

Summary Ratings of RFP-ERP-2020 Vendor Demonstrations for Voting Members

April 20, 2021

Advisory Reviews

- DAGS Accounting, DOE, JUD and UH
- B&F
- Implementation & On-going Services
- Technical
- Security & Networking

Advisory Review

DAGS Accounting, DOE, JUD & UH

DAGS Accounting, DOE, JUD & UH

- Please refer to Excel Presentation

Advisory Review

B&F

	Arctic IT	Oracle	CherryRoad	LSI
Reviewer 1				
Rank	4.00	3.00	2.00	1.00
Reviewer 2				
Rank	4.00	3.00	2.00	1.00
Rating	Comment: Overall presentation was a bit budget centric. Went into great detail on the budget process at various levels. Strong budget package was demonstrated. However, presentation might have not adequately addressed other areas included in the RFP.	Comment: Offeror has a product that has the potential to work for the State; however, the Offeror does not appear to have much experience in public sector budgeting.	Comment: Presentation was very detailed and smooth using familiar looking landing pages and screens. This reflects offerors experience working with the State of Hawaii on payroll project and working a lot with the public sector.	Comment: Offeror's SAP GovOne Solution seems capable of meeting Budget requirements. Offeror demonstrated knowledge of public sector budgeting but could need more time to get up to speed on State of Hawaii accounting and budget processes.
Reviewer 3				
Rank	1.00	1.00	2.00	1.00
Rating	3.50	3.50	3.00	3.50
Reviewer 4				
Rank	2.00	1.00	3.00	1.00
Rating	2.75	3.00	1.75	3.00
Average Rank	2.75	2.00	2.25	1.00

Advisory Review

Implementation & On-going Services

Questions/Comments/Review Vendor Presentation #1: **Arctic IT**

- 1) Very costly and a lot of subcontractors. I don't think the State can afford this vendor. Score = 2
- 2) Nice tie into use of Microsoft products that we are familiar with, although each vendor solution is/should be able to import and export files supported by Microsoft Excel.
- 3) Based on vendor Q&A, it was unclear if training is customizable for the solution developed for the State.
- 4) Solution for access to historical Datamart data is a "crosswalk" (link to existing data). Based on vendor Q&A, it was unclear of the availability of the "crosswalk" over a prolonged period of time (beyond initial contract).

Questions/Comments/Review Vendor Presentation #2: **Oracle**

- 1) Met the requirements. Na Alii might not have been around long but there may be a chance that they'll do a great job to prove they can do the job. Reference check will be good. **Score = 4**
- 2) In Q&A, vendor mentioned specially that access to the historical Datamart data "is not an RFP requirement". Can vendor be asked to clarify/verify? If so, does this not make them compliant with the RFP as to what needs to be provided?
- 3) In Q&A mentioned we should get away from using MICR ink to print vendor checks. If the State continues to print the physical check, I believe this is still needed.

Questions/Comments/Review Vendor Presentation #3: **CherryRoad**

- 1) Oracle [vendor 2] responded: “why did Oracle propose PeopleSoft Financials over Oracle Cloud Financials? the maturity level around commitments/funds control is not as mature for the Oracle cloud product and the continuity with HCM/Payroll is critical”. Because of this, I don’t feel confident that the Oracle Cloud Financials will work for the State. Even though their initial cost is the lowest, their ongoing cost is a lot! Not sure if the State can afford this. **Score = 2**
- 2) In the demo, vendor discussed use of “historical filing cabinet” (link to data) for access to the historical Datamart data.

Questions/Comments/Review Vendor Presentation #4: **LSI**

- 1) Met the requirements. Data House and eWorld have been around the State; however, I'd still reference check them on other projects. **Score = 3**
- 2) A strong statement from LSI who said to contact their past costumers and see how they did. I don't recall any other vendor stating that.
- 3) In Q&A, vendor discussed the transformation of historical data from the State's existing Datamart and, subsequently, brought into their solution. The existing State's Datamart has data going back to mid-2000s or earlier.

