THE COUNTY OF ORANGE
AUDITOR-CONTROLLER

ERP CAPS+ ANALYSIS – ERP SYSTEM OPTIONS ANALYSIS - FINAL

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Section 1. Overview of ERP Systems Options Analysis

The County of Orange (hereby referenced as "the County") is analyzing their current ERP system (CAPS+) to determine its viability to provide all needed ERP functional capabilities of the County to meet the growing demands of business operations and modern-day best practice Finance, Budgeting, Procurement, Payroll and Human Resource functions (hereby references as Finance and HR functions). As part of this effort detailed functional and technical requirements were developed to understand the current and future needs of the organization. Based on these requirements, an analysis was performed to understand how well the current system is meeting the business and technical needs of the County. The outcomes from this analysis informed a detailed gap assessment which identified and summarized where the major gaps and risks are within the current CAPS+ system as well as provided improvement recommendations on how the County could best close all identified gaps. The results of the gap assessment set forth the foundation to understand potential areas of technology improvement to better support ERP functions and business activities.

This document details the options available to the County to close known gaps while improving functional and technical capabilities. These options are then further analyzed against a common set of evaluation criteria in order to help best identify the most impactful option(s) for the County to consider when determining how best to fulfill its ERP needs. Analysis of all options is summarized with detailed scoring to provide the ranking of each option, relative to each other.

This document represents a formal review and evaluation of ERP system options and recommends the preferred option for ERP improvement.

1.1 Options Analysis Overview and Purpose

The initial steps in analyzing the County's current ERP system were to:

- Document the County's functional and technical requirements that describe in detail the functions and capabilities required for an ERP System to fully support enterprise-level Finance, Budget, Procurement, Payroll, and Human Resource operations.
- Identify major gaps in the current system. Based on the gaps identified, preliminary options were developed for how gaps could be overcome, and relevant business processes could be improved.

The results of these initial steps are provided in the 'Orange County ERP Business and Technology Analysis Report'. The purpose of this Options Analysis is to define and evaluate specific ERP system strategies for the County to meet their stated requirements and to resolve the gaps in existing application capabilities. The potential options for fulfilling these requirements and overcoming system gaps were defined based on the County's needs, considering the state of the organization's current ERP system, technical environment, and resource demands. Evaluation criteria are defined to rate the pros and cons of each option. The result of the analysis will identify the most beneficial path for the County to meet its requirements, considering all factors including cost and risk. The preferred option will be further reviewed to develop a business case and cost/benefit justification. Following this Options Analysis, the next step will be to finalize a roadmap and business case for the preferred option selected.

1.2 Approach

The approach to identifying the best option for the County is based on a standard evaluation methodology. Pursuing a new ERP is a mission-critical and expensive task demanding that decisions be based on a thorough, rigorous, and formal evaluation of both the quantitative and qualitative costs,

benefits, and risks associated with each option. The recommended solution must be a practical, viable, implementable, and affordable choice that will provide the ERP needs required to attain the County's business goals and objectives. The approach taken in the Task is:

1. Finalize the scope and objectives of the ERP solution embodied in the functional and technical requirements, including noting any boundaries.
2. Identify and define options. Options are based on alternative methods of achieving ERP system needs from current systems to future goals. These will include one or a combination of enhancing, modifying, customizing, replacing, supplementing, eliminating, or upgrading various portions of the County's application portfolio. Options will include a "do nothing" option (status quo) as a baseline for comparison, even if doing nothing is not an acceptable alternative. The options will describe the alternative solutions for enhancing or implementing an ERP System (e.g., new application, upgraded application, etc.)
3. Identify the key evaluation criteria and how these criteria will be weighted and applied to evaluate options. Criteria are identified based on the County's objectives, as well as standard industry best practices in options analysis.
4. Assess and rate each option by applying the criteria and calculating evaluation scores. Review and validate the scores based on experience and confidence in the ratings.
5. Tabulate and rank the options and perform a check to ensure that evaluations ring true and appropriately consider all factors. Identify any issues, such as scores that seem inconsistent or out of line with other rankings, especially when based on large scoring variances in different criteria. Utilize sensitivity analysis if required to resolve close scores or ties, and further identify the primary factors affecting scores.
6. Confirm the cost-benefit of high-ranking options. In some cases, an option will be ranked very high, but comes at an unacceptably high cost or risk. This practicality check is an important step in validating evaluation rankings.
7. Select the most beneficial option for the County, all things considered, and flush out projected implementation details.

