LEADERSHIP GROUP: Finance Administration   **MEETING DATE:** 11/1/2022

GOALS (S):

RECORDING SECRETARY: Paula Bishop

NEXT MEETING DATE: Nov. 1, 2022	**TIME:** 1:00 PM

Members / Alternates Present:	Scott Guzzy, Aaron, Williams, Susan Locke, Addie Hankins, Robert Rottach, Patti Dib, Pam Weipert, Allan Robbins, Todd Birkle, Michael Andrews, Kyle Jen, Jody Defoe, Kaitlin Keeler, Pam Weipert
Members / Alternatives Absent:	
Others Present:	Janet Brinker, Mary Gosine, Janette McKenna, Tammi Shepherd, Mike Timm, EJ Widun, Jennifer Wills, Wendy Conklin, Kristine Powers, Kary Goisdzinski, Dawn Clark, Jeanette Gravelle, T.J. Fields, Addie Hankins, Sunil Asija, Laura Dodd, Sara Stoddard, Robert Seeley, Scott Kaiser, Shane Bies, Angie Broegman-Stinde, Susan Moore, Sheryl Johnson, April Lynch

Call to Order 1:03 by Chair Scott Guzzy - Microsoft Teams Meeting

1.   **Approval of prior meeting minutes** – Approval of 8-2-2022 minutes Sheryl Johnson motioned to approve, Diana McBroom seconded, minutes approved.

   http://www.oakgov.com/pmo/

2.   **Review 2021-22 Master Plan Quarterly Status Report:**

   • **Vacant Position Report (as of December 31, 2021) – Appendix B.6**

      •   Janette McKenna reported from page B6 of last quarter 15 vacancies. A couple positions were filled, (internal moves). The current list of vacancies is 14 which is a 9.6% vacancy rate. There is a Technical Systems and Networking position, three Application Services positions and one Clemis position and we are actively working with HR on recruitment and

interviewing to fill. This represents a 9% vacancy rate. Going forward with next mast plan, we will be at a 5% vacancy rate.

- **Review Planned Maintenance/Upgrades and Master Plan Activity - pg. A.1-A.1704E**

  - **05B FHCM Report Development (FCM/HCM)** – 5B was completed in the last quarter by closing out all the financial reports which IT was working on for working on and developing for go live.

  - **05G FHCM Financial IS/Job Acct Integrations (FCM)** – 5G was closed by completing modifications and post implementation support after financial go live for internal services and job accounting integration.

  - **05J FHCM WRC CAMS Workday Integration** – Multiple reports that needed to be changed. Twenty four (24) of the twenty five (25) reports have been modified and moved to production and we're working on the final report.

  - **05K FHCM & HCM Archival Solution for PS Data** – Last quarter we did the completion of the requirements gathering, creation of the business requirements documents and the RFP was started, and PS site minder removal was planned.

  - **05P Workday Financial Road Map** – Last quarter development of the jury integrations between the tyler tech jury file and Workday began for the retirement of bottom line at the Treasurer's office and also the requirement stage of the new cache suite process and Workday began for the Treasurer's Office.

  - **07 Mylnsight Implementation** –App configuration is underway, and we continue to review with the vendor.

  - **10 ARP – HSD Inventory Management Implementation** – Completion of application install, and review of additional networking needs was completed. Enhancements of the Wi-Fi access reviewed and quoted, and security and authentication needs are being reviewed.

  - **15 Point of Sale Terminal Replacement RFP** – Finished requirements and are starting on the design phase of the project.

- **16 Physical Records Management System** – Contract negotiations are completed, and contract is out for signature.

- **18 Economic Development salesforce Enhancements** – Contract negotiations have started with the new sales force data backup solution. The outlook to salesforce connector was rolled out to all of staff.