Implementation & On-going Services Score Rating out of 5 (5 being the highest)

	Arctic IT	Oracle	CherryRoad	LSI
Implementation & On-going Services Rating	2	4	2	3

General Questions/Comments-All Vendors:

- 1) If the state decides to stop the subscription down the road, can the state still access and use the system? And what happens to the data if the state ever decides to get a new system? Is there a cost to retrieve the data so it can be imported into the new system?
- 2) My suggestion is that someone check out all vendor's reference, i.e. past systems that they have implemented. I'm sure it'll be done, I just wanted to reiterate it. This will ensure that we have a better chance of being on time and on budget.
- 3) Each vendor mentioned that they have automated tools for data conversion and testing (i.e. scripts) which are included in the submitted proposal.
- 4) "Parallel Testing" does NOT seem to be offered as a part of the vendor submitted proposal and apparently used more for testing HCM-solutions (i.e. Payroll). Are the proposal testing methods acceptable?
- 5) Not sure if vendor checks can be totally ACH. If check printing is still needed, according to E13-B print standard, MICR (magnetic ink) is still required. 3rd party printing of checks using MICR ink, especially at a large scale, is very limited on-island.
- 6) Every vendor presented an ability to handle ACH for vendor payment.
- 7) Each vendor, other than Oracle, had a solution for the historical data in the State's existing Datamart. Whether the historical data is linked to (need to keep existing data storage) or converted and brought into the new solution, clarification is needed to verify is covered by the submitted proposals. Is the Oracle vendor "deficient" when they said Datamart historical data is not covered in their RFP?

Advisory Review

Technical

Technical Advisory Group

Technical Requirements - Criteria

- **Technical Architecture**
 - Offeror fully describes the technical architecture of the proposed EFS solution, including General Application Architecture, Database Architecture, Infrastructure, Integration Architecture and System Administration Toolkit as detailed in Appendix C.
- **Solution Architecture**
 - Offeror fully describes the solution architecture of the proposed EFS solution, including Scalability, System Flexibility, Security & Authentication, Audit, Data Storage & Archiving, System Capacity & Performance and Business Continuity & Disaster Recovery as noted in Appendix C.
- **Solution Technology**
 - Offeror fully describes the solution technology of the proposed EFS solution, including Workflow Processing, Reporting, Business Intelligence, & Data Warehouse, Content/Document Management & Imaging, End-User Interface, Data Entry Support & On-line Help as described in Appendix C.

Technical Advisory Group

Rating Scale



- Insufficiently meets the requirements
 - 0- The Proposal fails to address the criterion, or the Proposal cannot be assessed due to missing or incomplete information. Offeror has not demonstrated sufficient knowledge of the subject matter or has grossly failed to explain how the requirement(s) will be met.
 - 1- Poor. The criterion is inadequately addressed, Offeror demonstrates only a slight ability to comply, or there are serious inherent weaknesses.
- Partially meets the requirements
 - 2- Fair. The Proposal addresses the criterion, but there are significant deficiencies, or Offeror has not adequately explained how its services fit the requirement.
 - 3- Good. The Proposal addresses the criterion; meets the requirements at a minimal level. Demonstrates knowledge and understanding of the subject matter, with no deficiencies noted.
- Meets the requirements
 - 4- Very Good. The Proposal addresses the criterion well, highly comprehensive.
 - 5- Excellent. The Proposal addresses the criterion well and goes beyond the requirements of the RFP, providing added value. In addition, the response may cover areas not originally addressed within the RFP and include additional information and recommendations that would prove both valuable and beneficial to the State.

