Committee on Capital Investments – September 23, 2022 Meeting

Infor Upgrade Project Update

- Board Q&A

- System Benefits & Enhancements

- Project Team Survey Results

- Estimated Timelines and Costs

Board Questions from September 13 with Staff Responses

Saylor – Was there a time/financial impact related to COVID and is it reasonable to look towards COVID relief for funding as a result?

COVID-19 has caused additional workload to the Finance and Human Resources departments over the last two years during both the planning and implementation phase of the project. However, it is hard to correlate a direct impact to the project and how much this affected the project specifically. The major impacts of COVID-19 are described below.

- Finance has been responsible for working on claims to the Federal Emergency Management Agency which has been time intensive.
- Finance/Procurement has dedicated significant time and effort to assist with additional planning and contracting needs that has come with COVID-19 recovery funds. This have primarily been related to ARP funds, for which contracting with subrecipients, contractors, and mini-grant recipients has occurred mainly during 2022.
- Human Resources has been required to track all COVID-19 cases and exposures by County employees, which significantly increased during the Omicron surge of the pandemic. It is time consuming to gather this information and ensure it is appropriately tracked and reported to state agencies.
- Like other County Departments, some project staff have been exposed to or tested positive for COVID-19 and workdays have been lost due to illness. The lost workdays for the County have been highest during 2022 (compared to earlier years of the pandemic). Specific data is not available on the INFOR project team.

The Board could decide that utilizing of ARP funds under the category of revenue backfill is appropriate to contribute to the project; however, staff are not making that recommendation at this time.

Provenza – Were we aware that INFOR would only have ten years of support when we purchased the system? Does it make sense to continue with INFOR; are we investing in a system that doesn't serve our purposes; is there a better alternative system?

Staff that composed the INFOR steering committee at the time the current version of Infor was purchased are no longer with the County so we cannot know for certain. However, a ten-year life for commercial financial software was not atypical in the past before a significant version upgrade. This was the pre-eminent model in effect at the time the INFOR version 10 product was purchased as the movement of these type of financial systems to Cloud based systems had not occurred.

Staff at this time recommended that we continue with INFOR and that version 11 will give us a least an additional ten years of useful life for the system and possibly longer due to the movement to a Software-as-a-Service platform, where the software will receive continual investment and upgrades.

As part of the value engineering process completed prior to the Infor upgrade project, the County gave ample consideration to whether the upgrade would address the County's current system pain points. Ultimately it was determined that the upgrade would address a significant number of pain points, and thus offered a better value than sourcing a new system. There are alternative systems available; however, without an in-depth and lengthy effort it is difficult to say with any certainty that another system is better suited for the County needs. However, it is worth noting that Yolo County is the only California county that uses INFOR's ERP products for Finance, Supply Chain, and Human Resources.

Provenza – Does staff agree that we would better suited using INFOR as opposed to sourcing a different system?

Staff completed a survey to poll the steering committee, project team leads, and project team members, which include staff ranging from County leadership to those on the ground who are doing the testing and implementing of the system.

Based on the survey results, summarized in a separate attachment, staff believe continuing with the INFOR system is in the County's long-term interest based on all the information known to date.

Provenza – Do we have any assurances as to how long this SaaS version will be supported?

INFOR has assured the County that the system will be supported for at least 10 years. The County contracted for a period of 7 years to ensure stability in pricing for the support and maintenance of the system when the INFOR Version 11 project started.

It is possible that the system will last much longer than 10 years due to the movement to Software-as-a-Service and to the Cloud.

Provenza – Is there confidence that INFOR is being honest or are they stringing us along? Are staff confident going forward with this company?

INFOR is the software vendor. The County elected to use a third-party implementor (RPI, Inc.) to provide objectivity from INFOR. The County believes that INFOR is being honest; however, being a software company, INFOR does profit from the County's use of the software. That said, the County's interactions with INFOR indicates that they want their clients to be successful. In addition, INFOR is well aware of the County's challenges and frustrations with the current version of the system and appears to be committed to ensuring that many of our pain points are addressed through the upgrade to Version 11. INFOR is aiming to gain a larger market share of public sector clients nationally (as well as within California), and thus has a vested interest in making sure that we are a satisfied customer and can be a positive reference in the future.

INFOR provided an 18-month period for the County to be hosted in two environments to allow the transition to the new version. INFOR is willing to extend that period by six months without charge to ensure the County makes a successful transition.

Villegas – What are true costs and key expectations for the system?

The total costs of implementing the INFOR Version 10 system were $6,172,132. The County has allocated $4,384,572 for the Upgrade project to version 11. The County is requesting a project budget augmentation of $315,558 (7.2%) to obtain consulting through July 1, 2023 in order to extend the go-live to that date, as well obtain needed data archiving for past financial and transactional data.