- **CMS Replacement project** – Last quarter the team has been working with the Department of Public Communications and the vendor to complete several important deliverables. The first major item was the completion and approval of the future site wire frame that happened in August of this year. Following that the vendor completed the site mapping of our current site including all pages, PDFs and custom widgets that are in use today. The final deliverable was the future site graphic design which was completed and signed off. We've been working with the vendor on the new user experience requirements, which have been contributing to all the deliverables that were previously mentioned. We've also been working with the vendor to identify and design integration that will be part of the future site. In the last month, the vendor started their content migration phase, which includes the development of the overall site structure and the page templates and customization relating to our future site. Throughout the project, OCIT has been assisting the Department of Public Communications and their engagement with the department content managers and leaders.

- **Master Plan Activity –** Janette McKenna reviewed the overall summary of the delivery in the 2122 master plan for the Finance Admin Group through September 30th – enhancements and new development delivery at 33,000 hours at 91% delivery. The planned maintenance and upgrades at 39%, support and maintenance 16,000 hours at 89%. The overall for this group is at 89% delivery. The rest of the groups and the department level are at 92% delivery.

3. **2023 – 2024 IT Master Plan**

Labor distribution – fixed versus discretionary labor. For fixed we finished this 2122 masterplan at 73% fixed labor. This keeps lights on, doors open, customer support maintenance, planned maintenance and we also have our team management and non-project time that we track, which is our time off etcetera for the staff. The remaining 27% is discretionary. The new 2324 master plan is reduced to 70% and planning for a 30% on the discretionary side. Janette

McKenna brought to attention the leadership groups and representative for departments and divisions and the roles and responsibilities. She brought to attention the leaderships group meetings to be on everybody's calendar and in the books for the next couple of years to provide quarterly status on the progress of the projects and to be able to discuss new projects. She discussed the master plan process and the steps taken. She discussed the project assessment criteria, such as, but not limited to prioritization for projects, mandating, financial source, grant funded, board funded or general money, impact on county and constituents, etc. Next topic: Labor definitions within IT. How to determine how to fit into fixed labor category, (support maintenance plan) or are we doing enhancement, new development – feeding master plan activity work.

Next topic: Availability and allocation for two years. Availability – taking all divisions within IT & total number of FTE staff. Plan available project hours for each role and use average professional service rate with funding included which is contract staff and gets converted into hours. And then we figure out by division how much availability we have.

Janette McKenna provided an example for one section below, which will be for each division showing all positions by role. How many hours available to work. This is the base availability, so we are backing off the non-project time. Time off training and admin time comes off the top. We've got these available hours and then a grand total. We take that professional services money at an average rate by division and convert that to some 1.4 million. We convert that and that's how it's going out and hiring people to come in and staff augmentation.

The leadership group shows project specific funding. These are all projects that have a separate identified source of funding whether it be a board resolution, grant money specific funding from a department proprietary fund. Anything where funding is tied specifically to the project show hours, and it will show the total availability for that division for the two years. There will be a similar setup for each division. The total availability is allocated out based on the priorities that the leadership group set in previous meetings. It will show requested project hours, which was the project size and the allocation for two years. It will show the developed allocated hours. There is a table for each of the leadership groups. Looking at enhancement and new development total because the master plan allocation is based on this in IT availability without funding – taking into account, project specific funding. This gives total delivery planned for group. E Government leadership group no longer exists in the 2324 master plan and merged in with the internal services leadership group with some going into the finance admin leadership group.

Comment by Tammi Shepherd: Referenced email sent regarding allocations - who is in imaging program and where projects got moved into imaging program and funded – theses projects may be in the court leadership group.

Next topic: Detail for finance leadership group. Priorities based on August 2022 meeting with priority at the top of list. A couple projects prioritized in August had become funded. Example / CMS replacement hours are allocated but it merged over to the finance group so this will be given a priority. There will be future discussion as to prioritizing and funding for projects.

Scott Guzzy: If project obtains funding, do we have the ability to bring in more resources?

Janette McKenna: Yes, when a project gets funding, we hire contract staff. However, we are having challenges with our contract hiring.