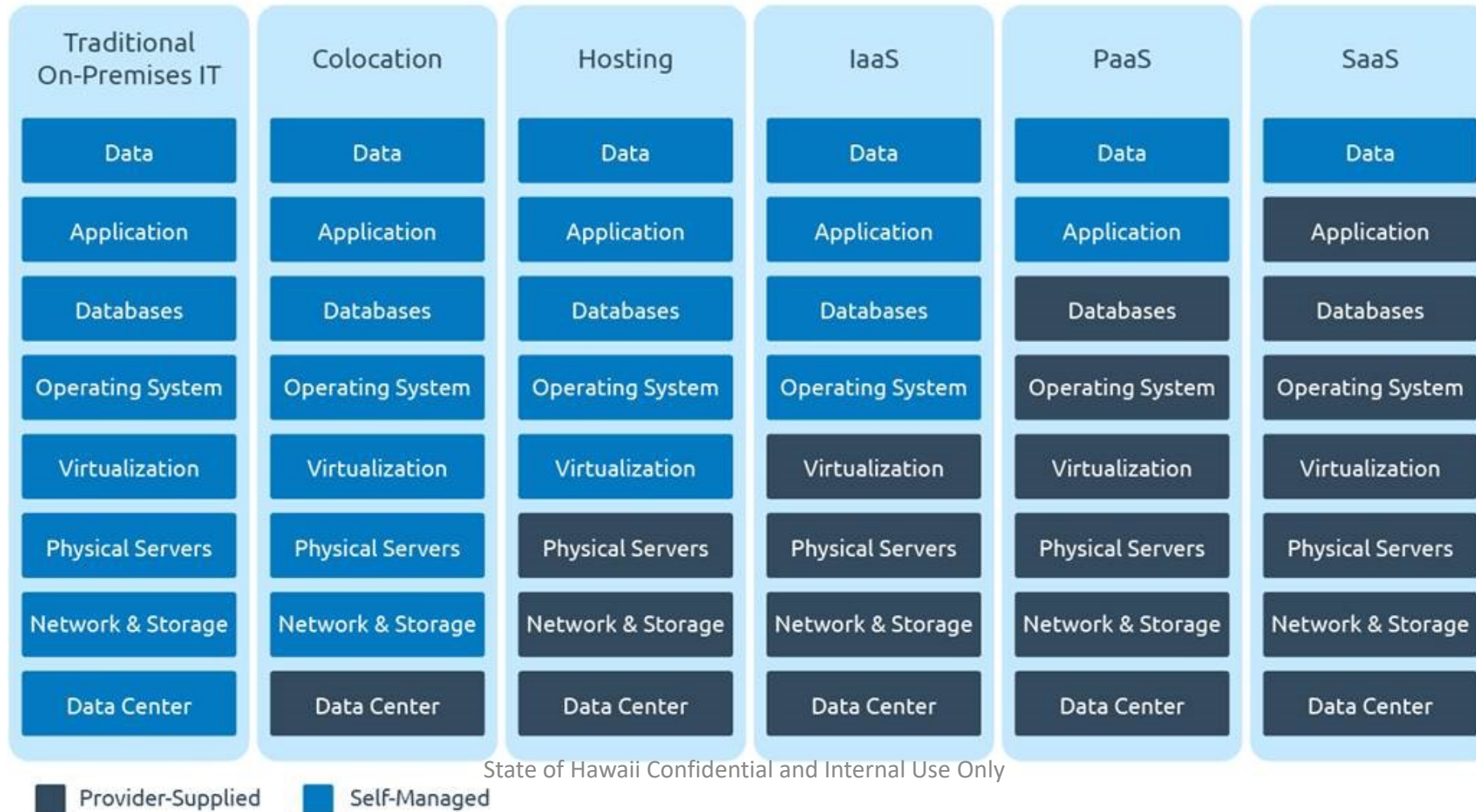
Technical Advisory Group

Review Process

- Researched technical architecture characteristics of all the proposed ERP technologies
- Reviewed and discussed the vendor's response to all individual technical requirements in all the vendor proposals
- Prepared a review summary spreadsheet on each vendor proposal for Evaluation Committee
- Identified technical strengths and weaknesses

Technical Advisory Group

What is IaaS, PaaS, SaaS?



Technical Advisory Group

Customizability vs Evolution

Evolution *(long-term viability of technical architecture)*

- **SaaS** is built for the long term, will improve and evolve over time
 - BPR & gap analysis target state is the SaaS feature set
- **IaaS/Hosted** (packaged software) will become obsolete over time
- **PaaS** technology will likely stay current, but solution evolution becomes the state's responsibility

Customizability

- **SaaS** is difficult to customize for any single customer
- **IaaS/Hosted** typically allows for a customization path
- **PaaS** can typically be customized with the help of platform services

Technical Advisory Group

	Meets the requirements
	Partially meets the requirements
	Insufficiently meets the requirements

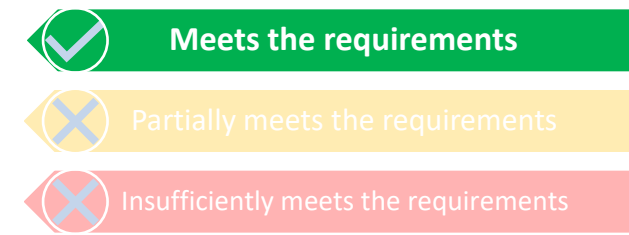
Technical Requirements Vendor Presentations Summary