At the outset of the INFOR CloudSuite Upgrade Project, the Steering Committee developed the following vision statement for the project:

> *Through implementation of Infor CloudSuite, Yolo County aims to achieve a dynamic, efficient, and integrated Enterprise Resource Planning system that increases employee productivity by reducing the burden and effort of day-to-day work, improves decision-making through timely access to relevant data, modifies business processes to increase efficiency and apply best practices, and provides adequate security and control structures suitable for a public sector organization.*

The key benefits of the system upgrade are described in a separate attachment and with the extended go live date staff expect to be able to achieve those key benefits, which will bring efficiencies to the County's core business processes.

Villegas - Can staff determine what the key questions we should be asking are?

From staff's perspective, there are several key questions that the Board should be asking:

- Does the system function? (i.e. is there anything that doesn't work that would cause a failed implementation with more time).
- Will the system bring the enhancements that we hope for?
- How do we improve communication to ensure we aren't surprised in the future?
- How much time, energy and money is the Board willing to invest in the financial system now and in the future?

Villegas – Can the board be more regularly informed about issues with the project?

The Project Manager and Executive Sponsor are willing to ensure that monthly progress updates are shared to the Board and rest of the organization.

Barajas – Where is the problem in this process? We have not been informed of any issue with the consultant, so what staffing issue is responsible for the delay and increase in cost?

The problem in the process was that the complexity of the system upgrade and time commitment involved was underestimated by staff. While staff attempted to get realistic pictures from the vendor, other agencies that have done the upgrade, and the consultant, it was still underestimated. It should be noted that when the RFP for the implementation consultant was released staff were targeting a go live date of July 2022. However, due to the project approval and consultant contract taking longer than expected, the go live date was pushed back to January 2023 before the project began. While a July 2023 go live date was considered from

the outset, the Steering Committee preferred the more aggressive January go live date in order to try and derive the benefits of the upgrade as soon as possible.

However, based on lessons learned from the last system implementation, staff now feel that more time to get the job done right is needed given that this is a complex system implementation, rather than attempt to meet an earlier go live date and then have more issues emerge that take several years to resolve post implementation.

It should also be noted that staff turnover, role changes and other projects also impacted the Infor upgrade project. Staff turnover in DFS, and a key loss in the ITS department severely hampered efforts and although staff worked hard to overcome some of those challenges, eventually the capacity constraints and loss of historical knowledge caused delays in key deliverables around mid to late June. This is when staff started to get the sense that the existing timeline may need to be extended and started working with the implementation consultant to understand extension options.

However, staff should have provided clearer expectations to the Board of Supervisors and prepared more frequent updates so that the Board could understand the complexity of the implementation and the issues at hand. For example, when the project moved from the design phase to the testing and implementation phases, project intensity and staff time substantially ramped up, thereby increasing the risk that the project would fall behind on the implementation timeline. Staff also waited to use more formal vehicles of communication such as providing updates at a Board Subcommittee or Board of Supervisors meeting rather than communicating the risk of delays and related impacts earlier through more informal means such as Friday Board updates to avoid surprise.

Barajas – Can we have assurances that this problem will not simply repeat due to vacancies or other changes in staffing?

If the Board approves the extended project timeline, staff are committed to implementing the system by July 1, 2023. The Steering Committee will work closely with the County Administrator to resolve any unexpected issues with vacancies or other staffing matters and should any issues arise the board will be informed early and often.

Sandy – These large IT projects seems like a racket, can we understand our project offramps?

The County needs to have a Financial, Procurement, and Human Resources/Payroll system. The County has entered into an agreement with INFOR to acquire and implement its Version 11 software. If the decision is made to abandon the upgrade project, the County would need to source a new financial system and in the meantime would need to renegotiate our agreement with INFOR remain on the current version until another system is implemented.

The sourcing and implementation of a new system is a time consuming and costly process. Staff have prepared an informal estimate of what the timeline and cost of sourcing a new system might be. The best estimate of the cost at this time is $10 million with an implementation timeline extending to June 2026.

Saylor – Can we get clarity on the added costs of not making a decision today (September 13)?

The budget currently includes the costs of the INFOR project with a go-live through January 1, 2023. Thus, a delay in making a decision does not necessarily increase the funding needed. However, the County continues to expend resources and move forward with an implementation that the Board is considering cancelling.

Any expenditures for staff time or consultant time previously incurred during the implementation is not recoverable. The overall project budget of $4,110,520 (excluding contingency) was anticipated to be expended over about an 18-month period. As a result, that equates to $228,362 per month which, reduced to a two-week period, would be approximately $105,400. These costs again are within the project budget but would be considered sunk costs and would not be able to be applied to any alternate system implementation should the Board determine that to be the best path forward.

Saylor – Can we get more information on the benefits of the system and how it will improve the county?

