



**Auditor-Controller  
ERP Project Presentation  
February 24, 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- In January 2023, we began discussions for plan to address outdated finance system.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.
- Analysis of Needs Assessment drove the RFQ process to obtain a new ERP.



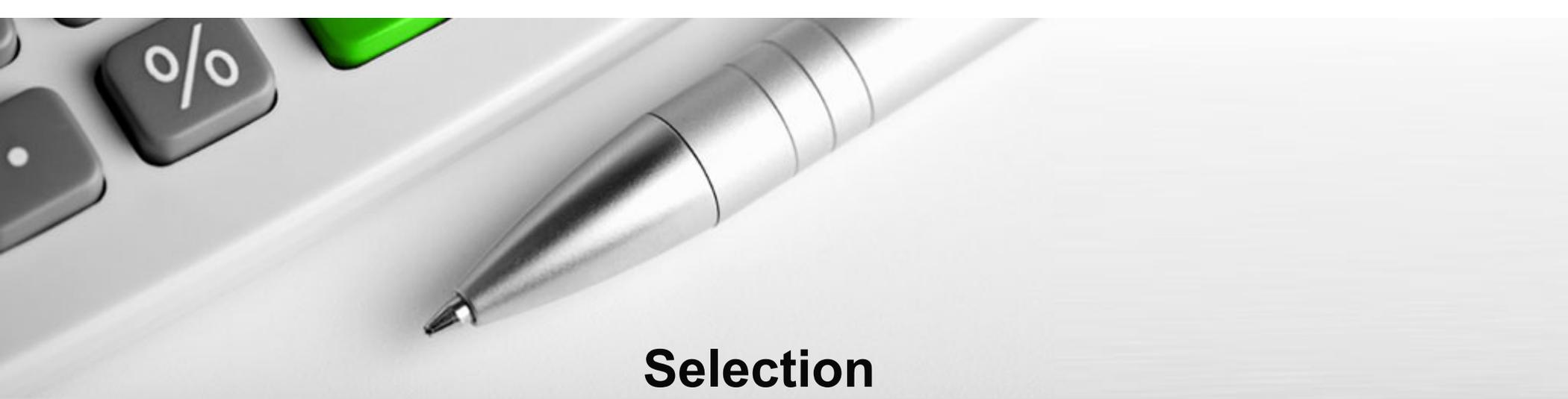
## **Areas of Opportunity Identified**

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



## **Areas of opportunity identified cont.**

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



## Selection

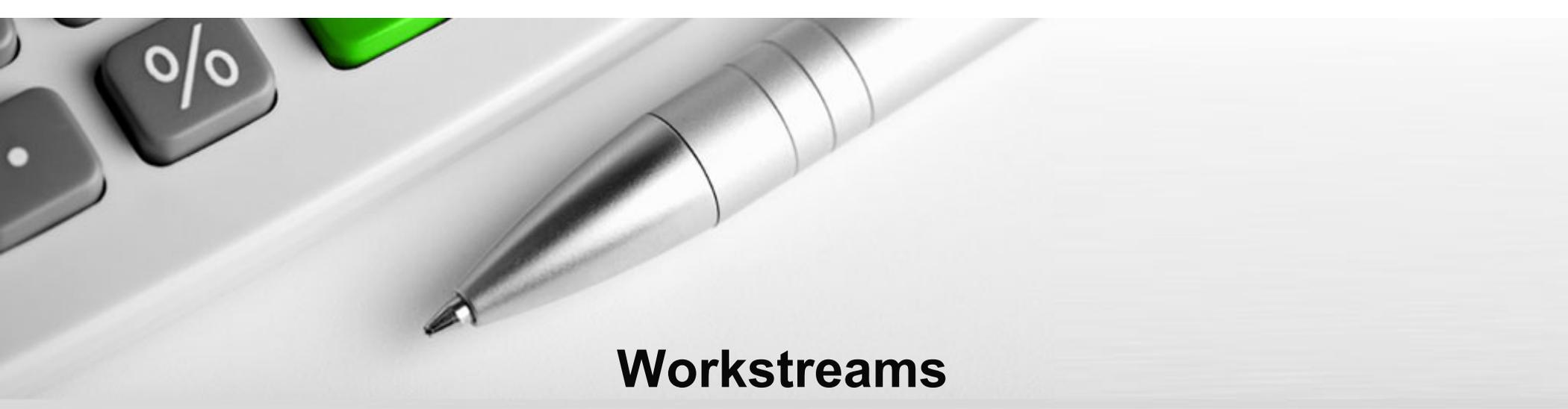
- Wrote RFQ for an ERP Vendor
  - All Department Heads were invited to review submissions and submit scoring.
- Final scoring submitted to Avero. Scores were based on Lake County's specific software needs.
- The final selection, based on satisfying all Fin/HR needs, the ability to assist with AS400 data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



