

Yamhill County

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OFFICE OF COUNTY ADMINISTRATION

DATE: June 10, 2021
TO: Yamhill County Board of Commissioners
FROM: Justin Hogue, Business Services Director
SUBJECT: Yamhill County ERP Software and Evaluation Committee Recommendation

On December 22, 2020, the County opened a Request for Proposals (RFP) process titled "Software and Implementation Services for an Enterprise Resource Planning (ERP) Software Systems Environment". The goal of the RFP is to replace the current financial and human resources computer system (GEMS), which is over 22 years old. Technology has changed dramatically the last two decades and there are financial packages that offer major enhancements and features that will increase productivity and efficiencies, and simplify, optimize, and streamline workflows. The County seeks to address additional challenges including, but not limited to:

- Management requires better access to data, information, and reporting that is either currently not available, significantly restricted, or time consuming to extract. We require newer technology to find better ways to extract data quicker and more efficiently.
- County personnel find the current environment difficult to use and understand, which significantly increases the time it takes for a new employee to be productive.
- The current programming platform – Agile Business Suite – is antiquated and not well represented with current IT staff. Recruiting for these skill sets is increasingly difficult. The System is rebooted often to resolve glitches which have no identifiable fix.
- It is difficult for vendors to hire and train staff that can provide technical assistance on outdated software.
- Because of current limitations to functionality, County personnel have developed many work-around processes that have negatively impacted County business and IT's ability to provide support (e.g. home-grown Personnel Action (PA) system).
- Applying patches and major releases is very time consuming in the current environment for both technical and business resources.

With assistance from our project manager BerryDunn (BO 20-214), the RFP was developed in part by soliciting feedback from departments within the County. A web survey sent to key employees was used to collect information that assisted BerryDunn's understanding of the challenges in the current environment. This information was used as a foundation for County-wide fact-finding meetings, also facilitated by BerryDunn, to help them understand the future needs and desires of County Departments. These meetings informed them how to write the RFP that addresses the needs and requirements in our new software system.

Responses to the RFP were due February 10, 2021. Eight (8) companies submitted proposals as follows (in alphabetical order):

No.	Primary Vendor & System	Secondary Vendor(s)/ Subcontractor(s) & Systems	Proposed Solution		
			County Hosted	Proposer Hosted	Cloud
1	Cayenta (a division of N. Harris Corp.) - Cayenta Financial Management System	PDS Vista - Human Capital Management (HCM)	X		X
2	CentralSquare - Finance Enterprise (previously SunGard)	- IntelliTime o Workforce Automation (Timecards) - Periscope Holdings o Periscope for Bid and RFP management	X	X	X
3	Ciber Global, LLC - Oracle ERP Cloud	- Oracle America, Inc. o Oracle ERP Cloud, Oracle EPM Cloud, Oracle HCM Cloud - ADP, Inc. o Compliance Solutions (Employment Tax; Wage Garnishments; Wage Payments) - Maverick Training Corporation (Maverick Solutions) - Can/Am Technologies, Inc. o Teller Cashiering			X
4	CitySuite (a division of N. Harris Corp.) - CitySuite			X	
5	GovSense, LLC. - Oracle Netsuite Cloud	- Oracle America, Inc. o Oracle ERP Cloud - Ceridian HCM, Inc. o Dayforce HCM o Workday Adaptive Insights (EPM)			X
6	Graviton Consulting Services, Inc. - Oracle ERP Cloud	- Oracle America, Inc. o Oracle ERP Cloud, Oracle EPM Cloud, Oracle HCM Cloud - Can/Am Technologies, Inc. o Teller Cashiering			X
7	Rock Solid Technology, Inc. - Microsoft Dynamics (previously Great Plains)	- Ultimate Kronos Group (UKG) o HCM Modules			X
8	Tyler Technologies, Inc. - Munis ExecuTime	- OnDemand, Inc. (Marick Group) o Cornerstone Learning Management Solutions	X		X

An RFP evaluation committee, comprised of the Human Resources Manager, Information Services Manager, Finance Manager, and Assistant Finance Manager, reviewed the proposals from each responsive qualified proposer and completed a scoring sheet that used the scoring method described in the RFP. Each of the five criteria had a maximum score and the evaluation committee members scored qualified proposals using the information provided in the proposal and not as a comparison to other proposals. Proposer scores for each criterion were added together and averaged. The sum of the averages determined the evaluation score for that proposal.