Staff have prepared additional information on the system benefits, which is included as a separate attachment as part of the September 27, 2022 staff report.

Villegas - What are the specific consequences of moving the go-live date, short- or long-term delays, etc.?

Specific consequences are described below:

Moving go-live date (short term delay of 3-6 months):

- Human resources data conversion critical if go-live moved to July 1 as six months would be converted from old system
- Challenging to learn both a new system during adopted budget/year end close
- More time to bring enhancements desired as part of the upgrade
- Adds additional cost to county as shown in staff report
- Decreases likelihood of post-go live consulting needed
- More time to train organization and do change management
- Still avoid additional server migration required on current version (9-month effort)

Long-term delay (longer than staff proposal)

- The County could do a long-term delay however consequences depend highly on the timing.
- Depending on delay time, consultants and staff may disengage from project
- Loss of momentum
- Costs may increase further due to need to resume later and unclear what work can be salvaged.
- Damage to staff morale

Villegas – Can we get more granular information on what does or does not happen as a result of board decision?

Staff are presenting three options to the Board of Supervisors, which are outlined in the Board agenda item but also included here as a reference.   Staff is also providing their recommendation on which option staff feels is the best path forward.

Staff Recommendation: Board approves go-live extension to July 2023. Extending go-live will give staff the additional time needed to take advantage of the additional benefits the new version of Infor offers. It will allow for additional testing and issue resolution, ensuring that minimal unknowns are experience post go-live. It will also provide adequate time for thorough end user training and user documentation.

Alternative 1 (NOT RECOMMENDED): Board can deny the request to extend the project and have staff keep to the original timeline of a January 2023 go live date.   While this alternative would avoid additional consulting costs at this time, this option is not realistically feasible. Meeting a January go live date would require that all members of the project team, including DFS and HR managerial staff, be dedicated full-time to the project through the remainder of the implementation. This scenario would likely result in substantial impacts to County operations and initiatives. The compressed schedule required to meet a January 1, 2023 go live date would jeopardize the overall success of the project by limiting the time available for system testing and end user training. Planned system enhancements and additional functionality would need to be put on hold and implemented post go-live. This would incur additional costs for post go-live support and functionality enhancements down the road.

Alternative 2 (NOT RECOMMENDED): Board can cancel the project and staff would proceed to source a new system. Under this scenario, staff would terminate the agreement with RPI and stop all work on the Infor upgrade project. Costs already incurred of more than $2 million would be sunk costs. The County could then either immediately begin a new RFP process for a different ERP system, or use the current version of Infor until it is no longer supported and then proceed with an RFP process. The County will also need to negotiate with Infor to end its SAAS agreements and to return to agreements in place prior to the approved upgrade. It is estimated that sourcing a new system along with implementation support would range from $6 million to $16 million dollars and a go-live would most likely be 3-4 years out.

INFOR CloudSuite Key Benefits and Enhancements

FINANCIAL SERVICES MANAGEMENT

KEY OPPORTUNITY	VERSION 10 (CURRENT)	VERSION 11 (CLOUDSUITE UPGRADE)
Global Ledger	Existing accounting unit structure is rigid and static and does not meet all departmental reporting needs. Departments with multiple funds must run multiple reports to view all of their financial information. The one-size-fits-all structure does not allow departments such as HHSA to capture program and claiming level detail, requiring manual spreadsheet tracking. Rigid fund-based structure not compatible with HHSA's branch organizational structure.	Flexible and dynamic Global Ledger structure that will meet County and departmental accounting, reporting & budgetary control needs. Independent dimensions will allow flexible reporting by fund, department or other component. A mix of required and optional dimensions provide both standardization for financial reporting and flexibility to allow departments to track more granular data, such as program and claiming detail. Allows for development of branch structure in HHSA.
Infor Document Management (IDM)	Documentation stored outside of system. The process for attaching documents to financial transactions such as journal entries is very cumbersome and time consuming, requiring users to save files on a dedicated County shared drive and then type in the URL address in Infor. Poses risk of documentation being dupliated, lost, or deleted. If URL is mistyped documents cannot be easily retrieved.	Backup documentation can be stored within the system making it readily available to users as-needed. Supporting documentation for financial transactions such as journal entries and invoice payments can be attached through drag-and-drop functionality. Documents are indexed and searchable for easy lookup.
Accounts Payable Workflow	Unable to use the system delivered workflow without customization because the standard functionality did not meet business requirements. The system allows transactions to post before approval is complete. Routing is also static in that every invoice must follow the same approval workflow. Users unable to see where it is in the approval process without contacting DFS or System Adminstrators.	Invoice routing rules can be created so that different invoice types (i.e. services, goods, or expense invoice) can have a different approval flow. Once in the approval process, the status is visible so the users can track it.
Journal Entry Workflow	Unable to use the system deliverd workflow without customization because the standard functionality did not meet business requirements. The current system has two different set of ledgers; a general ledger vs a project ledger. The delivered flow does not stop transactions from posting to the project ledger until approval completes. This issue creates discrepancies between the two ledgers. Additionally the custom flow needs to be reworked in order to address audit risks.	System no longer has separate ledgers and has built-in control where the user who routed the transaction for approval is not allowed to approve it at department level. Status is visible so users can track progress.
Cash Ledger Workflow	Current system does not have a system delivered workflow. A custom workflow was created by a 3rd party consultant. Although this custom flow has addressed business requirements, users cannot easily track status of approval process.	System has a delivered flow that we can use. Status is visible so the users can track progress.
Birst/Analytic Tools	Not available. Reporting is largely limited to system delivered financial reports, which are limited and not user friendly. Customized reports require specialized expertise in 3rd party systems. Lack of analytic tools has resulted in attempts to use other systems such as OpenGov, which are not integrated and require additional effort to maintain.	Enhanced reporting and data analytics platform. Birst can combine multiple data sources and unify these disparate sources for all users. Combining data sets from multiple sources allows users to see the big picture and make data-driven decisions. Not isolated to the Infor system, Birst can be used across departments to analyze their business specific data and display dashboards and results. Infor has pre-built industry data models and analytics.

