ERP Platform Selection & Authorization

Request for Board Decision

Presentation to the Board of County Commissioners

Monday, March 9, 2026

Presented by Greg Marrow on behalf of the ERP Core Team

Board Action Requested

- **Approve Oracle as the County's ERP platform.**

- **Authorize staff to proceed with:**

  - **Implementation Partner procurement (RFP)**

  - **Readiness + staffing plan development**

A Unified County Initiative

Business transformation led by Finance, Budget, and HR, supported by IS&T.

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Finance

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The Scope of Our Ambition: A Comprehensive Enterprise Transformation

Record-to-Report (Finance)

Procure-to-Pay

Technical & Enablement

County ERP Core

Core HR & Talent Management

Acquire-to-Dispose (Asset Mgmt)

Plan-to-Perform (Budgeting)

This project will modernize the foundational systems across every major County function, from Finance and HR to Budgeting and Procurement. The selected partner must demonstrate excellence across this entire landscape.

Why We Must Act Now

21 Years: Operating on current SAP environment

Extended maintenance fees apply after 2027

Current State

The County has operated on the current SAP environment for 21 years.

The Urgent Driver

Vendor support timeline drives action.

Business Goal

Ensure continuity of core government operations and avoid increased cost/risk.

Recommendation: Oracle

#1 Oracle (Selected)

#2 Workday

#3 SAP

Why Oracle Won

▪ Highest overall score in the most heavily weighted evaluation category (Maintenance & Support), demonstrating superior long-term service capability.

▪ Best overall balance of functionality, performance, and competitive pricing.

▪ Strong endorsement from Finance leadership based on the depth, maturity, and reporting strength of Oracle Fusion **Financials.**

Following a comprehensive evaluation of SAP and other leading cloud ERP vendors.

How We Reached This Recommendation

1

Strategy & Scope

Developed County ERP strategy and mega-process scope across Budget, Finance, and HR.

2

Requirements

Defined County requirements and evaluation criteria.

3

Competitive RFP

Issued a competitive ERP RFP.

4

Evaluation

Evaluated vendor responses using a consistent rubric and conducted detailed multi-day demonstrations.

5

Scoring

Scored and compared options across mega-process areas (Budget + Finance + HR), long-term sustainability, and cost.

Scope of evaluation included Budget, Finance, and HR end-to-end business mega-process areas, plus Technical Requirements and Maintenance & Support.

County-led evaluation supported by an external advisor; documented rubric, scorecards, and demos on file.

Timeline Highlights

- **2025:** County issued a competitive ERP RFP.

- **9 total responses received** (including multiple reseller responses and deployment options such as **SAP Public Cloud vs. Private Cloud**).

- **Six vendors advanced through initial evaluation; three finalists** were invited to demonstrations.

- **Finalists completed structured, on-site demonstrations** (3–4 days per vendor).

- **Final evaluation combined** written RFP scoring, demo validation, and reference checks/insights from peer jurisdictions.

Rigorous, Evidence-Based Selection Process

County-wide evaluation: Finance, Budget, HR, and IS&T using a consistent rubric and documented scorecards.
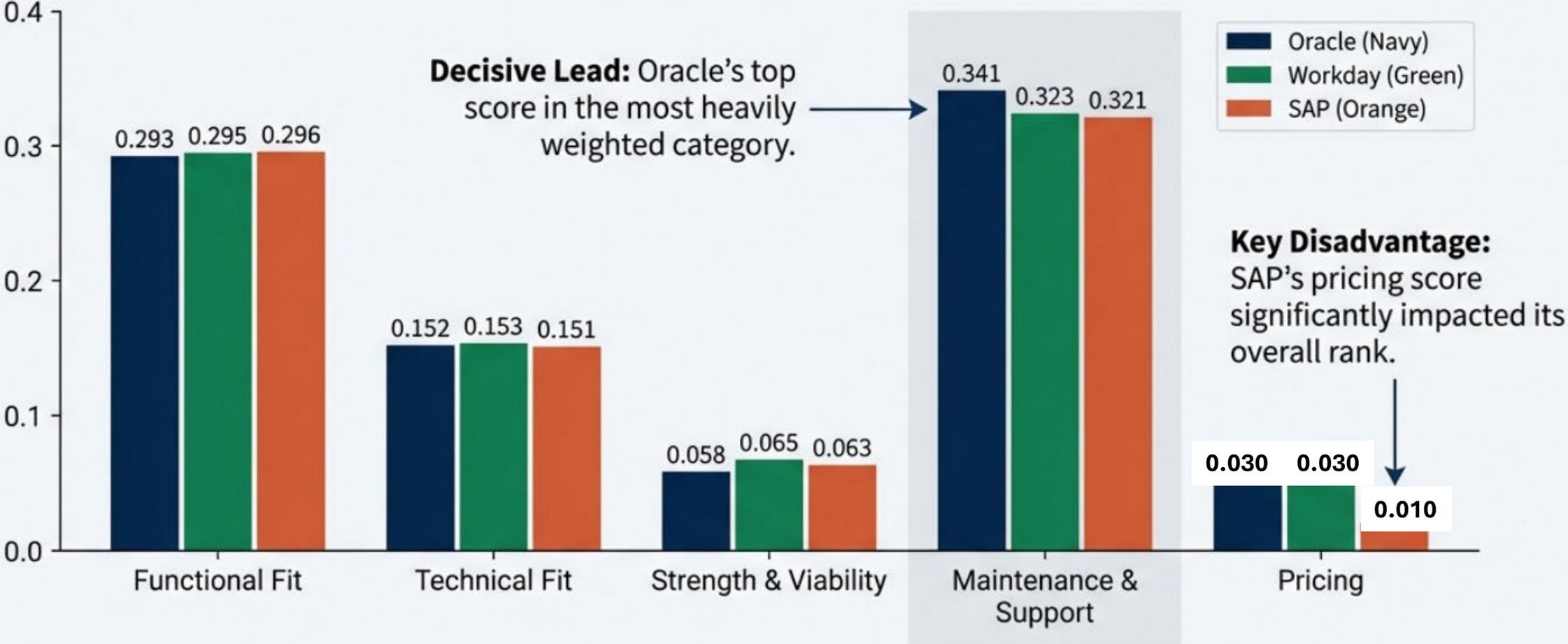
Priority: Long-term operational sustainability