Tammy Shepherd: Assuming we have enough people to do all the work and if we add the money to the IT budget, that makes more people with more time to do more work. Those pillars have been crumbling the last couple of years because of the struggles in the labor market. We've been having trouble for fifteen years to get fully staffed both from a contract perspective, although FTE side is improving. The past two years have been constant stare of hiring, especially under the PM in our technical resources, where we started trying to hire for a project manager and we still don't have one. We put out a requisition, review one hundred resumes, have ten interviews, give an offer, somebody accepts and then they don't show up. This has happened many times so the work isn't getting done. So, if we fund a project, that absolutely means we are going to hire. We are trying to be very cautious about how much money we add into portfolios because we still need to keep staffing up, but we will keep trying and we continue to try. We're going to be working on what we need to do differently, what our contract houses. We have sixty vendors that look for people, but when reading the trade magazines, it's not unique to the county trying to find great quality IT resources. There is a labor shortage. We need to be cautious if someone comes up with the money when we're fifteen months into the mast plan for a 2000-hour project, there's no way to hire staff, train and somebody finish a whole 2000-hour project in six months.

Scott Guzzy: We went out to bid a couple years ago and established those sixty contracts. We could go back out to look for more in the sixty that we have and remain where they are. And then add to the poll - if there are more contractors out

there or contract houses out there after COVID and everything. I don't know if there's new ones.

Tammy Shepherd: It's a possibility. We allow people to submit two to three resumes every time we put out a requisition, and then we're coming through six times to one hundred twenty resumes. The 120th isn't much better than the 11th. That we're also not interviewing. There's a lot of people that want to give us applicants, but the number of qualified candidates is not more. It's more to comb through and sort through, it's not better.

Scott Guzzy: Are contracts working from home or coming in?

Janette McKenna: It depends

Tammi Shepherd: They come in generally, most come in at any time – when they want to. A couple are remote – based on skill. It's hard to find resource skill sets. Some are farther away, but most are local and come in where it's going to be a better experience for the customer. We are trying to be competitive with the private sector world where people can work for salesforce from distant locations. Trying to stay true to the concept that people could come in if needed but need to get more flexible and more creative if we keep having these challenges.

Janette McKenna: We have an action item. Prioritize to carry to top – my insight and ARP Homeland Security inventory project. These two did carry over into master plan and put at bottom of list. There are two more CMS replacement and employee engagement budget.

Tammi Shepherd: Yes, the employee engagement, we kind of have a spot for that, but want to refer to Patti Dib. We're aware that she wants to start that project very quickly and we're sitting in the priority list right now. It would be starting up before many things above it. So now would be the time to have the group discuss while we're prioritizing everything else. We should put that in the mix.
We do want to be able to support it if everybody in the group agrees that it should be higher.

Patti Dib: Internal county - one would be able to see right away where resolutions and board action have been approved. It will make things a little more efficient. Currently one must wait until you know the next board meeting and when the Minutes get posted to open Oakland to see the signed resolutions. It will also benefit external parties as well because they can see what the board is up to the hours estimate, it's a matter of putting a link on our web page to this cloud-based solution. We have the funding for it. It costs less than $1500 to implement and it costs $750 a year to maintain by the vendor and we have that in our budget. This could be a good tool that everyone could use.

Janette McKenna: I moved it up to the prior page to see if we want discussion about where the project and the others may fall here.

Scott Guzzy: I suggest moving Patti's up to get it done and completed.
Tammi Shepherd: It was assumed that we'd be going out to bid for a solution and giving it the full treatment. If we get in there and we find that it is, there's no integrations, it's going to be totally manual to load all the data into it and all of the documents and there's no major IT lift. Then it could be I can already tell you that with no bid, it's already going to be a few 100 hours less because that adds a few 100 hours to every project and then we'll see when we get in there. I do agree that even just removing the bid from the process reduces the estimate. There's a lot of assumptions that have to be made when we size all of these projects, so the more knowledge, the better we can make our estimates.

Patti Dib: This is a project I am familiar with from a previous situation. We have already converted all the documents that would be uploaded into the correct format and the naming convention. It's a matter of putting the link on and doing a bulk upload and keeping it up. It's $1499 project with annual cost of $750.

Scott Guzzy: Suggests moving project up and get completed.