Section 2. ERP Solution Options

The viable alternatives for the County to meet its functional and technical requirements can be narrowed down to a few select options for evaluation. First, even though the current system, as deployed today, is not an acceptable solution for the future, the "Status Quo" option will be included in the evaluation as a baseline to compare to other options. Secondly, the County's current vendor (CGI) is a proven market solution provider who, with their newest software capabilities, has the potential to meet many of the needs of the County if upgraded and re-configured to meet modern business practices. Thirdly, since the market for ERP products is mature, many vendors can provide "best of breed" type solutions that could be implemented to fit some of the largest gaps in ERP functionality that the County currently faces. For example, the County may procure a third-party financial reporting system that can integrate with the existing CAPS+ system to help reduce manual processes related to year-end financial reporting and budgeting. Further, major gaps related to reconciliation may be closed with the addition of standalone reconciliation modules or platforms. Finally, there are several available ERP software offerings on the market that potentially have the capability of meeting a very high percentage of the County's requirements with limited customizations and increased configuration flexibility. Therefore, replacing existing applications with a commercial off-the-shelf (COTS) ERP software package is a potential option for the County. Tight integration is essential for Finance and Human Resources (HR) to effectively support

the County's requirements, and it is highly recommended and desirable that these functions are in the same system.

The following sections describe these options in detail.

2.1   Option 1 – Status Quo

The Status Quo is the "do nothing" option. This option is traditionally included in evaluations to serve as a baseline for comparison with other options, even if it is not truly a viable alternative. This is the case for Orange County. The status quo is not a viable option since the current applications do not have the capability to provide the County the needed ERP functional support. This option includes continuing the normal pace of current application maintenance and enhancement, and the implementation of planned changes and additions. So, this option is not just the current applications, but also the current development, software maintenance, and support processes.

2.2   Option 2 – Upgrade, Expand, and Re-Implement CGI Advantage

The purpose of this option is to take advantage of the full capabilities of CGI Advantage to support all requested ERP functionality. It is a bottom-up re-implementation designed to maximize the fit with the County's requirements and to maximize the benefit to the County for effective and efficient support for Finance and HR functions. The key elements of this option include:

- Re-architect the system configuration to include all required modules, capabilities, add-ins, etc. required to meet the County's requirements. The new configuration should include the latest version and release of each module. This would include a detailed review of the current licensing agreement with CGI to better understand what functionality has already been purchased but not fully implemented as part of the current contract.
- Conduct a re-design of CGI Advantage for each major business area to define how all modules should be configured. This includes new modules, as well as existing modules, and includes adding the existing capabilities that have not been "turned-on". The design should be consistent across the County for common functionality, and specifically configured to cover the unique customization needs in order to be in compliance with the County's requirements.
- Design interfaces between the system configuration and the County's other applications.
- Re-engineer business processes to realize the maximum benefit from the new ERP configuration, and to be consistent with industry standards and best practices.
- Conduct a comprehensive technical design to define the platform, communications, equipment needs, etc. for the new solution and upgrade the technology platform accordingly.
- Conduct a full implementation of the new CGI solution (Install, configure and validate/test, train, data conversion, go-live, etc.).

This option represents an overall upgrade, redesign, and implementation of CGI Advantage with an attempt to retain some of the investment in existing licensing, training, support, etc. and shorten the learning curve for users. The system user interface and conventions, operations look and feel, menus, etc. would be mostly familiar for current users, based on the upgrade and new configuration.

