

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: August 20, 2021
TO: Marcelia Nicholson, County Board of Supervisors, Chairperson
FROM: Enterprise Resource Platform Steering Committee

Scott B. Manske, Comptroller
Lynn Fyhrlund, Chief Information Officer, DAS – IMSD
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SUBJECT: Informational report regarding intent to enter into an agreement with Sherpa Government Solutions for a new budget software solution/service, licensing, and subscription and maintenance services for a length of term to be determined through negotiations

Issue

The Enterprise Resource Planning Steering Committee (ESC), in order to mitigate risk relating to its current budget system (BRASS), intends to enter into agreement with Sherpa Government Solutions for the replacement of its existing budget software (BRASS) for their budget software solution/service and for licensing, subscription and maintenance services.

BRASS was implemented in the mid-1990's and as such is an outdated, out of support system that has limited functional capability remaining. Milwaukee County (County) is one of the last entities to still be using it.as there has been no vendor support for the last several years due to the vendor phasing out this product. Each time that something breaks, which is increasingly more frequent, a solution for solving that problem must be devised outside of the BRASS system. This has resulted in a matrix of SharePoint sites, Excel spreadsheets, email templates, Word documents and PDF's in order to make the annual budget process possible. This not only makes the annual budget process difficult to execute but also puts the County at risk for error and reduces the ability to meet deadlines.

Background

In 2016, the County issued RFP #98160018: Countywide Enterprise Resource Planning (ERP) System. The RFP sought a complete and fully integrated ERP system to include financial and human resources systems to replace the County's separate HR and Financial systems, Ceridian Dayforce and Advantage. In March of 2017, the County awarded the RFP to Ciber, Inc. During the course of award, Ciber, Inc's assets relevant to the RFP response were acquired in their entirety by Infor (US), Inc. After review and assessment, the County determined award was appropriately issued and that Infor (US), Inc. would be the official awardee.

Beginning in 2017, Infor and The County began the process of developing and implementing the ERP system with County stakeholders. Throughout the process, a number of areas were identified as requiring additional technological support, systems, or processes to support the County's needs. These areas, while supported in the INFOR product, were not supported in a manner that would permit the County to perform its functions as required by state statute and local ordinance.

In December of 2020, INFOR informed the County that it would be unable to move forward with the budget system. Change request 38 was signed between The County and Infor to move budget system out of scope.

As previously mentioned, BRASS is an aged software product from the mid-1990s that is no longer supported by the product's vendor. BRASS requires substantial keystroke entries of data by the PSB and lacks the necessary automation and integrated functionality of a modern budgeting software. BRASS is a rigid system that has limited functionality and requires substantial calculations be performed outside the system, which could produce errors. The user-interface is not intuitive and the reporting system is poor. The system is out of support and cannot be fixed, causing the Office of Performance, Strategy and Budget to build many manual add-ons to make the annual budget process possible. The current patching together of things to make the annual budget process possible does not necessarily represent a streamlined or easy process for the PSB or departmental users.

While it may be possible to continue to use BRASS and the adjunct manual processes in SharePoint, Excel and Outlook for the 2023 budget season that will begin in early 2022, the system is quite literally running on its last leg and needs to be replaced.

Budgetary Impact

This informational report addresses the funding issues for the budget system replacement.

WO602 – Enterprise Platform Modernization Phase 2

Capital project WO602 included funding for the INFOR budget module and implementation. As noted previously, the Infor budget module is not a functional option. Therefore, funding intended for the Infor budget module and implementation will be used to cover the budget module and implementation from a new vendor with an estimated range of costs between \$993,400 to \$1,489,500. Currently, there is sufficient funding in this project to cover these costs.

Scope items separate from the budget module include additional support for enhancing usability, supportability, process efficiency, software fixes, and additional functionality. It is estimated that a number of these scope items will be delayed in order to fully fund the budget module and implementation noted above (*see additional detail in capital project WO647 below*).

WO647 – Enterprise Platform Modernization Phase 3

Capital project WO647 has been requested by IMSD as part of the 2022 capital budget request process (\$2.0 million). This request originally included funding for budget software replacement and implementation as well as other non-budget software ERP components such as automation, interfaces, and data workflows.

Due to the critical need to replace the existing budget module and begin implementation as early as possible in 4th Quarter 2021, the budget module received priority funding in capital project WO602. As a result, the scope of work for capital project WO647 will likely be updated from the 2022 request (assuming it is included in the CEX Recommended Capital Budget) to remove the budget software replacement activities and include interfaces, automation, and workflow components that were estimated to be delayed in capital project WO602.

Est. Budget System Implementation Costs		
	Estimate Cost Range	
1-County Managed (contractor) Implementation Costs		
<i>Business Analyst</i>		
<i>Developer - Integrations</i>		
<i>Developer - Brass Historical Data Cleansing</i>	\$441,000	\$652,000
<i>Developer - Reporting</i>		
<i>Trainer</i>		
	+	+
2-Vendor Managed Implementation Costs	\$525,000	\$650,000
	+	+
3-Licensing/Subscription/Maint	\$27,400	\$187,500
	=	=
Total Estimated System Implementation Costs	\$993,400	\$1,489,500

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