INFOR CloudSuite Key Benefits and Enhancements

HUMAN CAPITAL MANAGEMENT

KEY OPPORTUNITY	VERSION 10 (CURRENT)	VERSION 11 (CLOUDSUITE UPGRADE)
Increase access to department generalist	Currently, approximately 90-95% of all personnel actions are completed by County Human Resources staff. HHSA Human Resources and Probation generalists currently have **limited** access to Infor due to user security roles. Security needed to be reworked and redesign to secure data by department. Departments must request information related to their department and employees from County Human Resources. Currently, all personnel actions are processed manually via the paper PAF form.	Department HR generalists will complete action requests in the system, which will eliminate Personnel Action Form paper routing and duplication of efforts. Increased access will allow for departments to report in real time information related to their staff. This change will also address security concerns and eliminate of single points of failure.
Manager Space	Module not implemented. Was supposed to be a Phase 2 implementation. Currently, there is no access for supervisors or managers to view employee data. Reports are generated monthly by County HR to provide data on evaluation and merit dates for all departments.	Supervisors and Managers will be able to see information about their staff directly through Manager Space including merit and evauation dates in real-time.
Employee Space	Employees can currently make minor changes in Employee Space but must do so while connected to the network. This significantly limits the capabilities of this module and employee utilization is minimal.	Employees can access system without connecting to County network and make changes such as benefits enrollment, personal data changes (address, phone, direct deposit, etc.) at their convenience and electronically.
Redesign of Position Structure/Position Budget Manager	Currently, a 1:1 ratio exists between positions and work assignments. As a result, most personnel transactions require two or more actions to process within the system to address both the position, employee, and work assignment. Additionally, because we did not implement the Position Budget Manager module, coupled with the 1:1 position ratio structure, new positions are required to be regularly added and maintained unnecessarily.	A consolidated position structure that will streamline the processing of personnel transactions including flexibly staffed prositions, promotions, transfers, reclassifications, etc. This will typically result in narrowing down necessary actions from two or more, to one action requiring processing. Implementing the Position Budget Manager module will allow for ease of implementing position changes that go to the Board and provide real time data for departments related to vacant and filled positions.
Cross-training between HR/Payroll Staff	Currently, there are two systems that house data used within Human Resources. GHR (system of record) and Smart Office (used for benefits and payroll). The systems are unique which prevents cross-training and complicates reporting. Responding to requests that involve employee-related data requires data from both systems to be pulled and then consolidated outside the system.	Infor has consolidated these two systems into one. HR and payroll staff will be working in one system updating employee data. Data will be easier to analyze, report, and update. Additionally, HR and payroll staff will be better able to cross train as the system used will be the same across both groups.