2.3   Option 3 – Best of Breed

This option is to solicit, evaluate, and procure commercial off-the-shelf (COTS) products that are focused on fulfilling the functional needs and gaps of the County's ERP system. It would mean retaining elements of CGI Advantage for select Finance and/or Human Resources (HR) functionality and then selecting best

of breed market products to fill in the gaps of missing functionality. Multiple options, depending on the scope of needs of the County, could be considered, such as: Upgrading CGI for Finance and going to market for HR functionality or fulfilling all missing functionality with market options while retaining core elements of the current CGI Advantage system.

2.4   Option 4 – Implement a COTS ERP Software Package

This option is to solicit, evaluate, and procure a COTS software solution that best meets the County's requirements. This solution will typically include:

- A large core ERP software package that meets the overwhelming majority of requirements and is applicable across all business needs.
- Supplemental 3rd party products for specific areas of the solution, such as reporting or time keeping.
- Substantial configuration of the product to meet the County's needs and operate in the County's environment.
- Minor or minimal customization or extension of some capabilities as needed to increase the fit with the County's needs.
- Full native integration within the solution and custom integration with the County's existing software using standard tools, APIs, and ETL methods.

The solution will be implemented by the selected prime vendor or systems integrator and will replace the currently deployed CGI system.

Section 3. Evaluation Criteria

3.1   Description of Evaluation Criteria

The evaluation criteria used for ERP solutions embody the factors that measure the degree to which ERP solution options will meet the County's objectives, satisfy industry standards and ideals for effective applications, and present acceptable costs and risks. These criteria are:

Criteria #	Criteria Title	Criteria Description
1	Ability to Meet Requirements	The ability of the software to meet functional and technical requirements and to fill the gaps in current application capabilities.
2	User Experience/Consistency of Operations	The level of consistency in operations, presentation and user interface, conventions, and design leading to ease of use and a shorter learning curve.
3	Integration/Interfaces	The level of integration within the software and externally, minimizing data entry, reducing redundancy, and effectively sharing information across all software modules and products.

Criteria #	Criteria Title	Criteria Description
4	Flexibility and Scalability	The ability to modify, reconfigure, and expand to accommodate changes in business, technology, and regulations.
5	Availability of On-Going Support	The availability of staff trained in the software, user groups, external support, and the frequency of regular updates, patches, and upgrades.
6	Use of Modern Technology	The degree to which the solution is based on state-of-the-art technology, such as for database administration, security, reporting and analysis, interoperability, etc.
7	Life Cycle Costs	The estimated cost of deploying the solution over its life, typically broken down into one-time acquisition costs and on-going annual costs.
8	Time to Implement	The length of time required to implement the solution, also called "time to value" to describe how long the organization will need to wait to begin gaining the benefits of the solution.
9	Implementation (Project) Risk	Difficulty to implement, probability of issues or problems occurring.
10	Fit with IT Strategy and Environment	General fit with overall IT strategy, technical environment, and preferences. Such as: • Deployment model • Security • Support Model/Staffing • Customization(s)

Applying these evaluation criteria will clearly identify the pros and cons of each option and their relative strengths and weaknesses when compared and ranked.

3.2   Evaluation Criteria Weights and Rating Scales

The relative importance of evaluation criteria is not the same. What if a solution meets a high number of requirements but is very risky or takes a longer time to implement? How does this compare to a solution that is low cost but does not use modern technology? To ensure a consistent evaluation of options, the criteria are weighted to reflect their relative importance and a standard rating scale is used to rate each option. The following table displays the weights and rating scale used for the ERP solution options evaluation. The weights represent the consensus priorities reviewed by County staff:

Criteria	Weight	Rating Scale 0-5
Ability to Meet Requirements	20	Estimated level of requirements met – 90 - 100% = 5 points 76 – 89 = 4 61 – 75 = 3 41 – 60 = 2 21 – 40 = 1 0 – 20 = 0
User Experience/Consistency of Operations	10	High = 5 Medium =3 Low = 1
Integration/Interfaces	10	Fully integrated = 5 Mostly integrated = 4 Moderate integration = 3 Some integration = 2 Little integration = 1 No integration = 0
Flexibility and Scalability	10	High = 5 Medium =3 Low = 1
Availability of On-Going Support	7	Readily available/regular updates = 5 Some available/irregular =3 Hard to find/no regular updates = 1
Use of Modern Technology	5	High = 5 Medium =3 Low = 1
Life Cycle Costs	15	Assign points 1 – 4 based on range of costs (graded on the curve). Highest cost solution = 1 Lowest cost solution = 4.
Time to Implement	5	Longest = 1 Medium =3 Shortest = 5