| Maintenance & Support: 37% | Functional Fit: 30% | Technical: 20% | Vendor Viability: 8% | Pricing: 5% |

Evaluation weights

How Scoring Worked (At a Glance)

- **Standard rubric used:** Responses scored consistently using a defined scale (e.g., Exceptional / Exhaustive / Adequate / No Response).

- **County-led, cross-department scoring:** Budget, Finance, HR, and IS&T evaluated within their areas and documented comments.

- **Apples-to-apples requirements:** Vendors responded to the same requirements and demo scripts tied to County mega-processes.

- **Structured, multi-day demonstrations:** Each vendor completed scripted, scenario-based demos to validate written responses.

- **Weighted criteria applied:** Results were consolidated using County-approved weighting across evaluation categories.

- **Documentation retained:** Rubric, scorecards, evaluator notes, and demo materials are on file for auditability.

Oracle's Lead is Driven by Superior 'Maintenance & Support' Scores

Component Average Scores by Vendor

Decisive Lead: Oracle's top score in the most heavily weighted category.

Key Disadvantage: SAP's pricing score significantly impacted its overall rank.

Legend:
- Oracle (Navy)
- Workday (Green)
- SAP (Orange)

| Category	Oracle	Workday	SAP
Functional Fit	0.293	0.295	0.296
Technical Fit	0.152	0.153	0.151
Strength & Viability	0.058	0.065	0.063
Maintenance & Support	0.341	0.323	0.321
Pricing	0.030	0.030	0.010

Delivering Value & Stewardship

Operational Continuity

Ensures a supportable platform for core County operations for the next decade.

Financial Stewardship

Stronger internal controls, auditability, and transparent reporting.
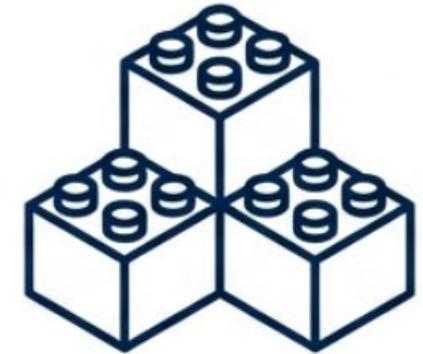
Future-Ready Foundation

Scalable foundation with improved analytics to support better decisions.

Governing the Investment: Structure, Cadence & Accountability

Effective governance is consistently cited as the single most important non-technical determinant of ERP migration success. Our three-tier model ensures strategic decisions stay at the executive level, operational decisions are resolved quickly at the working level, and the Program Management Board serves as the connective tissue between the two.

Body & Members	Responsibilities	Cadence
Executive Steering Committee Members: County Manager, CFO, CIO, HR Director, Budget Director, Oracle Partner	Strategic direction, budget approval, escalation resolution	Monthly
ERP Program Management Team Members: Program Director, PMO Lead, Oracle PM	Status reporting, milestone tracking, risk management	Bi-weekly
Operational Working Groups Members: Functional leads, IT leads, business analysts, Oracle consultants	Day-to-day delivery, issue resolution, technical decisions	Weekly

The Escalation Path

Statutory constraints and cross-departmental priorities demand rapid resolution.

Issues with budget, timeline, or cross-departmental impact that remain unresolved after one cycle escalate upward immediately.

No tier holds a decision longer than its defined cadence allows.

12

Managing Project Risk

Proactive mitigation of human capital and data integrity risks to ensure a seamless Oracle deployment.

