COUNTY OF MARIN

September 24, 2019

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Subject: Status Report on the Administrative Technologies of Marin (ATOM) project implementation

Dear Board Members,

RECOMMENDATION: Staff is recommending the following actions:

1) Accept ATOM Status Report;
2) Authorize the beginning of Countywide system training the week of October 7, 2019;
3) Authorize Phase II go-live during the first quarter of 2020 once the final requirements are met; and
4) Direct the executive sponsors of the ATOM project to provide periodic updates to the Board ATOM subcommittee on progress as we get closer to the go-live date.

SUMMARY
On December 9, 2014, your Board approved a contract with Tyler Technologies (Tyler) for their MUNIS software product after a thorough selection process. The first phase of the ATOM project, Finance, was successfully completed in June 2016. The Human Capital Management (HCM) and payroll phase has taken longer than originally planned, but the extended timeline was primarily due to system changes, including upgrades (2017.1). Additionally, when we purchased MUNIS, we separately purchased a time keeping solution, ExecuTime. After our implementation began, Tyler acquired ExecuTime. Instead of implementing two separate solutions, in collaboration with Tyler, we opted to wait while Tyler worked to integrate the two solutions. While this decision resulted in a longer implementation process, we are confident that it results in a better HCM, payroll, and time keeping solution for the County over the long run. Also, since we negotiated a 'not-to-exceed' contract, the project implementation contract is still within budget.

Employee payroll is such an important function as it compensates our greatest resources, our employees. With that in mind, our project team has been guided by three key principles during this implementation:

> **Accuracy:** We made sure that every pay practice in every labor agreement is documented and built in the MUNIS system so that we accurately compensate every employee

Automation: To avoid human error, to the extent possible, we built MUNIS to automate pays, deductions and accruals. For example, instead of an employee needing to manually enter overtime, the system, based upon rules, will automatically calculate and pay the employee any overtime due.

Consistency: We are committed to making sure that employees within the same bargaining unit who work in different departments are paid consistently.

After many tests of MUNIS and ExecuTime, we are confident that MUNIS produces the results expected and will accurately pay County employees. In many of our tests, we were able to match MUNIS results penny to penny with the results in our existing system.

We are working with Tyler to resolve a few outstanding issues. We will not go-live until these issues are resolved to our satisfaction.

- We are finalizing our programming for the report that will be sent to MCERA every pay period to report employee earnings and pension contributions. New configuration is being added this week to make sure the report meets the County's and MCERA's needs.
- We are working to finalize our process to adjust pay that was earned in the past.
- We are working to configure the new Firefighters' Association and Deputy Sheriffs' Association pay, since we only recently reached agreements with those unions.
- Finally, we are working with Tyler to ensure that MUNIS and ExecuTime will appropriately operate with over 2000 new users entering time in the same period.

We ask that you authorize the beginning of Countywide training during the week of October 7, 2019. While a few things remain outstanding, training the organization is a considerable undertaking and we are ready to begin general Countywide training. **Everything that a department user will access is built and working within our systems.** Part of our strategy with this implementation was to educate and train departments as we built the system. There are users within every department who have been entering Personnel Actions within MUIS for over a year. So, we are not starting from scratch. Instead, when we roll out training, we will be providing review training for our most experienced users, training for reports and more complex operations for our fiscal users, and introductory training for our employees and supervisors entering their time into the system.

Prior to go-live, we will conduct one more test to verify accuracy, automation, and consistency within the system. We will process a representative sample of

employees to ensure that configuration, master data and reporting changes are accurately reflected in the system. As with any system, humans build them, and we are working to ensure that we audit each other's work and the system to ensure the best product is delivered.

We are asking you to authorize a go-live date in the first quarter of 2020, with a target of the first pay period in 2020. According to our project plan, we are preparing to go-live the first pay period of 2020, but we will only go-live once all our requirements are met. Time entry for employees will be implemented in phases, beginning on December 15th. Initially, only employees currently entering time into our existing solution (and a handful of new employees) will be entering time into ExecuTime. We will add other employee groups into time entry slowly, ensuring readiness at every step.

As we get closer to this date, we will keep the Board ATOM subcommittee informed concerning the remaining requirements and any changes in the final go-live date. The ATOM Executive Steering Committee and project team continue to be committed to the principle of 'Readiness.'

FISCAL IMPACT:

The ATOM project remains under budget by approximately $2.5 million. The project is below budget because we have saved on staff backfill costs by absorbing the project staffing costs within the sponsor departments existing operating budgets.

Please let us know if you have any questions or concerns.

Reviewed By:
(X)   Department of Finance
(X)   Department of Human Resources
(X)   Department of IST

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cc: ATOM project team