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**BALTIMORE CITY COUNCIL  
HEALTH, ENVIRONMENT AND TECHNOLOGY  
COMMITTEE**

*Mission Statement*

On behalf of the Citizens of Baltimore City, the mission of the Health, Environment, and Technology (HET) Committee is to study, review, and recommend policies to improve overall public health and welfare, achieve environmental justice and sustainability, and promote the adoption of, and equitable access to, technology to better meet the needs of all City residents.

**The Honorable Danielle McCray  
Chair**

**PUBLIC HEARING**

**WEDNESDAY, OCTOBER 11, 2023  
10:00 AM**

**COUNCIL CHAMBERS**

*Council Resolution 22-0142R*

**Informational Hearing - Workday Implementation Status**

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Robert Stokes  
Danielle McCray

*Staff: Marguerite Currin (443-984-3485)*



## SYNOPSIS

**Committee: Health, Environment, and Technology**

**City Council Resolution: 22-0142R**

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### Informational Hearing - Workday Implementation Status

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**Sponsor:** Councilmember Stokes, et al

**Introduced:** October 24, 2022

**Purpose:**

For the purpose of inviting representatives from the Department of Finance, the Department of Human Resources, the Office of the City Administrator, the Office of Information Technology, and the Bureau of Budget and Management Research to brief the City Council on the status of the Workday Finance platform for procurement services launched in August 2022, including observed benefits or deficiencies, issues with rollout or uptake, and other relevant considerations.

**Effective:** Upon enactment

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### AGENCY REPORTS

City Administrator	Comments
Department of Finance	Comments
Office of Information Technology	Comments
Department of Human Resources	Defers to Finance
City Solicitor	Favorable

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### ANALYSIS

On **March 8, 2023**, the committee held a hearing. The committee will reconvene the hearing on **October 11, 2023**.

The resolution invites agency officials to discuss the status of the Workday Finance platform for procurement services launched in August 2022, including observed benefits or deficiencies, issues with rollout or uptake, and other relevant considerations.

Workday is a cloud-based software application that Baltimore City selected as a single unified system to replace multiple legacy human resources and finance systems. The City is implementing Workday in a phased approach. Phase I included payroll, time and absence tracking, benefits, and related functions. Phase II includes accounting, financial reporting, procurement, and budget management systems. Phase III includes recruitment, performance management, and learning and development. Workday implementation is led by the Department of Human Resources, Department of Finance, and Office of Information & Technology.

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### **ADDITIONAL INFORMATION**

**Fiscal Note:** None

**Information Source(s):**

- About the Workday Baltimore Implementation:  
<https://workday.baltimorecity.gov/about-5>
  - Reporting Agencies
  - Resolution 22-0142R
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*Deontre Hayes*

Deontre L. Hayes, Committee Staff

Date: October 6, 2023

cc: Bill File  
OCS Electronic File

# **Council Resolution: 22-0142R**

## **AGENCY REPORTS**

**See attached**

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CITY OF BALTIMORE

BRANDON M. SCOTT  
Mayor



DEPARTMENT OF LAW  
JAMES L. SHEA, CITY SOLICITOR  
100 N. HOLLIDAY STREET  
SUITE 101, CITY HALL  
BALTIMORE, MD 21202

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November 16, 2022

The Honorable President and Members  
of the Baltimore City Council  
Attn: Executive Secretary  
Room 409, City Hall  
100 N. Holliday Street  
Baltimore, Maryland 21202

Re: City Council Bill 22-0142R – Informational Hearing – Workday  
Implementation Status

Dear President and City Council Members:

The Law Department has reviewed City Council Bill 22-0142R for form and legal sufficiency. This resolution calls on representatives from various agencies to appear before City Council to discuss rental the implementation of Workday.


A resolution is an appropriate way for the City Council of Baltimore to express its views on a particular matter. *See, e.g., Inlet Assocs. v. Assateague House Condominium*, 313 Md. 413, 428 (1988). Therefore, the Law Department approves this Resolution for form and legal sufficiency.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'Hilary R. Ruley'.