INFOR CloudSuite Key Benefits and Enhancements

SUPPLY CHAIN MANAGEMENT

KEY OPPORTUNITY	VERSION 10 (CURRENT)	VERSION 11 (CLOUDSUITE UPGRADE)
Contract Management	Module not implemented. County did review this module and at the time there were still functionality issues with the system. A fragmented approval process exists and rests on multiples of emails to approve a contract. There is no workflow to document approvals. There is no way currently to record vendor performance. Financial tracking of payments is convoluted resulting in over and under reporting of contract obligations.	Implement Contract Management with DocuSign integrated into the solution to have all contracts signed digitally. The module will improve the contract management process by faciliting more accurate financial/payment information, enable vendor performance tracking, improve process workflows, and improve vendor relations.
Infor Document Management (IDM)	Documentation stored outside of system. Documents are haphazardly maintained by departments over multiple locations on County shared drives. Identifying and reviewing key procurement documents is difficult to due to a lack of a central repository and one that can track document versions	Backup documentation can be stored within the system making it readily available to users as-needed. This will improve record keeping and compliance with public records act requests.
Purchase Card	Module not implemented. The P-Card process in the system was deemed inefficient and low on priority during the original implementation project. The result of that is a manual reconciliation process outside the system. The current P-Card process inhibits proper oversight as all charges are commingled into summaries and there is no way to know if a purchase card user has submitted their supporting documents.	This module will improve transparency, accountability, and oversight of the purchase card program.
Requisition Process / Workflow	There is no requisition workflow currently. The current process relies on emails to notify the next person in approval chain that a requisition is ready. Without a workflow, it is unclear when / if a requisition is approved, where it is in the approval process, and to append comments.	Requisitions are approved and managed within a nimble workflow process, reducing emails, and providing more information to all users about requisition status.

INFOR CloudSuite Key Benefits and Enhancements

TECHNICAL MANAGEMENT

| KEY OPPORTUNITY	VERSION 10 (CURRENT)	VERSION 11 (CLOUDSUITE UPGRADE)
Software-as-a-Service Model	Current system is a hosted single tenant solution. System is only accessible from the county network. Lifecycle management including patch testing and server refresh cycles take significant effort to test and deploy.	Software Enhancements: Continuous deployment of new features & functionality; system always kept up to date. Accessibility: Ability to run via an internet browser 24/7 from any device Operational Management: No installation, equipment updates or traditional licensing management Scalability: Easily scale solution to accommodate changing needs Data Storage: Data is routinely saved in the cloud Analytics: Access to data reporting and intelligence tools Increase Security: SaaS providers invest heavily in security technology and expertise
Data Level Control & Security	In Fiscal Year 2017, the County restructured the General Ledger structure to add a department level in hopes of being able to secure system data at that level. The GL restructure was completed with the assistance of a 3rd party consultant but improvement work on securing system was placed on hold. Unsure if this could have been achieved. County would have needed professional services to assist with this effort.	Transactional data level processing can be secured at dimension level per user. Financial users are tied to employee record in HR which makes security more effective. We can open system to Special Districts to process their own financial transactions.
Improved audit log	Current system does not track changes to a transaction consistently throughout the system.	System has improved audit log throughout the system.
User Setup & Maintenance	User setup and maintenance is decentralized between multiple tools that Infor has.	The management of users is more centralized and in one area. No longer need to log into separate systems to complete the addition/inactivation of a user.
Technical Management	Management of workflow setup and transactions in the workflow process is cumbersome and requires going back between different environments (Landmark vs S3) to find the state of various things and update accordingly.	The management of users is more centralized and in one area. No longer need to log into separate systems to complete the addition/inactivation of a user.
Infor Process Automation (IPA)	All workflow processes run in one environment (Landmark) with ties to another environment (S3). Both processes uses the same resources but different methodolgy to access resources.	Environments are consolidated and centralized. All resources within one environment so system is no longer pulling the same resources from different areas.
Infor Document Management (IDM)	Creator contect does not exist although there may be limited capabilities through use of LBI (crystal report).	Creator content. Can produce various templates (example check templates, PO templates, invoice templates, etc.)
ION	Exist but unknown what it's used for or capabilities are. Not sure if licensed to use.	Ability to import data from outside of Infor to be reported on and/or use in the Infor environment.
Configuration Console - Tailoring the system to meet reporting needs	The configuration console tool allows us to tailor the system to improve user experience. However, this tool is not available in the environment where the finance system lives and therefore its use has been limited.	Infor has consolidated their different environments and this configuration tool can be used across the one system. Personalizations and configuration changes made using Configuration Console tools are saved to separate files, stored separately in the database, and are not affected by upgrades. However, it is possible that these items can be affected by a new delivery of the business class (data table) but Infor has a comparison tool that would help to identify and troubleshoot these types of issues.

County of Yolo – INFOR Survey Results:

September 27, 2022

Purpose:

The Steering Committee elected to perform an **anonymous survey** on the INFOR project to provide those knowledgeable with the project including the steering committee, project team leaders, and project team members with an opportunity to share their views on the project and obtain in writing the views of staff on the project.