## Workstreams

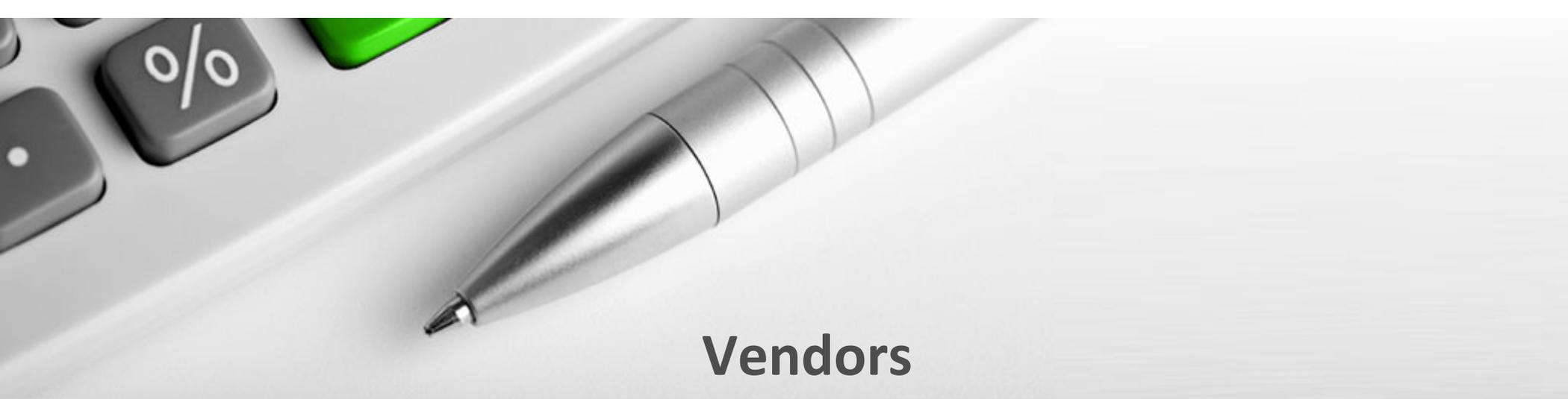
### Phase 1 Scope:

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



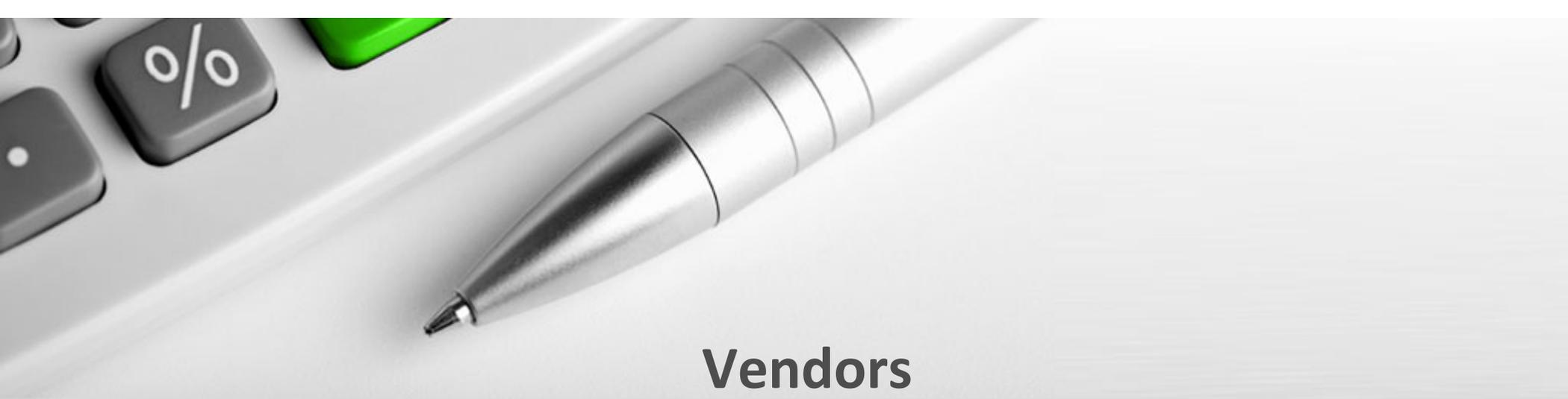
## Next...

- 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 RFQ 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
  - In a few departments, staff, has taken on roles in the project, in addition to their regular duties.

# Avero Advisors: Needs Assessment and Solicitation Process (Phases 1 & 2)

2/15/24, 3:50 PM

Avèro Advisors Mail - ERP Planning - Needs Assessment Detailed Scheduling of Fees

## Lake County New ERP Planning - Needs Assessment

	Director of Advisory Services	Senior Manager	Project Manager	Associate / Senior Consultant	Hourly Rate
	\$250	\$225	\$200	\$175	Total Hours
	41	122	262	426	
	Hours	Hours	Hours	Hours	
<b>Phase I: ERP Needs Assessment of the County</b>	<b>17</b>	<b>58</b>	<b>134</b>	<b>242</b>	<b>\$86,450</b>
Project Planning & Kick-Off	1	2	6	8	\$3,300
Current-State Discovery	4	16	32	64	\$22,200
Future-State Visioning	4	16	24	50	\$18,150
Needs Assessment	4	8	32	40	\$16,200
Requirements Traceability Matrix	4	16	40	80	\$26,600
<b>Phase II: RFP Development Assistance &amp; Selection Assistance</b>	<b>24</b>	<b>64</b>	<b>128</b>	<b>184</b>	<b>\$78,200</b>
RFP Development	4	16	32	64	\$22,200
RFP Solicitation	4	8	24	32	\$13,200
System Demos & Reference Checks	8	16	40	80	\$27,600
Vendor Selection & Contract Negotiations	8	24	32	8	\$15,200
				Total Fees	\$164,650
				Travel Fees (7%)	\$11,526
				New Client Discount (10%)	(\$16,465)
				<b>TOTAL ESTIMATED PROJECT COST</b>	<b>\$ 159,711</b>