Criteria	Weight	Rating Scale 0-5
Implementation (Project) Risk	13	High = 1 Medium =3 Low = 5
Fit with IT Strategy and Environment	5	High = 5 Medium =3 Low = 1
Total	100	

Section 4. Options Evaluation

4.1   Comparison of Options by Criteria

Each of the ERP System solution options has been evaluated and scored using the evaluation criteria and rating scales listed in Section 3 Evaluation Criteria. The evaluation involves reviewing the characteristics of each option relative to the criteria and considering how this option compares with others. For example, when evaluating risk, the general risk level of the option is considered, as well as whether it is more or less risky than other options. The following sections discuss the relative ranking of all options for each criterion.

4.1.1   Ability to Meet Requirements

The gap analysis performed in this project identified that the Status Quo option can achieve roughly 60% of the developed ERP requirements. The other options could substantially improve this fit. With that said, potentially, the best available fit with the County's requirements is associated with the option to solicit a new COTS ERP software package. Based on recent vendor responses to similar requirement needs, the major ERP packages on the market can typically meet 90% or more of requirements, with some claiming to have the flexibility to achieve a fit in the high 90's. As for the option to upgrade and expand CGI, or go with best of breed, this would reduce the fit slightly for some integration and technical requirement reasons. The scoring is summarized as follows.

Criteria Weight = 20	Ability to Meet Requirements		
Option	**Rating**	**Total**	**Comments**
Status Quo	3	60	Current fit roughly estimated at 60%.
Upgrade, Expand, and Re-Implement CGI Advantage	4	80	Potential to significantly increase functional requirements but will be limited to CGI capabilities. Estimated at high 80% fit with requirements.
Best of Breed	4	80	Requirements can be improved, but not as high as with a fully integrated, single vendor, COTS ERP solution.
COTS ERP Software Package	5	100	Potential to realize over 90% of requirements.

4.1.2 User Experience/Consistency of Operation

A user-friendly interface has well designed and consistent operation across all ERP functions. The Status Quo includes several different applications to perform ERP functions (e.g., performance budget and business intelligence and reporting), each with its own user interface and operating rules, thus earning a medium score for user experience/consistency of operations. Likewise, upgrading and expanding CGI receives a medium score as the user experience would improve as more modules of CGI are utilized for ERP functions, but some functions would still exist outside of the central system. The Best of Breed option would mean that ERP functionality would be fulfilled through multiple products and vendors, which would each have their own system interface to learn. Upgrading to a single platform, via a COTS ERP software package would provide the best user experience to the County.

Criteria Weight = 10	User Experience/Consistency of Operations		
Option	**Rating**	**Total**	**Comments**
Status Quo	3	30	Several different applications and interfaces.
Upgrade, Expand, and Re-Implement CGI Advantage	3	30	Improved over status quo but still several different applications and interfaces.
Best of Breed	1	10	Chance to have many different user interfaces with very different operating rules and workflows.
COTS ERP Software Package	5	50	One user interface primarily, configured for each user group.

4.1.3   Integration/Interfaces

The Status Quo option provides some integration with other systems but still requires a combination of uploading information into multiple systems either manually or via Secure File Transfer Protocol (FTP). The Best of Breed option would allow the County to design and build integrations as part system requirements via procurement but ultimately would be limited by the vendors selected and the costs associated with the integrations. Likewise, Upgrading and Expanding CGI would provide an opportunity to improve system integrations over the Status Quo, but as some functions would still sit outside of the central ERP system it would make more integrations with other systems a mandatory element to the upgrade. A COTS ERP Software Package provides the best option as it allows for the highest degree of integration directly within the central system as well as allows the County, via procurement, to establish any technical interface requirements needed as part of the project scope.