Question # 1
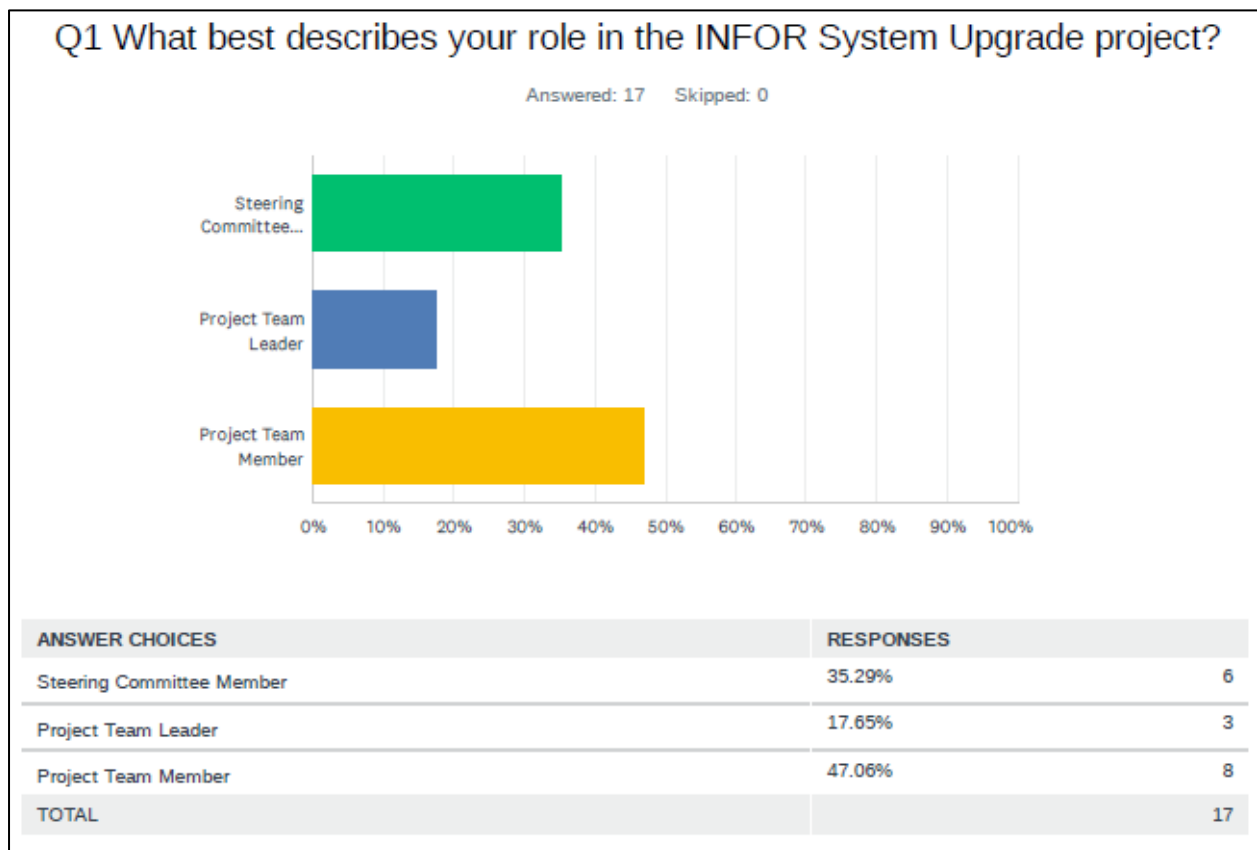
The survey was sent to the 6 members of the Steering Committee representing CAO, Finance, HR, IT, and HHSA, 3 project team leads over Finance, Human Resources, and Supply Chain, and 11 members of the Project team who are knowledgeable of the project.

The overall response rate was 85% of the 20 individuals who were requested to participate with 100% Steering Committee participation, 100% Project Team Lead participation and 73% participation from the Project team despite a short turnaround time.

Question # 2

Q2 Based on your experience and knowledge, which system option under consideration do you believe is best for Yolo County for the long term (next 10-15 years)?