Of the eight proposals reviewed by the evaluation committee, the top four were close enough in score to move on to the vendor demonstration phase. Vendor demonstrations took place over two weeks, with each vendor allocated 16 hours to showcase their software and answer questions developed by BerryDunn and the RFP evaluation committee. Demonstrations were conducted electronically during the weeks of April 5th and April 12th, 2021. Each company brought a team of 4 – 12 company representatives, typically comprised of a company principle/owner, a project manager, and software programmers/implementers. Each company was provided the same demonstration scenario script for showcasing their solutions for general ledger and financial reporting, budgeting, accounts receivable and cash receipts, fixed assets, accounts payable, purchasing, bidding and contracting, human resource and personnel management, benefits administration, learning and performance management, payroll, and time entry. They also presented their approach to change management and discussed the technical environments and requirements of their software. All County departments were invited to attend the demonstrations and submit their comments to BerryDunn, who relayed them to the RFP evaluation committee. After a thorough review of department comments, the RFP committee scored the demonstrations and combined them with the original review scores. The final scores are as follows:

	Central Square	Graviton	Rock Solid	Tyler Technologies
RFP SCORE	79.58	86.92	79.58	83.17
INTERVIEW SCORE	7.00	28.00	21.00	6.00
SUBTOTAL	86.58	114.92	100.58	89.17

The RFP evaluation committee selected the two finalists, Graviton and Rock Solid, for reference checking and costing analysis.

Reference checking included either MS Teams meetings or completed questionnaires in support of the two finalists. Interviews consisted of scripted questions about the software selected, system integrations required, data conversion strategies, project planning effectiveness, vendor skills and resources, and implementation experience. Four references for each vendor were received.

After reference checks were made and scored, vendor pricing was scored with the least-cost vendor receiving 40 points and a pro-rated allocation of points to the other finalist based on their related price to the least-cost vendor.

	Graviton	Rock Solid
SUBTOTAL ABOVE	114.92	100.58
REFERENCE SCORE	25.63	13.44
PRICING SCORE	35.63	40.00
GRAND TOTAL	176.18	154.02

After careful consideration, Graviton, as illustrated in the above table, ranked highest through the extensive evaluation process. Most notably, Graviton excelled in the following areas:

Company Experience: Graviton Consulting Services, Inc. is a privately held corporation, founded in 2010 in Sacramento, California. They specialize in governmental ERP implementations with over 80 percent of their business dedicated to the small to mid-size public sector clients. With over 50 consultants, they specialize in all aspects of implementation and upgrades, including business process improvements. As an Oracle Gold Partner, Graviton has extensive experience providing Oracle ERP services to governments including the County of Mariposa, City of Sacramento, San Joaquin County, Hennepin County, City of Seattle, and the City of Spokane.

Software Solution: Graviton is proposing Oracle Cloud to best meet the County's needs. Oracle Cloud is a SaaS (Software as a Service) application that includes Enterprise Resource Planning (aka, Financials), Enterprise Performance Management (aka, Budgeting), and Human Capital Management (aka, Human Resources and Payroll).

Oracle Cloud is a software application that runs on a cloud platform managed by Oracle as opposed to an on-premises network housed and managed by County IT Staff. The Oracle Cloud applications are designed to provide a lower total cost of ownership because Oracle owns and manages both the hardware and the software. In other words, rather than the County having to purchase and maintain expensive hardware and software, we pay a subscription price to lease Oracle's computer hardware and software. Upgrades are automatic and new features are rapidly deployed. Operational tasks such as installation, patches, ongoing maintenance, updates, monitoring, and backup and recovery are all managed by Oracle Cloud Operations and included in the subscription price. Access to Oracle Cloud is provided over the internet, so that is required is an internet connection and browser. This solution greatly reduces the risk to the County as we experience rapid technology change and challenges hiring personnel with requisite programming skills.

Oracle Cloud also provides a unified software solution, providing one user experience, one reporting and analytics solution, one data model, and one industry-standard platform, all through one provider. All modules work seamlessly with each other and negate the need for large scale, costly integrations of disparate or unique subsystems. Oracle Cloud was the only cloud-native solution proposed to us.

Oracle Cloud is secure. They offer a robust security model that encompasses industry standards, regulatory requirements, and industry best practices to leverage the security capabilities of the Oracle database. Oracle will provide us with a virtualized isolated single-tenancy deployment where we will have our own database. Therefore, our data will not be co-mingled with other customers. Oracle also deploys a regional strategy for housing our data for production and disaster recovery environments in the United States. The primary data center is in Phoenix, AZ, and the secondary and disaster recovery data center is in Ashburn, VA. This provides the ability to bring Cloud Services back online at the secondary site, with matching service and security levels. In addition, Oracle's production data centers have component and power redundancy with backup generators in place to help maintain availability of data center resources in the event of crisis. Oracle Cloud also protects data, while in transit or at rest, using several standard encryption technologies.

