MEMORANDUM

Date: April 28, 2025

To: Darcy Adcock, Director of Human Resources
Patrice Sutton, Interim Chief Financial Officer, County Administrator

From: Chris Blanding, Chief Information Officer

Subject: Request for additional 1.0 FTE: ERP Program Manager in Enterprise IT

Action Requested

The Enterprise IT Department is requesting an increase in its authorized headcount from 52 to 53 full-time positions through the creation of a new ERP Program Manager role, to be classified at Grade 19, salary range $122,763 - $190,283.

Business and Operational Needs

Lake County is currently in deployment of a new, enterprise-wide Workday ERP system, replacing our aging Oracle applications that have historically supported HR, finance, and payroll functions. This transition represents one of the most significant technology modernization efforts the County has undertaken, impacting every department and requiring cross-functional collaboration at an unprecedented level.

The Enterprise IT Department is leading this transformation, and the demands placed on our team have grown substantially. With Workday, FacilityForce, and Sympro under our portfolio, the department now plays a strategic role in governing enterprise platforms, coordinating service delivery across departments, and ensuring vendor accountability. While the department has historically managed Oracle support and vendor relationships, the shift to Workday introduces a fundamentally different operating model – one that demands proactive coordination, cross-departmental governance, and strategic ownership beyond traditional IT boundaries.

To effectively manage this transition and deliver on the County's strategic priorities of Adaptive Infrastructure and Superior County Operations and Services, we must have a dedicated leader who is empowered to coordinate stakeholders, align technology to business goals, and ensure measurable value from our ERP investments.

Organizational Need and Role Value

The proposed ERP Program Manager will serve as the County's centralized lead for ERP governance and strategy. This role is critical to:

- Facilitating the ERP Governance Committee, composed of executive leaders from HR, Finance, and Enterprise IT

- Leading the County's ERP roadmap, ensuring operational readiness, regulatory compliance, and user experience excellence

- Overseeing the County's ERP support model, including internal staff and external managed services

- Managing key vendor relationships, ensuring service levels, contract performance, and integration alignment across multiple platforms

- Leading Workday's twice-annual release planning process, including impact analysis, testing coordination, and support for related training and communications across departments

- Coordinating ongoing continuous improvement initiatives to enhance ERP functionality, streamline business processes, and support evolving organizational needs

This is not a technical support role - it is a strategic operational leadership position, responsible for sustaining momentum post-implementation and embedding Workday into the fabric of County operations for the long term.
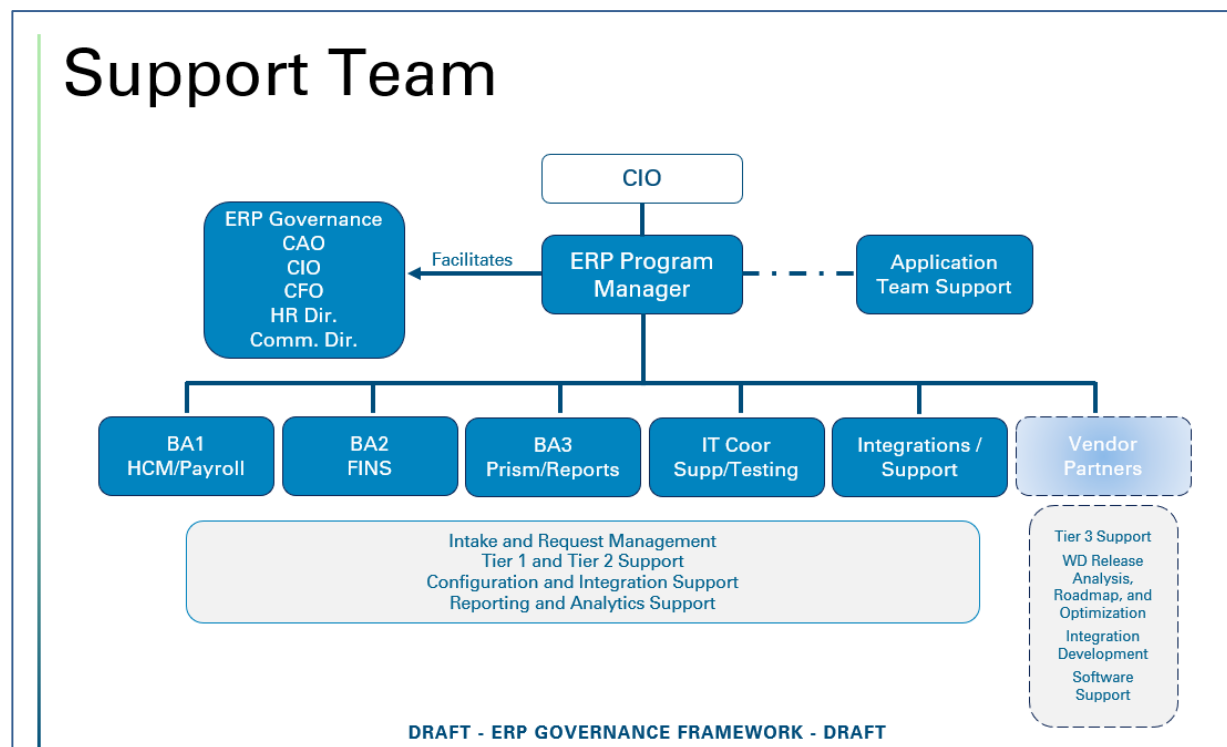
Funding and Classification Context

This position will report directly to the CIO and will initially be funded through the American Rescue Plan Act (ARPA), consistent with the transformational nature of the ERP implementation and its strategic alignment with County priorities. Classification at Grade 19 is appropriate based on the enterprise-wide scope of authority, comparability to other department-level and strategic leadership roles, and alignment with organizational structure.

Approval of this role secures essential leadership for ERP governance and service continuity at a pivotal stage in County operations.

We respectfully request your support in creating this position and expanding the department's headcount to 53. This position is essential to ensure Lake County derives the full value of its ERP investment and is prepared to operate a sustainable, secure, and adaptive digital infrastructure into the future. Thank you for your consideration.