Criteria Weight = 10	Integration/Interfaces		
Option	**Rating**	**Total**	**Comments**
Status Quo	2	20	Limited integrations/interfaces.
Upgrade, Expand, and Re-Implement CGI Advantage	4	40	Improved (quantity and technical design) integrations via the addition of bringing more functionality into the integrated central system.
Best of Breed	3	30	Complex integrations between the different products.
COTS ERP Software Package	5	50	Fully integrated ERP solution with the opportunity to design/develop integrations to supporting systems.

4.1.4   Flexibility and Scalability

The Status Quo system is a dated, on-premises, deployment of CGI Advantage that has been configured to fit specific needs of the County throughout time. The nature of this deployment is designed to fit specific functions and workflows and therefore does not easily offer a high degree of flexibility without costly configurations. The Best of Breed option scores a medium level in this category as a moderate degree of flexibility and scalability would be achievable with the newer products purchased to fill known functional gaps. However, overall flexibility and scalability would be limited due to the integration needs of the multiple systems involved and the different upgrade schedules and paths of maintaining multiple products could create challenges. Upgrading and Expanding the current system or purchasing a COTS ERP Software Package provide the highest degree of flexibility and scalability as it would include implementing the newest technology in the market and would provide flexibility and scalability through new, non-custom, configurations.

Criteria Weight = 10	Flexibility and Scalability		
Option	Rating	Total	Comments
Status Quo	3	30	Some flexibility with as current system provides configurable workflow tools and processes
Upgrade, Expand, and Re-Implement CGI Advantage	5	50	Fully configurable to fit modern business process workflows.
Best of Breed	3	30	Configurable, but must manage multiple application configurations.
COTS ERP Software Package	5	50	Fully configurable and expandable.

4.1.5   Availability of On-Going Support

Both the Status Quo and Upgrading and Expanding CGI options receive a moderate score for Availability of On-Going Support as they are both commercial products that either do have, or would have, active maintenance and support agreements with upgrade paths in place. However, CGI is the only vendor that provides maintenance and support for their products, so seeking assistance and support, if ever required, outside of CGI would not be possible. The Best of Breed option also scored moderately as it would require multiple different maintenance agreements with multiple vendors, of which some could be on different upgrade paths or cycles. This option could provide good overall support, but multiple different support models and upgrade schedules could impact the timely upgrade of systems and may add complexity to maintaining integrations and configurations between the systems. A COTS ERP Software Package provides the best option for On-Going Support as it allows the County to develop support and maintenance requirements as part of the procurement and select a vendor that they are most confident can provide the support and upgrade needs of the County. Additionally, based on who is selected, many Tier 1 ERP systems will have a market of skilled personnel available externally for support, if needed.

Any option, outside of the Status Quo, would allow the County the flexibility and ability to select their preferred system deployment and support model; such as on-premise, hosted, or Software as a Service (SaaS). Analysis included is independent of specific deployment model however level of support required does become more vendor reliant when moving away from an on-premise deployment model, increasing the importance of this evaluation criteria.

Criteria Weight = 7	Availability of On-Going Support		
Option	Rating	Total	Comments
Status Quo	3	21	Support available from CGI; only internal support for custom applications providing ERP functionality (e.g., data and reporting, OnBase, data warehouses).
Upgrade, Expand, and Re-Implement CGI Advantage	3	21	Rely on CGI for support contract, no 3rd party options.
Best of Breed	3	21	Rely on COTS vendors for support. Complexity with upgrade schedules and managing/maintaining integrations and configurations.
COTS ERP Software Package	5	35	Rely on COTS vendor for support contract. Possible 3rd party options.

4.1.6   Use of Modern Technology

The Status Quo uses a mixture of technology, some of which is dated. In general, existing systems are fairly static once placed in service and do not readily adapt to advances in technology, including mobile computing, interoperability, and other technology being brought to bear in modern commercial ERP systems. Commercial software vendors typically update ERP packages regularly to keep current. Therefore, the Status Quo scored medium, with the other three options scoring high as they would allow for the implementation of the most modern technologies available in the market today.