Hilary Ruley  
Chief Solicitor

cc: James L. Shea, City Solicitor  
Nina Themelis, Mayor's Office of Government Relations  
Elena DiPietro, Chief Solicitor, General Counsel Division  
Ashlea Brown, Chief Solicitor  
Jeffery Hochstetler, Chief Solicitor  
D'ereka Bolden, Assistant Solicitor  
Michelle Toth, Special Assistant Solicitor

F R O M	NAME & TITLE	Michael Moiseyev, Director	CITY of BALTIMORE  <b>MEMO</b>	
	AGENCY NAME & ADDRESS	Department of Finance 100 Holliday Street, 4 <sup>th</sup> floor Baltimore, MD 21202		
	SUBJECT	CC 22-0142R Informational Hearing - Workday Implementation Status		

**TO** The Honorable President and Members  
Of the Baltimore City Council  
Attn: Executive Secretary  
Room 409, City Hall  
100 N. Holliday Street  
Baltimore, MD 21202

**DATE:** March 3, 2023

**Re: Bill 22-0142R – Informational Hearing- Workday Implementation Status**

The Department of Finance, along with Workday Project co-sponsors, Baltimore City Information and Technology and the Department of Human Resources, welcomes the opportunity to brief the City Council on the status of Workday implementation; including the status of implementation phases, related metrics, successes and challenges and current operational initiatives. While the Resolution notes Workday's implementation in relation to the City's procurement process, the Workday implementation is also transforming the City's business processes across Human Resources, Payroll, Accounting, Banking, Accounts Payable, Learning and Development, and Performance Management.

The Workday Implementation was planned for three phases with the initial Workday Project kick off occurring in 2019. Phase I Go Live occurred in 2020 with the launch of Human Capital Management, Compensation, Benefits, Absence and Time Tracking and Payroll. As Phase I was still being implemented city project teams were already working on Phase 2, preparing for our August 2022 Go Live of Financial Accounting, Banking and Settlement, Customer and Supplier Accounts, Business Assets, Projects, Procurement, Grants Management, Inventory and Expenses. That forward progress has continued with Phase 3 Go Live of Learning Management, Talent Management and Performance Management.

Overall, the implementation of a modern Enterprise resource planning tool that standardizes City data and processes into one system and that helps manage, automate and connect key processes citywide is transformational. The City prepared for this modernization through a layered framework approach involving Agencies citywide in the development and implementation and through providing dedicated resources in training and change management to engage, train and support all of our internal and external stakeholders.

**Current Efforts to Improve the Procurement Process**

The procurement process plays a central role in Baltimore's ability to successfully deliver services for City residents, whether that is through routine supply purchases or through contracts for major equipment and capital projects. We know that lags in the procurement process can impact the City's service delivery. Achieving procurement excellence will mean City agencies have the staffing and tools to proactively carry out competitive procurement processes that successfully wrap up with a signed contract for goods and services. The movement to Workday is leading to

increased communication and visibility on contracting and payments. Workday offered improvements to functionality for external suppliers included the ability to access real time payment information, view purchases orders, self-service options to maintain their account information, and ability to respond to request for quotes.

Workday is one tool in the transformation of procurement in the City of Baltimore. As part of the Mayor's initiatives the Department of Finance initiated a citywide review of the current state of Procurement in the City of Baltimore through all stages of Procurement.

With the assistance of consultants, the Procurement Assessment and Transformation included a review of current state. The assessment included interviews of internal and external stakeholders, peer reviews, data analysis and targeted focus groups to outline both current state and to identify a roadmap. That roadmap outlines how we will address changes to policy, technology, processes and staffing that will enhance and modernize all aspects of Procurement- from planning, execution, strategic contracting and administration, and integrity and controls. That transformation roadmap is in the final stage and is in the process of being presented to stakeholders citywide as a lead up to public communication within the next two months outlining the results and detailed plan.