Answered: 16   Skipped: 1

ANSWER CHOICES		RESPONSES	
Complete implementation of INFOR Version 11		100.00%	16
Cancel the INFOR project and source a new system		0.00%	0
TOTAL			16
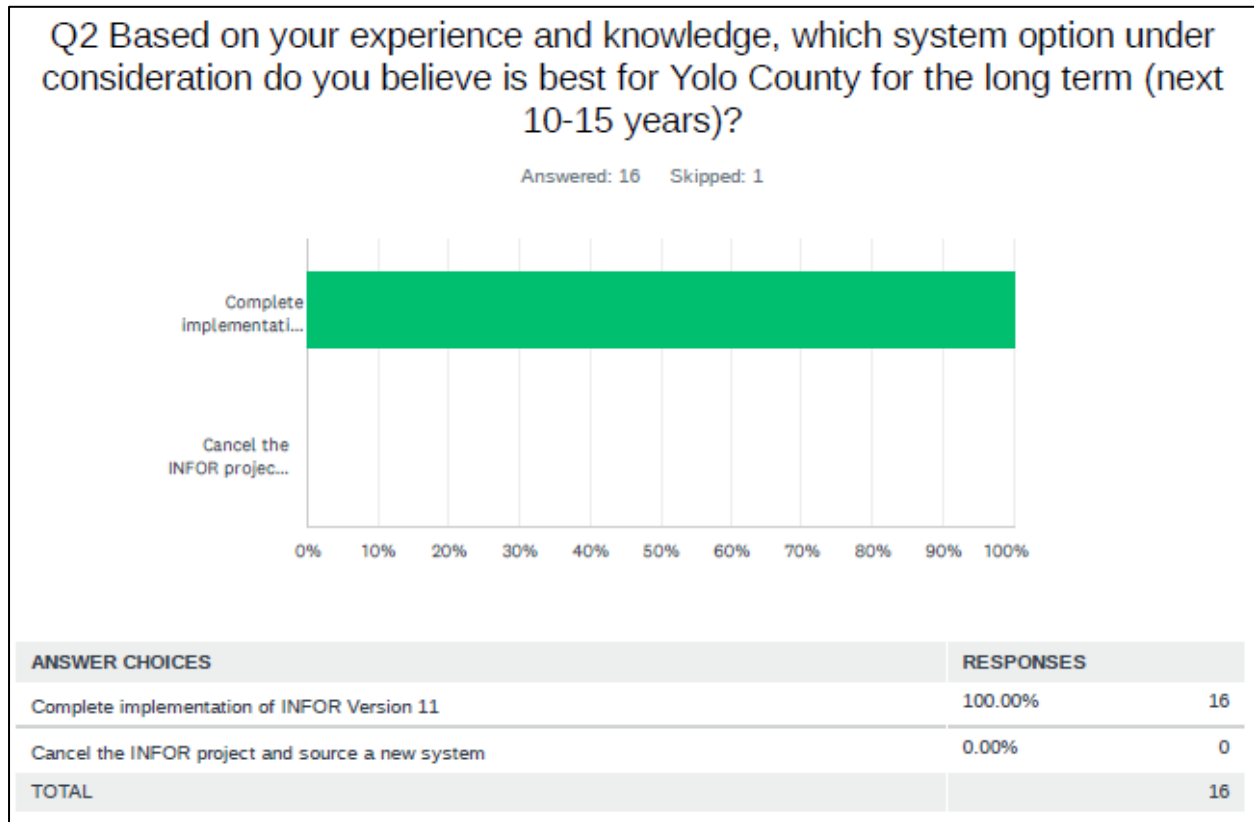
All respondents were asked their preference of whether to complete implementation of the INFOR Version 11 system or to cancel the project and source a new system, based on their experience and knowledge, framed as what was in the best long-term interest of the County (described as the next 10-15 years).

Of those who responded, 16 or 100% of those responding indicated that their preference was to complete the existing project. One individual indicated that in their role as a project team member they were neutral and see both benefits and drawbacks from either approach and that any system would likely present some level of challenge.

Question # 3

Q3 What functional concerns (if any) do you have regarding the INFOR Version 11 System?

Answered: 14   Skipped: 3
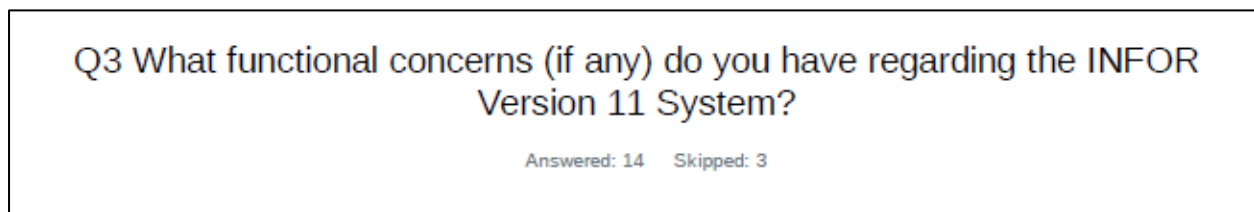
The question was asked in open-ended form whether there were concerns about the how the new system functions. A summary of the concerns mentioned are as follows:

- County departments need to be open to organizational process changes
- Sufficient staff must be available to maintain the system

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- Need for documented policies and procedures to prevent one-offs or errors requiring correction by central services departments
- Ability to automate however departments must understanding how automation works to maintain it
- Not having County accounts payable staff consolidated
- Still completing full test of payroll and want to ensure testing is completed error free
- Fund accounting system still new and staff getting comfortable with features
- System still prefers some functions to be done centrally. Some modifications still needed to align workflows with decentralized county structure
- County may be inflexible in the way we do things, structures and processes may be outdated
- Cash balancing may be more challenging than in our current version
- Disappointed that timekeeping improvements will happen later and cost accounting of payroll is deferred.
- Timecards and time studies are not integrated at this time
- INFOR utilizes some third parties such as tax reporting that adds complexity
- Would like the steering committee more involved on key decisions
- INFOR works in a more standardized environment, worry about the level of customization needed
- Other systems the County owns may need to integrate with INFOR
- Concern about deprioritizing of purchasing other functionality desired in future

Overall, the comments from the 14 staff that responded are less about the system not meeting the County's need but for the County to ensure our business processes and procedures, staffing, and energy is spent on aligning with how the system functions and ensuring its designed well to be appropriately maintained. There was also discussion about concern that time keeping was deferred and whether the Board would be willing to invest in the system as needed in the future.