Criteria Weight = 5	Use of Modern Technology		
Option	Rating	Total	Comments
Status Quo	3	15	Some dated technology, limited by on-premises deployment.
Upgrade, Expand, and Re-Implement CGI Advantage	5	25	Regular upgrade program with new technology.
Best of Breed	5	25	Regular upgrade program with new technology.
COTS ERP Software Package	5	25	Regular upgrade program with new technology.

4.1.7 Life-Cycle Cost

The Status Quo option is the cheapest as there are no increased costs associated but will retain existing costs for on-going support. Since CGI Advantage is already in place today, expanding and upgrading its function would most likely be the second cheapest option. It may require the acquisition of some new hardware and licenses, as well as professional service costs associated with re-configuration and support costs (amount of which is largely dependent on deployment model), it would not require the same level of support of effort as replacing the current system with new software and hardware. The Best of Breed option is the second most expensive option as it would require costly integrations and new procurements/implementations of multiple systems and project teams. The most expensive option would be to procure a COTS ERFP software package as it would require the most effort and resources to implement. With that said, considering the size of the County, going to market for a COTS system may provide a strategic advantage from a cost perspective as CGI is likely to bid on an ERP procurement released by the County and competitors would likely bid aggressively knowing that their costs would need to be highly competitive in order to replace CGI as the incumbent.

Criteria Weight = 15	Life-Cycle Cost		
Option	Rating	Total	Comments
Status Quo	4	60	Cheapest option, no new costs associated.
Upgrade, Expand, and Re-Implement CGI Advantage	3	45	Second cheapest options. Vendor with understanding of County's business and configuration needs already in place.
Best of Breed	2	30	Second most expensive option. Would require multiple vendors/project teams and different licensing and support models.
COTS ERP Software Package	1	15	Most expensive option, requires full replacement of current application.

4.1.8 Time to Implement

The Status Quo requires no implementation time. CGI Advantage is already in place, therefore Upgrading and Expanding will take less time to implement and use the full system at an enterprise level than to introduce completely new COTS ERP system(s).

Criteria Weight = 5	Time to Implement		
Option	**Rating**	**Total**	**Comments**
Status Quo	5	25	No time needed.
Upgrade, Expand, and Re-Implement CGI Advantage	3	15	Familiarity between CGI and the County, system already in place. Time required to add new modules, train, and re-configure system.
Best of Breed	1	5	Need full implementation cycle for all areas.
COTS ERP Software Package	1	5	Need full implementation cycle for all areas.

4.1.9 Implementation (Project) Risk

The Status Quo is the lowest risk option since there are no changes involved. The County's familiarity with CGI and the relationship currently in place with the vendor will mitigate some risks and issues related to Upgrade and Enhancement of CGI advantage. That coupled with CGI being a major product vendor in the government sector for ERP makes Upgrade and Enhancement of the current system a relatively low-risk option as well. Major COTS ERP packages are mature and tested and have evolved over the years to be reliable sound products. With that said, implementing a new COTS ERP Software Package represents a medium level of risk as it introduces a larger change to the organization. Best of Breed is the riskiest option as it provides a significant change to the organization in combination with multiple vendors and products to manage.

Criteria Weight = 13	Implementation (Project) Risk		
Option	**Rating**	**Total**	**Comments**
Status Quo	5	65	No risk associated with the project, however, no gains realized.
Upgrade, Expand, and Re-Implement CGI Advantage	5	65	Existing knowledge of the system and relationship with the vendor mitigate some of the largest risks associated with implementing a new ERP system.
Best of Breed	1	13	Requires multiple products, vendors, and most complex integrations to manage.
COTS ERP Software Package	3	39	Represents the largest change but market is proven.

4.1.10 Fit with IT Strategy and Environment

The Status Quo is already in alignment with the County's environment but is not consistent with the evolving strategy for the deployment of enterprise level ERP software packages; both from a technology deployment and technical capabilities perspective. Upgrading and Expanding CGI Advantage or procuring a new COTS ERP Software package are both high fits with the County's IT Strategy and Environment because both options would allow the County to establish their preferred deployment model (on-premises, hosted, or SaaS) as well as maintenance and support structure to fit their current and future business needs. The Best of Breed option is a low-fit with the County's approach for purchasing and managing enterprise-level software packages as there could be variation in the deployment models and responsibilities for maintaining the system(s) requiring more diverse internal skillsets.