	Arctic IT (D365)	LSI (SAP)	Oracle (PeopleSoft)	CherryRoad (Oracle Financials Cloud)
Technical Architecture	Meets the requirements	Meets the requirements	Partially meets the requirements	Meets the requirements
Solution Architecture	Meets the requirements	Meets the requirements	Partially meets the requirements	Partially meets the requirements
Solution Technology	Meets the requirements	Meets the requirements	Partially meets the requirements	Partially meets the requirements

Technical Advisory Group

Offeror #1: **Arctic IT**

Technical Architecture Highlights & Rating

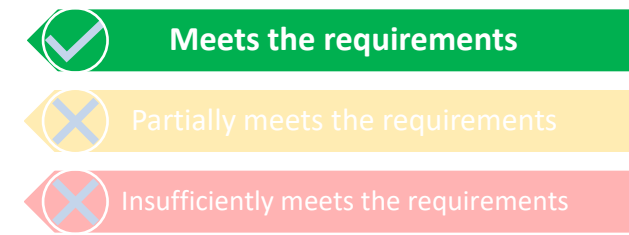


<ul style="list-style-type: none">• Software:<ul style="list-style-type: none">• Microsoft Dynamics 365• Type:<ul style="list-style-type: none">• SaaS• General Application Architecture<ul style="list-style-type: none">• Microsoft Dynamics 365 Finance & Supply Chain Management SaaS offerings• Performa BIDS for budgeting, appropriations, bond management and investment management.• Database Architecture<ul style="list-style-type: none">• Microsoft Dataverse (previously called Microsoft Common Data Service)• The data warehouse technical architecture proposed is complex to a point of concern.• Infrastructure<ul style="list-style-type: none">• Microsoft Dynamics 365, natively hosted in Microsoft Azure• Integration Architecture<ul style="list-style-type: none">• TIBCO Cloud integration service with pre-built Azure/D365 connectors• Standard Dynamics 365 integration options – see https://docs.microsoft.com/en-us/dynamics365/fin-ops-core/dev-itpro/data-entities/integration-overview	<ul style="list-style-type: none">• System Administration:<ul style="list-style-type: none">• Microsoft 365 admin center• Lifecycle Services (LCS) for Microsoft Dynamics
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Technical Advisory Group

Offeror #1: **Arctic IT**

Solution Architecture Highlights & Rating

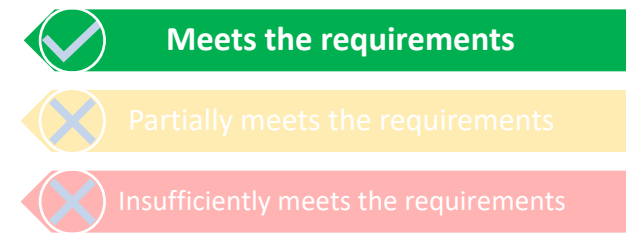


<ul style="list-style-type: none">• Scalability<ul style="list-style-type: none">• Highly scalable, with the scalability capabilities of Microsoft Azure and Microsoft Dynamics 365• Security & Authentication<ul style="list-style-type: none">• Natural integration with the state's Azure AD for user access• Uses security capabilities of Azure => Dynamics 365 security characteristics will evolve naturally with Azure security features• Audit<ul style="list-style-type: none">• Full data audit logging throughout application for any record type and system setting• Uses Microsoft Trust Center• Data Storage & Archiving<ul style="list-style-type: none">• Data stored in Microsoft Dataverse, which internally uses the highly available and scalable Azure SQL DB database service• Dynamics 365 can store very high volume of data in its native data model• Azure-enabled archival services are also available	<ul style="list-style-type: none">• System Capacity & Performance<ul style="list-style-type: none">• Highly scalable, with the high-availability capabilities of Microsoft Azure and Microsoft Dynamics 365• Business Continuity & Disaster Recovery<ul style="list-style-type: none">• Recovery Point Estimate (RPO) of < 5 seconds!• Guaranteed uptime for D365 F&SCM is 99.9%.• Flexibility:<ul style="list-style-type: none">• Dynamics365 is very configurable in all aspects of the overall solution architecture• Dynamics365 customizations are well partitioned to enable strategic longevity and evolution of the platform solutions
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Technical Advisory Group