# CLA Consultant – Contract Payments

## Vendor Contract Tracking

<b>Vendor #:</b>	31103	<b>Contract #251073</b>			<b>Original Contract:</b>	50,000.00		
<b>Contractor:</b>	Clifton Larson Allen LLP				<b>Not to Exceed \$:</b>	350,000.00		
<b>Term Start:</b>	1/1/2025				<b>Contract Paid To-Date:</b>	196,337.23		
<b>Term End:</b>	6/30/2025				<b>Retention Amount:</b>	0%		
<a href="#">251073</a>					<b>Retention To-Date:</b>	0.00		
<b>Fund:</b>	<b>Department:</b>	<b>Account:</b>	<b>Project Code(s):</b>					
1	1121	711.23-80						
Invoice #	Invoice Date	Invoice Description	Amendments	Date Paid	Invoice Amount	Retention Amount	Payment Amount	Running Balance on Contract
L251127485	3/12/2025	CAAS SVCS 02/22 - 03/01/25		5/1/2025	\$ 11,169.38	0.00	11,169.38	309,838.81
L251259982	5/2/2025	CAAS SVCS THRU 04/12/2025		6/12/2025	\$ 33,312.89	0.00	33,312.89	276,525.92
L251339431	6/3/2025	CAAS SVCS 4/19/25-5/24/25		6/26/2025	\$ 26,515.13	0.00	26,515.13	250,010.79
<a href="#">Amend 2</a>			50,000.00		\$ -	0.00	0.00	250,010.79
L251458753	7/25/2025	CAAS SVCS 05/25-07/19/25		8/7/2025	\$ 16,608.38	0.00	16,608.38	233,402.41
L251523748	8/27/2025	CAAS SVCS 07/26-8/16/25		9/25/2025	\$ 12,723.38	0.00	12,723.38	220,679.03
L251573275	9/18/2025	CAAS SVCS 8/23-9/13/25		11/13/2025	\$ 9,615.38	0.00	9,615.38	211,063.65
L251618229	10/6/2025	CAAS SVCS 9/20-10/04/25		11/13/2025	\$ 5,633.25	0.00	5,633.25	205,430.40
<a href="#">Amend 3</a>			200,000.00		\$ -	0.00	0.00	205,430.40
L251767433	12/15/2025	CAAS SVCS 10/11-11/08/25		12/18/2025	\$ 21,173.25	0.00	21,173.25	184,257.15
L251797818	12/29/2025	CAAS SVCS 11/17-12/20/2025		1/8/2026	\$ 14,568.75	0.00	14,568.75	169,688.40
L261034068	1/29/2026	CAAS AUDIT SVCS 01/03-01/17/2026		2/12/2026	\$ 9,809.63	0.00	9,809.63	159,878.77
L261059210	2/6/2026	CAAS SUDIT SVCS 01/244-01/31/2026		2/12/2026	\$ 6,216.00	0.00	6,216.00	153,662.77
							<b>196,337.23</b>	



# 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.

# GG Consulting- Contract Payments

## Vendor Contract Tracking

<b>Vendor #:</b>	31670	<b>Contract #</b>	251089	<b>Original Contract:</b>	4,800.00
<b>Contractor:</b>	Gg Consulting			<b>Not to Exceed \$:</b>	30,000.00
<b>Term Start:</b>	3/10/2025			<b>Contract Paid To-Date:</b>	16,091.40
<b>Term End:</b>	6/30/2026			<b>Retention Amount:</b>	0%
<a href="#">251089</a>				<b>Retention To-Date:</b>	0.00

<b>Fund:</b>	<b>Department:</b>	<b>Account:</b>	<b>Project Code(s):</b>
1	1121	711.23-80	

Invoice #	Invoice Date	Invoice Description	Amendments	Date Paid	Invoice Amount	Retention Amount	Payment Amount	Running Balance on Contract
20250331	4/7/2025	MAR 25 CONSULTING		4/24/2025	\$ 2,841.40	0.00	2,841.40	27,158.60
<a href="#">Amend 1</a>			15,200.00		\$ -	0.00	0.00	27,158.60
20250430	5/4/2025	APR 25 FDM & WD SUPP		5/8/2025	\$ 4,600.00	0.00	4,600.00	22,558.60
20250531	06/01/205	MAY 25 FDM & WD SUPP		6/12/2025	\$ 6,650.00	0.00	6,650.00	15,908.60
20250630	7/1/2025	JUNE 25 FDM SVCS		8/25/2025	\$ 1,000.00	0.00	1,000.00	14,908.60
20250930	10/1/2025	SEPT 25 FDM SVCS		10/16/2025	\$ 600.00	0.00	600.00	14,308.60
20251130	1/13/2026	NOV 25 FDM SVCS		1/21/2026	\$ 400.00	0.00	400.00	13,908.60



## **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.**



# Challenges

- Resources for implementation, change management, and training are extraordinarily limited.
- 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.



# 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.
- Increased oversight and visibility for contracts and other transactions. We did not have this built in and needed to.



# Next Steps

- Complete testing
- Address bandwidth concerns
- Move forward with basic aspects of the project
  - Countywide rollout
- Prepare for Phase 2



**Questions?**

**Thank you!**