Criteria Weight = 5	Fit with IT Strategy and Environment		
Option	Rating	Total	Comments
Status Quo	3	15	Already in the environment, but not consistent with evolving ERP strategy.
Upgrade, Expand, and Re-Implement CGI Advantage	5	25	Centralized ERP, options for selecting preferred deployment and support model.
Best of Breed	1	6	Could represent mix of deployment maintenance responsibilities.
COTS ERP Software Package	5	25	Centralized ERP, options for selecting preferred deployment and support model.

4.2 Summary Scores and Rankings

The following table shows the summary of scores for all options, followed by the overall rankings:

Criteria	Weight	Option 1 - Status Quo		Option 2 - Upgrade, Expand, and Re-Implement CGI Advantage		Option 3 - Best of Breed		Option 4 - COTS ERP Software Package	
		Score	Total	Score	Total	Score	Total	Score	Total
Ability to Meet Requirements	20	3	60	4	80	4	80	5	100
User Experience/Consistency of Operations	10	3	30	3	30	1	10	5	50
Integration/Interfaces	10	2	20	4	40	3	30	5	50
Flexibility and Scalability	10	3	30	3	30	3	30	5	50
Availability of On-Going Support	7	3	21	3	21	3	21	5	35
Use of Modern Technology	5	3	15	5	25	5	25	5	25
Life-Cycle Cost	15	4	60	3	45	2	30	1	15
Time to Implement	5	5	25	3	15	1	5	1	5
Implementation (Project) Risk	13	5	65	5	65	1	13	3	39
Fit with IT Strategy and Environment	5	3	15	5	25	1	5	5	25
	100		341		376		249		394

Options Rankings	
Option	**Total Score**
COTS ERP Software Package	394
Upgrade, Expand, and Re-Implement CGI Advantage	376
Status Quo	341
Best of Breed	249

Based on this evaluation, a COTS ERP Software Package is the highest scoring option for the County by a respectable margin; largely based on the functional capabilities, flexibility, and the County's overall ability to design a procurement and select a system that best fits their needs from a growth, integration, technological advancement, and deployment and support perspective. This option ultimately allows the County to design a specialized procurement that ensures that all of their collective needs are met with the highest degree of quality and capability. **It should be noted that this option does not directly specify a replacement of CGI advantage.** It is extremely likely that if the County was to go out for procurement that CGI would be a major vendor that would bid on the proposal and would be considered accordingly.

Section 5. Recommendation Summary

The potential options to fulfill functional gaps and ERP requirements missing from their current system were defined based on the County's needs, considering the state of the organization's current ERP system and technical environment. Evaluation criteria were defined to rate the pros and cons of each option relative to the capabilities, general cost level, risk and other technical, operations, and funding considerations. Based on this, the clear winning option is the Procurement of a COTS ERFP Software Package. One of the major benefits of this option is that it inherently includes the second highest ranking option (Upgrading and Expanding CGI), as it is highly likely that CGI would pursue an ERP procurement issued by the County. Additionally, this would open up the County's ability to see other market products, in a competitive environment, and assess the full quality and availability of the ERP market relative to its needs.

Based on a much lower score, the remaining two options can be eliminated from further consideration: the Status Quo ("do nothing" option), and the Best of Breed option.

Procuring a COTS ERP Software Package is the highest scoring option as it provides the most long-term flexibility to the County while ensuring that all of their functional and technical needs are achieved with the highest degree of quality and control. This approach gives the County the opportunity to evaluate all leading options in a competitive environment in which vendors (including CGI) must commit to specific deliverables and must provide competitive pricing. Additionally, this option allows the County to move to a cloud-based system deployment model, which is highly recommended by the Intueor team.

The next steps in this process are to develop a detailed roadmap and business case to justify pursuing a new COTS ERP Software Package.