Representatives from the Department of Finance will be present at the hearing for City Council Bill **22-0142R**.





December 20, 2022

To the Honorable City Council President, Nick Mosby  
and Members of the Baltimore City Council  
City Hall, 100 N. Holliday Street, Room 409  
Baltimore, Maryland 21202

**Re: CC Bill 22-0142R - Informational Hearing – Workday Implementation Status**

The Department of Human Resources (DHR) has completed its review of City Council Bill 22-0142R. The purpose of this bill is for representatives from the Department of Finance, the Department of Human Resources, the Office of the City Administrator, the Office of Information Technology, and the Bureau of Budget Management Research to brief the City Council on the status of the Workday Finance platform for procurement services launched in August 2022, including observed benefits or deficiencies, issues with rollout or uptake, and other relevant considerations.

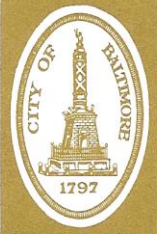
DHR serves as one of the three executive agency sponsors for the Workday ERP implementation and will defer to the Department of Finance for City Council Bill 22-0142R. As an agency sponsor of the Workday ERP implementation, DHR will work jointly with the Departments of Finance and BCIT to package a more comprehensive consolidated response to City Council Bill 22-0142R. BCIT will also attend and participate in the upcoming hearing.

For additional questions or concerns, contact me at [Quinton.Herbert@baltimorecity.gov](mailto:Quinton.Herbert@baltimorecity.gov) or by phone at (410) 396-1563.

Sincerely,

Quinton Herbert, JD

cc: Ms. Nina Themelis, Interim Director, Mayor's Office of Government Relations  
Mr. Michael Moiseyev, Director, Department of Finance  
Mr. Todd Carter, Director, Baltimore City IT


<b>FROM</b>	NAME & TITLE	Ariel Giles, Assistant City Administrator	CITY of BALTIMORE  <b>MEMO</b>	
	AGENCY NAME & ADDRESS	<b>Office of the Mayor</b> 100 N. Holliday Street, Room Baltimore, MD 21202		
	SUBJECT	City Council Bill #22-0142R Informational Hearing – Workday Implementation Status		

**TO** The Honorable President and Members of the Baltimore City Council c/o  
Natawna Austin, Executive Secretary

DATE: March 9, 2023

The Office of the City Administrator has completed its review of City Council Bill 22-0142R. The purpose of this bill is to brief members of the City Council and representatives from the Baltimore City Departments of Finance (DOF), Human Resources (DHR), Office of Information and Technology (BCIT), and Office of the City Administrator (CAO), and the Bureau of Budget Management and Research (BBMR) on the status of the Workday Finance platform for procurement services launched in August 2022, including observed benefits or deficiencies, issues with rollout or uptake, and other relevant considerations.

The Office of the City Administrator provides oversight and coordination support for the three executive agencies responsible for implementing the Workday ERP. Our office will be represented at the upcoming hearing and are in support of the consolidated response by the Baltimore City Information and Technology, Department of Finance and Department of Human Resources.

<b>F R O M</b>	NAME & TITLE	Todd Carter Chief Information Officer <i>Todd A. Carter</i>	CITY OF	
	AGENCY NAME & ADDRESS	Baltimore City Office of Information & Technology 401 E. Fayette Street, 3 <sup>rd</sup> floor	BALTIMORE	
	SUBJECT	<b>City Council Bill 22-0142R - Informational Hearing - Workday Implementation Status</b>	MEMO	

TO: The Honorable President and  
Members of the City Council  
Room 400 City Hall  
c/o Natawna Austin, Executive Secretary

January 6, 2023

The Baltimore City Office of Information & Technology (BCIT) has completed its review of City Council Bill 22-0142R. The purpose of this bill is to brief members of the City Council and representatives from the Baltimore City Departments of Finance (DOF), Human Resources (DHR), Office of the City Administrator (CAO), and the Bureau of Budget Management and Research (BBMR) on the status of the Workday Finance platform for procurement services launched in August 2022, including observed benefits or deficiencies, issues with rollout or uptake, and other relevant considerations.