Offeror #1: **Arctic IT**

Solution Technology Highlights & Rating



- **Workflow Processing**
 - Workflow capabilities for transaction routing, notification, and approvals
 - Workflow design tools provided by Dynamics 365 with support from Power Apps and Power Automate
 - Customization is required to send messages to user groups
- **Reporting, Business Intelligence, & Data Warehouse**
 - Reporting functionality is provided through Power BI
 - Financial Report Designer includes report groups and reporting scheduling for automated generation and access via the Web.
 - Azure Data warehouse provides the ability to automate the extraction and loading of data
- **Content/Document Management & Imaging**
 - Content and document management functionality through SharePoint
 - Adobe Sign has SharePoint integration options to support the association with approvals and digital signatures
- **End-User Interface**
 - Supports various interfaces including mobile browser support as well as iOS and Android apps
- **Data Entry Support & On-line Help**
 - Many data validation options provided “off the shelf”, but validation requiring external input (i.e., GIS) requires a customization

Technical Advisory Group

Offeror #1: **Arctic IT**

Ongoing Services - Highlights

- **Hosting Services**

- The proposed solution would be hosted in Microsoft Dynamics 365, using both D365 standard modules and separate modules from Performa BIDS.
- Dynamics 365 in general is recommended by ETS as sound future-proof (evergreen) technology platform.

- **Maintenance and Operations Services**

- Service updates deployed 8 times a year. Customer has the option to pause an up to 3 consecutive updates.
- Performa intends that, "a major BIDS upgrade with significant new features will occur at least every 2 years."
- The vendor will not recommend network modifications for performance

- **Business Process Outsourcing Services (optional)**

- Not included in the proposal

- **Project Team Facility Requirements**

- Offeror secured project team facilities for its own employees and contractors.

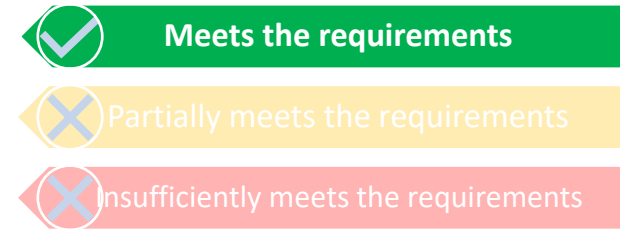
- **Service Level Agreement Requirements**

- Disaster Recovery: Auto-recovery with a Recovery Point Objective (RPO) of < 5 seconds surpasses other vendors

Technical Advisory Group

Offeror #1: **Arctic IT**

Overall Rating



- Strengths
 - True SaaS
 - Most likely to be viable technology 38 years from now (FAMIS lifespan)
- Weaknesses
 - The data warehouse technical architecture proposed is complex to a point of concern

Technical Advisory Group

Offeror #2: LSI

Technical Architecture - Highlights



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

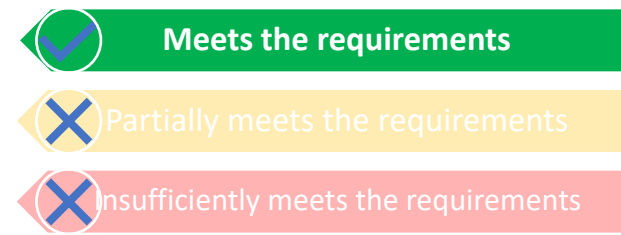
- **Software**
 - SAP S/4HANA ERP Cloud Suite
- **Type**
 - IaaS/PaaS in AWS
- **General Application Architecture**
 - LSI proposes hosting the system in AWS, as managed service by LSI - see "LSI Cloud" in the proposal.
 - IaaS cloud hosting model, but with the use of several key AWS platform services (so approaching PaaS model) such as CloudFormation
- **Database Architecture**
 - High-performance SAP HANA database
- **Infrastructure**
 - AWS IaaS/PaaS
 - Managed service by LSI

- **Integration Architecture**
 - SAP Cloud Platform Integration (SAP CPI) Suite
 - Process Integration
 - API Management
 - Integration Advisor
 - Open Connectors
- **System Administration**
 - SAP Solution Manager

