved reporting capabilities. Faster research of fiscal transactions!
- More efficient and streamlined processes. Fewer errors and time spent correcting them.
- Fiscal information will be available (almost) in real time. Mitigating the need for many duplicate systems.
- Oversight and visibility for contracts and other transactions.



Benefits

- Potential to provide cost effective accounting services for Independent Special Districts.
- Electronic file transmissions makes driving checks to our office obsolete.
- Provide time tracking codes to report against hours worked for grant and A87 Cost Plan purposes.



Next Steps

- Complete testing/ Run payroll parallel
- Address bandwidth concerns
- Move forward with change management tasks
 - All employees – how to clock in, request time, view paystubs etc.
 - Fiscal Users – Workshops, function specific meetings, written instructions as well as instructional videos
 - Executive leadership – securities, expense reporting, mobile options
 - Complete individual department meetings



Next Steps

- Prepare for Phases 2 and 3
 - **Benefits**
 - **Recruitment**
 - **Adaptive Planning Budget Forecast**
 - **Cash receipting processes**
 - **Additional workshops**
- Expanded Accounting Services
 - **Develop intake process for new system opportunities**



Questions?

Thank you!