BCIT serves as one of the three executive agency sponsors for the Workday ERP implementation and will defer to the Department of Finance for City Council Bill 22-0142R. As an agency sponsor of the Workday ERP implementation, BCIT will work jointly with the Departments of Finance and Human Resources to package a consolidated response to City Council Bill 22-0142R. BCIT will also attend and participate in the upcoming hearing.

If you have any questions, please contact Leyla Layman, Chief of Staff, at (443) 202-4511.

cc: Ms. Nina Themelis, Interim Director, Mayor's Office of Government Relations  
Mr. Michael Moiseyev, Director, Department of Finance  
Mr. Quinton Herbert, Director, Department of Human Resources

**CITY OF BALTIMORE  
COUNCIL BILL 22-0142R  
(First Reader)**

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Introduced by: Councilmember Stokes, Porter, Conway, McCray, Middleton, Schleifer, Costello,  
Ramos, Torrence, Glover

Introduced and read first time: October 24, 2022

Assigned to: Health, Environment, and Technology Committee

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REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, Department of Finance, Department of  
Human Resources, City Administrator's Office, Office of Information Technology

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A RESOLUTION ENTITLED

1 A COUNCIL RESOLUTION concerning

2 **Informational Hearing - Workday Implementation Status**

3 FOR the purpose of inviting representatives from the Department of Finance, the Department of  
4 Human Resources, the Office of the City Administrator, the Office of Information  
5 Technology, and the Bureau of Budget and Management Research to brief the City Council  
6 on the status of the Workday Finance platform for procurement services launched in August  
7 2022, including observed benefits or deficiencies, issues with rollout or uptake, and other  
8 relevant considerations.

9 **WHEREAS**, in August 2022, Baltimore City launched the Workday Finance platform to  
10 consolidate legacy systems, improve functionality, and streamline business processes.

11 **WHEREAS**, Workday Finance provides cloud-based services to improve tracking of invoices,  
12 contracts, and other documents related to the procurement process.

13 **WHEREAS**, the implementation of the platform was the result of a biennial performance audit  
14 undertaken by the Board of Estimates for fiscal years 2019 and 2020, which indicated that the  
15 City's procurement processes required an overhaul to improve efficiency and accuracy.

16 **WHEREAS**, Workday Finance replaced two older City procurement systems: CitiBuy and  
17 CitiDynamics, in addition to some processes that, until recently, were still completed manually  
18 on paper.

19 **WHEREAS**, the rollout of the platform involved extensive training for City employees to  
20 familiarize themselves with the new system to promote uptake and ensure a smooth transition.

21 **WHEREAS**, the City Council would benefit from an update to discuss the rollout of the new  
22 platform.

EXPLANATION: CAPITALS indicate matter added to existing law.  
[Brackets] indicate matter deleted from existing law.

**Council Bill 22-0142R**

1       **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE**, that the City  
2 Council invites representatives from the Department of finance, the Department of Human  
3 Resources, the Office of the City Administrator, the Office of Information Technology, and the  
4 Bureau of Budget and Management Research to brief the City Council on the status of the  
5 expanded Workday platform for procurement services launched in July 2022, including a  
6 discussion of observed benefits or deficiencies, issues with uptake, or other relevant  
7 considerations.

8       **AND BE IT FURTHER RESOLVED**, That a copy of this Resolution be sent to the Director of the  
9 Department of Finance, the Director and Chief Human Capital Officer of the Department of  
10 Human Resources, the City Administrator, the Chief Information Officer of the Office of  
11 Information Technology, the Budget Director of the Bureau of Budget and Management  
12 Research, and the Mayor’s Legislative Liaison to the City Council.