Janette McKenna: We can vote on it now and give it a high priority. Just need to know if it goes in front of FCM which is funded or in front of vehicle operations.

Scott Guzzy: How long would it take to do?

Janette McKenna: Unknown currently. The estimate was 1533 but it may not be that much. Do we start it before HR retirement digital asset or Emergency Management:

Sheryl Johnson: HR retirement has a higher time frame commitment because it might have to be done by the end of the calendar year. Unsure of what project entails or if it's something that we're planning on doing for the 1099's that go out.

April Lynch: Yes – that's correct.

Sheryl Johnson: We may want to put it below that just to make sure that gets done.

Janet Brinker: In sizing that it's being determined we'd have a backup solution for this year for the 1099 hours. It would be the same solution that we did last year. We are in a time crunch to get an RFP out, something implemented by end of January. I'm not sure that would happen, but there's been discussions about that, and we do have a backup.

Scotty Guzzy: Suggested - If it were after HR retirement, it might work out. I know of HR retirement and what's needed there that has to go out. We've been fighting this for a while.

Sunil Asija: I agree it's important to get this going. I think it's fine if we move it a little bit. I want to make sure we don't forget and not assume that we have a backup solution.

Scott Guzzy: I don't want to move your project. I want to move this one right underneath it.

Janette McKenna: This will be the new #6. We need a motion to move priority #12 up to priority #6.

Request for motion to move priority #12 to priority #6 made by Todd Birkle supported by Pam Weipert.

Request for motion to move #12 and #6 to top of list made by Todd Birkle supported by Scott Guzzy.

Mary Gosine: The CMS replacement is the content management system replacement. Migrating and updating our public website which is already in progress.

Kaitlin Keeler: This is an ongoing project as a reminder that website well be end of life and we're well on our way to launching and tying it into the state of the county. I would like to suggest that we move it to top priority item is the sixth now seven.

Request for motion to move CMS phase two made by Pam Weipert supported by Diana McBroom.

Pam Weipert: It's below the Board of Commissioners Resolution project.

Janette McKenna: Correct. It's the new #7.

Scott Guzzy: What is the employee engagement piece?

Tammi Shepherd: We charge time where if any type of engagement effort from HR needs to be made that it's beyond the skill set and job classifications that HR can perform where it might have to do some programming or something like that, something beyond what the departments have delegated to them, that's where it charges that time to ensure that HR goals from engaging with employees. Can be met with technical assistance and we usually put that right above the enhancement's budgets. They tend to be small requests.

Scott Guzzy: It's an as needed basis. Where would that move to?

Janette McKenna: It would be the new 19.

Request for motion to move the employee engagement budget to #19 made by Todd Birkle supported by Pam Weipert.

Scott Guzzy: Vote to move CMS – all is in favor.

Sunil Asija: Concern of current recruiting system ending in April.

Tammi Shepherd: We will look into this and answer later.

Scott Guzzy: We will need to double check recruiting piece. We were issuing an RFP and there are quite a few. Possibly quite a few vendors that could supply it. The vetting process will take longer.

Janet Brinker: We will have to do RFP and go through our normal process.

Mike Timm: Update on ARPA. Many submitted requests based on joint letter that came out from Kyle Jen and myself related to ARPA dollars. Some are conference room upgrades and others have already been approved with some being more complex. There is an audio upgrade for district courts. This will be a more extensive cause. It integrate some of their court systems that will fund project dollars that go into the master plan. Will have to shuffle priorities but will be funded through ARPA dollars for example. Interim CIO, Ken Theis is introduced to meeting. This is a new created position that went through board resolutions in August 2022. He is on interim basis to support strategic initiatives. He is former State of Michigan CIO among other qualifications.

Ken Theis: Introductions and greetings.

Request for motion to adjourn meeting by Sheryl Johnson and approved by Todd Birkle at 2:07pm.

Meeting ended at 2 hours and 7 minutes.

4.   **Meeting adjourned at 3:07 PM**

5.   **Next meeting is on January 31, 2023, at 1:00 PM.**