Q4 What benefits (if any) do you see from the INFOR Version 11 System?

Answered: 17   Skipped: 0

This question was to focus on the benefits the County will derive from moving forward with the project. Benefits of the system are described robustly in a separate document for the Board's consideration. The survey results were used to help to inform that summary.

Q5 What additional information would you like the Board of Supervisors to know about the system project and options?

Answered: 14   Skipped: 3

This question was intended to capture any additional information that staff involved with the project felt it was important to communicate. The themes are described below:

- Infor has conjured negative emotion however have been inspired by the positive feedback, renewed energy and hope that improved conditions are on the horizon
- Board may want to think carefully about the expense of a new system and high cost involved with the new learning curve involved
- Some of County's best talent may become disengaged if project is cancelled
- Benefits outweigh the concerns but need to have extensive conversations with departments and their staff to prepare them for change
- Board may want to view the project as partnership with management and not in adversarial lens
- Team is being thoughtful, open and diligent in making design decisions to solve pain points
- When considering other options, Board should consider if departments can wait for that delayed functionality
- Board should know staff are giving everything we have to the project
- Board may be putting too much emphasis on the past and should detach from sunk costs
- Other products may have significantly higher cost and may not guarantee more benefit
- Board and leadership may want to provide more guidance and collaborative role to ensure the project heads in a successful direction
- Backfill staff provided are insufficient to unburden project team from other work
- Several key decisions that will pay long term benefits have required additional time and effort to implement
- Would like to see more board and department head leadership on the project
- Concerned that doing it right to properly implement, design enhancements, and train people takes time and unclear if that time will be allowed
- Difficult to add additional staff and get them fully up to speed at this stage of the project. Thus core team is shouldering significant burden to achieve the objectives
- INFOR is cost effective for this level of system complexity. Alternative costs for other systems such as disruption, retraining and other costs are being underestimated
- Backfill positions were harmed by difficulties filling these limited term positions.

Conclusion:

This document summarizing the five-question survey is intended to share a broad overview of the views of the individuals who are most knowledgeable with the project to assist the Board with their deliberation.

Staff Recommendation - Complete INFOR Version 11 Implementation

PROJECT YEAR	2022		2023				2024				2025				2026	
PROJECT QUARTER	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
PHASE FOUR																
Implement new system	9 months remaining															
PHASE FIVE																
Post go-live support/project closeout					3 mo.											
PHASE SIX																
Optional: Timekeeping upgrade post-go live							6 mo.									

	2022-2023	2024	2025	2026
Requested in Staff Recommendation	$315,558	$0	$0	$0
Total estimated costs (1)				$315,558

Notes:

(1) Estimates $2.2 million unexpended in the current project budget (not shown here) and total new funding request of $315,558 to complete the project. Treats prior costs already paid as sunk costs for Version 10 and efforts already expended on the upgrade as those are non-recoverable. A possible future upgrade to the timekeeping system is included that would also provide additional payroll cost allocation functionality, for which the current qoute is $600,000. Staff would try to obtain optimal pricing should this move forward and this would return to the board in the future for seperate consideration. Excludes subscription/maintenance charges that are expected to be comparable regardless of system.

Alternative 2 - Source a new system

PROJECT YEAR	2022		2023				2024				2025				2026	
PROJECT QUARTER	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
PHASE ONE																
Current System Server Migration			9 months													
PHASE TWO																
Define System needs and specifications					6 months											
PHASE THREE																
Systems RFP, Demos, and Selection							6 months									
PHASE FOUR																
Implement new system										18 months						
PHASE FIVE																
Post go-live support/project closeout																3 mo.

	2022-2023	2024	2025	2026
Cost per fiscal year (level funding)(2)	$2,200,000	$2,600,000	$2,600,000	$2,600,000
Total estimated cost				$10,000,000

Notes:

(2) Assumes amongst system ranges that a new system cost is $10 million, which is in the middle of the $6 - $16 million range presented by staff and which generally aligns with Butte County which is the most comparable system option. Assumes the County would attempt to pay-as-you go and be proactive in setting aside funding over the next 3 fiscal years. Further assumes that $2.2 million of the existing project is unexpended and would be rolled into the new project. Should the County not have fiscal resources to pay-as-you-go, the County may need to borrow funds at an higher cost amount.