Technical Advisory Group

Offeror #2: LSI

Solution Architecture Highlights & Rating



- | | |
|---|---|
| <ul style="list-style-type: none">• Scalability<ul style="list-style-type: none">• AWS EC2 scalability capabilities• Security & Authentication<ul style="list-style-type: none">• Single Sign-On integration (with the state's Azure AD SSO or otherwise) not explained• Audit<ul style="list-style-type: none">• (TODO: Review the recording)• Data Storage & Archiving<ul style="list-style-type: none">• HANA database administration part of the managed service by LSI• SAP CCMS and Solution Manager backups and archival• System Capacity & Performance<ul style="list-style-type: none">• HANA High Performance Database | <ul style="list-style-type: none">• Business Continuity & Disaster Recovery<ul style="list-style-type: none">• High availability and disaster recovery capabilities available as part of LSI's managed services offering• AWS provides continuous replication• SAP S/4HANA ERP Cloud Recovery Point Objective (RPO) is no more than 15 minutes• Flexibility:<ul style="list-style-type: none">• SAP provides a standard approach to configuring screens and business rules• SAP will require regular updates and patching, but LSI will manage any necessary system updates or patches• Testing tools remain available for the state's use |
|---|---|

Technical Advisory Group
Offeror #2: **LSI**
Solution Technology
Highlights & Rating



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

- **Workflow Processing**

- SAP Budget and Planning (SBP) provides form-based, built-in workflow configurations by budget form type, budget form instance and organizational hierarchy
- The general ledger has an integrated workflow-enabled financial calendar to automate periodic activities

- **Reporting, Business Intelligence, & Data Warehouse**

- SAP Crystal Reports 2020 allows users to create reports from virtually any data source delivered in a dozen formats
- SAP Analytics Cloud provides business intelligence capabilities such as data access, data exploration, visualization, and storyboard authoring as well as predictive features

- **Content/Document Management & Imaging**

- The Accounts Receivable application functions include Internet integration and support for document management/imaging

- **End-User Interface**

- The SAP Concur mobile app even helps travelers manage their trips and expenses from a smartphone or tablet

- **Data Entry Support & On-line Help**

- LSI's Application Support Services offers application support across all modules. Support is made available at a predetermined rate, with guaranteed response time.

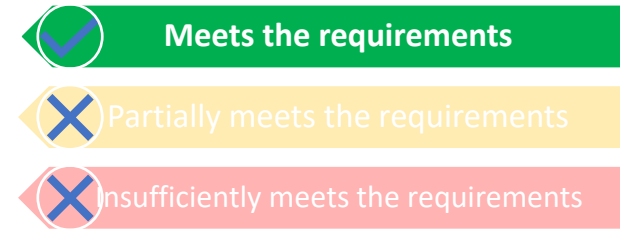
Technical Advisory Group

Offeror #1: LSI

Ongoing Services - Highlights

- Hosting Services
 - LSI proposes hosting the system in AWS, as managed service by LSI - see "LSI Cloud" in the proposal.
- Maintenance and Operations Services
 - SAP HANA Cloud proposes a Quarterly Release Schedule
- Business Process Outsourcing Services (optional)
 - Not included in the proposal
- Project Team Facility Requirements
 - Not included in the proposal
- Service Level Agreement Requirements
 - There are notable differences between the requirements and the vendor's proposed SLAs.
 - Disaster recovery indicated within 48 hours.

Technical Advisory Group
Offeror #2: **LSI**
Overall Rating



- **Strengths**

- Solution is built around SAP S/4HANA ERP Cloud Suite – one of the leading ERP solutions
- LSI is a SAP Gold Partner with a variety of existing U.S. public sector ERP implementations
- Automated testing and automated deployment are part of the solution architecture

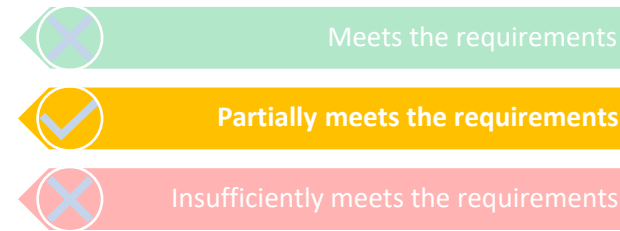
- **Weaknesses**

- No major weaknesses. Unlike the content in the original proposal, the vendor explained the technical architecture in great and satisfying detail during the presentation.