Oracle Cloud also supports electronic workflow using a paperless routing and approval processes. This is a major improvement over our current processes that require shuffling paper purchase orders, invoices, timecards, and other documents for manual review and approval. With current social distancing regulations and employees working-from-home, a Cloud solution such as Oracle's greatly simplifies contactless business processes and remote working.

Project Approach and Implementation Strategy: Graviton provides a superior approach to implementation based on Oracle's methodology. Graviton promotes early and frequent exposure of the County's project team members and stakeholders to the Oracle Cloud applications and its best practice business processes, which improves the speed and accuracy of decision making. Furthermore, integration of the Graviton learning management system

increases the quality and availability of training and knowledge transfer during the project as well as during the operational period following go-live.

Our current manual processes in GEMS will no longer be effective in a cloud environment. Graviton adopts industry standards for managing the change management process that is inevitable for us. They will align their change management approach with their Cloud implementation methodology to accelerate our transition from paper to electronic by focusing acceptance of the changes at the individual employee level. Part of this approach includes Graviton training tools that improve the quality and accessibility of end-user training. Based on the subject matter and intended audience, they plan to use a mix of training methodologies including Graviton-lead training, train-the-trainer, webinar/video conferencing, and on-site classrooms.

Graviton also provides for extensive testing and a quality assurance plan to cover all stages of testing including systems testing, integration testing, user acceptance testing, and payroll parallel testing. They will provide templates and guidance for developing test scripts and support during this phase.

Graviton provided the most realistic hourly projection for implementation at 18,996 hours. Of this total, Graviton estimates 80% will be the responsibility of Graviton consultants and 20% will be the responsibility of County staff. This allocation of resources was the most agreeable to us based on the small FTE count in County Administration to undertake this project.

Proposed Personnel and Team Organization: Graviton has assigned us a team of 13 individuals, each of whom uniquely specializes in certain modules and functions of Oracle Cloud. All have extensive, targeted experience with Oracle products. The team has an average of 16 years’ experience, many of whom hold Oracle Cloud certifications.

Project Schedule: Graviton is recommending the most advantageous schedule implementing the budget, finance, and human resources modules. They incorporated extensive phased project scheduling Gantt charts in their proposal to support their project plan.

Cost Competitive: All proposers were asked to itemize their fee based on one or more strategies:

- County Hosted – Yamhill County IT staff maintain all hardware and software at their physical location
- Vendor Hosted – The Vendor will maintain all hardware and software at their physical location
- Cloud Hosted – Vendor will maintain all hardware and software in a cloud environment

Below is a table of the cost proposals of the top two finalists. Both recommended Cloud Hosted solutions only. Costs are broken down into one-time implementation costs and annual subscription costs over a ten-year period.

Costs Category	Graviton	Rock Solid
Implementation Costs (one-time)	\$2,448,384	\$823,611
Subscription Costs (over ten years)	\$3,133,881	\$4,148,702
TOTAL	\$5,582,265	\$4,972,313

Implementation costs consist of professional implementation services, project management services, training costs, software customizations, data conversion, interface costs, and travel. Subscription costs include annual payments for access to the software, upgrades/patches, hosting costs, backup costs, and disaster recovery provisions. The subscription costs presented above for both software solutions are held flat the first five years and increase 3% per year thereafter. Cost category differences between the vendors is based mainly on their differing approach to implementation and post-implementation support. Graviton anticipates more work up-front for set-up and configuration than Rock Solid does for their software solution. On the other hand, Rock Solid charges for post-implementation support but Graviton proposes Oracle Platinum support at no cost.

Based on the final scoring and the information provide above, the RFP evaluation committee determined that Graviton was the highest scoring proposer and therefore recommends Graviton's selection to become the County's next ERP software solution. County Administration recommends the board authorize the issuance of a Notice of Intent to Award to Graviton and invite Graviton to enter contract negotiations with Yamhill County. If contract negotiations do not result in a contract acceptable to both parties, Yamhill County will invite the second ranked proposer to enter contract negotiations. If negotiations are not successful, Yamhill County will cancel the solicitation.

Copies of the RFP and submitted proposals are available for review. Should there be any questions, or you require further information, please let me know.

Thank you,

Justin Hogue
Business Services Director
Yamhill County

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Board of Commissioners on
6/10/21 by Board Order
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