The Metamorphosis of Business at The Mile High City

BACKGROUND

The City and County of Denver (including Denver International Airport) was burdened with maintaining an outdated software system and was falling further behind with expensive upgrades.

Denver chose Sierra-Cedar to help it implement a full-system transformation because of Sierra-Cedar's over 20 years of Public Sector experience and extensive Workday expertise. Workday provides an entire suite of global applications—from finance to HR—all delivered in the Cloud, which aligned with the city's "Cloud First" strategy.

CHALLENGES

With the accumulation of 15 years' worth of workarounds and customizations, Denver's Technology Services department needed to move from maintaining 22 servers and 34 databases, spending a significant amount of time patching and backing up outdated software, maintaining siloed applications, and running status quo processes to freeing up resources to analyze and plan for the future. The following were some of the specific goals:

- Eliminate in-house server maintenance by moving to the Cloud
- Improve efficiencies by moving to an integrated solution
- Eliminate the manual paper processes that required forms to be filled out in triplicate, as well as the opportunity for errors inherent in manual processes
- Provide departments with reporting and embedded analytics tools to lift the burden from the IT department
- Provide employees with mobile options to provide a level of convenience they have come to expect

SOLUTION

The City and Country of Denver's project kicked off in the fall of 2015, went live with HR and Payroll in January 2017, and went live with Financials in September 2017.

Before deploying Workday, Sierra-Cedar led the city through Sierra-Cedar's proprietary Business Process Alignment (BPA) solution, which was a four-month project to redefine and standardize business processes that would be impacted by the new technology. Sierra-Cedar and the City of Denver worked as a team from kick-off through go-live and beyond.

DENVER
THE MILE HIGH CITY

Our old system was so complex that our upgrades required a lot of money and took a lot of time, and we could not keep up-to-date. When our ERP was not up-to-date, it had a cascading effect on the rest of the technology environment in Denver.

Chris Binnicker
Deputy CIO
City and County of Denver

Workday Services Partner

The consolidated City and County of Denver employs 13,000 people and supports a population of over 700,000 residents. Approximately 100,000 of that population has moved to Denver within the last seven years, straining the city's capacity to deliver services. To address these challenges, Denver has implemented a forward-thinking technology program with an emphasis on innovation and cloud first capabilities.

BENEFITS

Reporting and Analytics

Other departments previously sent Requests for Reports to the technologists in the Technology Services department and relied on them for reporting. Now with **Workday Analytics,** the reporting process is automated and allows business units access to generate their own reports and make data-based decisions.

Automated On-boarding

New employees can complete the New Hire on-boarding process online. The old paradigm required them to travel downtown, find and pay for parking, fill out the forms, then return home and wait to be contacted. Automating this process has created efficiency and a velocity in the recruiting process.

Mobility

The ability to conduct business from anywhere by having a user-friendly, self-service interface available on mobile devices has made a huge impact. Employees now manage their Benefits and Payroll options, and Requisitions are approved remotely, making life easier for everyone involved in the approval process.

Performance Management

Denver has achieved significant success with Performance Management. The online, interactive process engages employee involvement by making them an integral part of their goal-setting and performance, enabling a higher level of contribution than previously possible.

Integrations

Workday delivers connectors to most of the major systems, which makes it easy to leverage those connectors and standard APIs. Integrating with systems is much simpler than in the past when integrations had to be done point-to-point.

We derived a lot of benefits from our Workday implementation. One of the biggest ones was that we now have predicable operating costs, versus the historical, expensive, unpredictable capital expenditures. We really add value when we are delivering services to our customers that make their jobs easier and more efficient.

Chris Binnicker
Deputy CIO
City and County of Denver

RESULTS

Before the implementation, everything was either a single form, a triplicate form, or something that needed to be couriered around the city—approximately 75% of all these paper processes have been eliminated. With help from Sierra-Cedar and Workday, the project was delivered **on time and on budget—**a huge achievement for a project of this scope.

Improving business processes on this scale was a once-in-a-lifetime opportunity, which our courageous leaders fully endorsed.

Chris Binnicker, Deputy CIO, City and County of Denver