Technical Advisory Group

Offeror #3: **Oracle**

Technical Architecture Highlights & Rating



<ul style="list-style-type: none">• Software<ul style="list-style-type: none">• PeopleSoft Financial & Supply Chain Management (FSCM)• Planning/Budgeting (PBCS)• Oracle Autonomous Data Warehouse• Type<ul style="list-style-type: none">• IaaS/PaaS in Oracle Cloud Infrastructure (OCI)• General Application Architecture<ul style="list-style-type: none">• PeopleSoft Financial hosted in OCI provided as a managed service by Oracle• Database Architecture<ul style="list-style-type: none">• Oracle Database Cloud Services (DBCS) with Oracle Real Application Cluster (RAC) high availability support• Oracle Cloud Infrastructure automation increases DBA productivity by simplifying database lifecycle management• Oracle Autonomous Data Warehouse is a sophisticated and competitive warehouse offering and can be considered strong part of the proposed solution• Infrastructure<ul style="list-style-type: none">• OCI with OCI several platform services• Integration Architecture	<ul style="list-style-type: none">• System Administration
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Technical Advisory Group

Offeror #3: **Oracle**

Solution Architecture Highlights & Rating

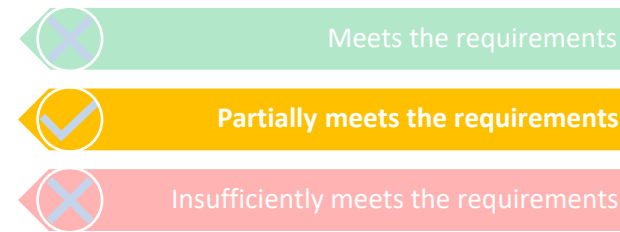


- Scalability
 - Oracle databases on OCI PaaS provide the end user with vertical scaling capabilities
 - Security & Authentication
 - Oracle security-related services require complex and time-consuming configuration
 - Payment Card Industry Data Security Standards (PCI DSS) is not included currently but can be with additional cost
 - Audit
 - Data Storage & Archiving
 - System Capacity & Performance
- Business Continuity & Disaster Recovery
 - 1-hour RPO
 - 12 hours RTO
 - Flexibility:
 - PeopleSoft provides a standard approach to configuring screens and business rules
 - PeopleSoft will require regular updates and patching, but Oracle will manage any necessary system updates or patches

Technical Advisory Group

Offeror #3: **Oracle**

Solution Technology Highlights & Rating



• Workflow Processing

- Workflow processing capabilities for transaction routing, notification and approvals will be delivered through PeopleSoft Approval Workflow Engine (AWE).
- Checklist functionality can be included by combining AWE with Activity Guides, or custom checklists could be created within an approval component.
- PeopleSoft provides ability to send automatic email notifications but would not provide the ability to approve in-email. Third party application would be needed to accept email digital signatures to be used for approval.

• Reporting, Business Intelligence, & Data Warehouse

- PeopleSoft Query, PeopleSoft Query Scheduler and Process Scheduler, PeopleSoft Report Manager, BI Publisher and Kibana Report Visualizer.
- To perform more extensive forecasting and trend analysis, vendor proposes Oracle Analytics Cloud utilizing autonomous Data warehouse (third party).

• Content/Document Management & Imaging

- Vendor is proposing to include DocuSign CLM content management features alongside of PeopleSoft FSCM to meet the various document management requirements.

• End-User Interface

• Data Entry Support & On-line Help

- On-line help is performed through PeopleBooks and can be customized for more context specific help as needed.

Technical Advisory Group

Offeror #3: **Oracle**

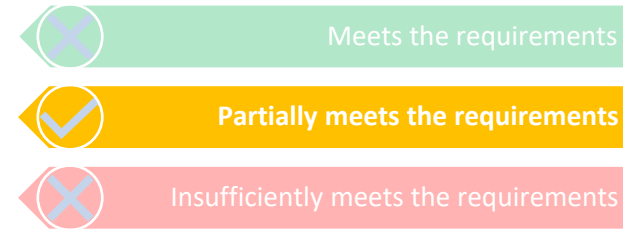
Ongoing Services - Highlights

- **Hosting Services**
 - Cloud hosted solution with some utilization of Oracle Cloud Infrastructure (OCI) services. This solution is fundamentally not a SaaS solution.
- **Maintenance and Operations Services**
 - Oracle plans monthly update schedules for 2021 for both Test and Production Environments.
- **Business Process Outsourcing Services (optional)**
 - Not included in the proposal
- **Project Team Facility Requirements**
 - Not included in the proposal
- **Service Level Agreement Requirements**
 - Severity levels only include 1 and 2. Severity level 2 resolution target is 96 hours vs. the State requested 2 - 48-hour resolution target