Dedicated Resources & Talent Capacity

- Conduct **Immediate Readiness & Skills Assessment.**
- Execute comprehensive **Staffing, Backfill, and Hiring Plan.**
- Engage an **expert implementation partner.**

Data Readiness & Migration Quality

- Initiate data quality assessment before implementation begins.
- Assign dedicated **Data Migration Lead.**

🔒 **GO-LIVE GATE:** All migrated data must reconcile to SAP before go-live approval is granted.

Path Forward

Next steps: partner selection, readiness assessment, staffing plan, and phased implementation planning.

Procure Implementation Partner (RFP Process) → Conduct Readiness + Skills Assessment → Finalize Staffing/Backfill Plan & Hiring Needs → Solidify contracts and initiate phased planning

Board Action Requested: Approve Oracle as the County's ERP platform and authorize staff to proceed with next steps.

Regular Board updates will be provided on milestones, budget, and risk.

Next Steps if Approved Today

- **Board action today:** Approve **Oracle as the selected ERP software vendor**

- **Next 60 days:** Issue a competitive RFP to procure an **implementation partner** (March–April 2026)

- **Summer 2026:** Select and contract with an implementation partner (target: July 2026)

- **Implementation:** Phased delivery over ~24–36 months, with regular Board updates on milestones, budget, and risk.

Supplemental Slides

Executive Summary: Oracle is the Recommended ERP Vendor

Oracle ranks strongest overall, Workday is a close second, and SAP ranks third based on weighted functional, technical, support, viability, and pricing criteria.

🥇 #1 – Oracle

Leads due to decisive strength in the most heavily weighted category: Maintenance & Support.

🥈 #2 – Workday

A very strong contender with the best technical and functional fit, but trails Oracle in the critical support category.

🥉 #3 – SAP

Meets core requirements but falls behind peers on pricing and support scores, which materially impacts its overall rank.

Process Integrity: Fair, Transparent, Documented

County-led evaluation with independent support and documented evidence at every step.

- **County-led, cross-department evaluation:** Budget, Finance, HR, and IS&T participated throughout.

- **External ERP advisor support:** helped define ERP strategy, mega-process scope, and evaluation approach.

- **Procurement compliance:** competitive RFP process with records retained.

- **Documented rubric + scorecards:** consistent scoring criteria applied across all vendors and departments.

- **Structured, multi-day demonstrations:** each vendor completed scripted, scenario-based demos (3–4 days).

- **Scored by department and consolidated:** results compiled and compared using the County's weighted criteria.

Documentation on file: rubric, scorecards, demo scripts, evaluation records.

ERP Software Respondents – Proposal Score Summary (Pre-Demo Shortlist)

Composite Evaluation Score = composite RFP evaluation score (Budget, Finance, HR, IS&T) on a 1–5 scale across functional fit and vendor strength/viability (roadmap, local gov't experience, maturity, components, and overall impression).

Top-scoring "software" vendors advanced to demonstrations; OnActuate was non-responsive and removed from consideration.

	Vendor	Software	"Estimated Software" Cost (Per Proposal)	Composite Evaluation Scores - Vendor Strength & Viability	Invited to Conduct Demo
1	**SAP Public Services, Inc**	**SAP**	$ 13,148,394.00	93	Yes
2	Tyler Technologies Inc	MUNIS	$ 795,143.00	78	No
3	OnActuate Consulting US Inc	Dayforce	did not meet RFP requirements		
4	Phoenix Business Consulting	SAP	$ 18,468,438.65	90	No
5	**DLT Solutions, LLC ***	**Oracle**	**$ 5,189,321.00**	87	**Yes**
6	Global Point Inc	SAP	$ 3,371,000.00	67	No
7	**Workday, Inc**	**Workday**	**$ 5,313,000.00**	95	**Yes**
8	Infor Public Sector, Inc	Infor	$ 4,383,973.00	67	No
9	Mythics, LLC	Oracle	$ 5,732,604.47	85	No

*The final cost was reduced *after* vendor selection, as the initial bid included more modules than were required for implementation.

Operating Model:
ERP Business Mega-Processes

Strategy & Governance

County's Strategic Plan   Department Strategy   Business Planning   Continuous Improvement   Project Mgmt   Change Management

Suppliers → Inputs

Operating Mega Processes (Level 1)

1. Record to Report (Financial Management)

2. Source to Contract (Strategic Sourcing)

3. Procure to Pay (Purchasing)

4. Plan to Perform (Budget/Forecasting)

5. Open to Close (Project Management)

6. Acquire to Dispose (Asset Management)

7. Hire to Retire (Human Resource Management)

Outputs → Customers

Supporting

IT   Disaster Recovery   Risk Mgmt.   Data Gov.   Document Mgmt.   Records Mgmt.

Backup reference slide – shown only if questions arise. Illustrates evaluation scope; not a system design.