Technical Advisory Group

Offeror #3: **Oracle**

Overall Rating



- Strengths
 - Natural integration with HIP Payroll
- Weaknesses
 - Hosted solution (IaaS) rather than SaaS
 - Possibly some concern regarding OCI not being as mature a cloud IaaS or PaaS as competitors
 - Security integration in particular may not be as straight-forward as with other providers

Technical Advisory Group
Offeror #4: **CherryRoad**
Technical Architecture
Highlights & Rating



Meets the requirements



Partially meets the requirements

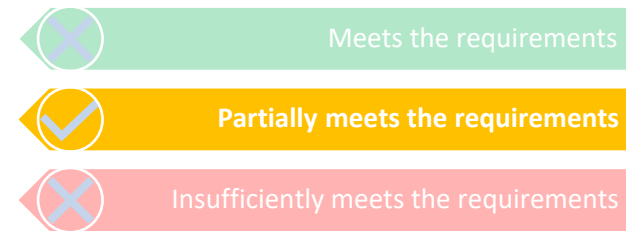


Insufficiently meets the requirements

- Software
 - Oracle Financials Cloud
- Type
 - SaaS
- General Application Architecture
 - Oracle Fusion Financials Cloud
 - Kyriba for bond management and investment management
- Database Architecture
 - Oracle autonomous database, as part of Oracle Financials Cloud
- Infrastructure
 - OCI
- Integration Architecture
 - Real-time integration with web services
 - File-based interfaces

- System Administration

Technical Advisory Group
Offeror #4: **CherryRoad**
Solution Architecture
Highlights & Rating

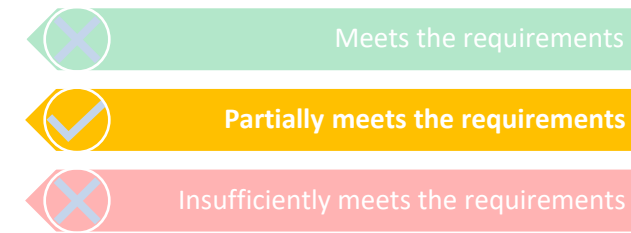


- Scalability
 - Not addressed in adequate detail
 - Security & Authentication
 - Solution will integrate with the state's Azure AD
 - Audit
 - Data Storage & Archiving
 - System Capacity & Performance
- Business Continuity & Disaster Recovery
 - 1-hour RPO
 - 12 hours RTO
 - Flexibility:
 - Oracle Financials Cloud very configurable in all aspects of the overall solution architecture
 - Oracle Financials Cloud quarterly updates are managed by CherryRoad, but the state is responsible for testing any customizations and the state's overall functionality

Technical Advisory Group

Offeror #4: **CherryRoad**

Solution Technology Highlights & Rating



<ul style="list-style-type: none">• Workflow Processing<ul style="list-style-type: none">• Oracle Cloud leverages a standards-based workflow service to deliver a Workflow and Approvals engine that enables complex rules and routings• Reporting, Business Intelligence, & Data Warehouse<ul style="list-style-type: none">• Oracle Cloud provides predefined analyses, dashboards, and reports• Oracle Analytic Applications enables the use of views such as Crystal, Excel, and Cogno.• All inquiries and reports in Oracle Cloud ERP and PBCS can be exported to Excel.• Content/Document Management & Imaging<ul style="list-style-type: none">• The vendor cannot meet the state's requirement for Adobe Sign integration• Oracle supports electronic signatures with the integration to DocuSign	<ul style="list-style-type: none">• WorkCenter Forms provide document management; however, the vendor cannot meet the state's requirement for indexing and searching of documents by metadata attributes, ability to tag documents, and full text search• End-User Interface<ul style="list-style-type: none">• Oracle Cloud provides shared technology, common modern user interface, secure unified data model and universal reporting and analytics.• Data Entry Support & On-line Help<ul style="list-style-type: none">• The vendor will perform Business Process Optimization to align State's current processes.• Online help pages will be configured by the vendor.• The State can use the URL to open the Oracle Help Center home page or get to Help Center from Application Help. https://docs.oracle.com/en/cloud/saas/index.html
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Technical Advisory Group

Offeror #4: **CherryRoad**

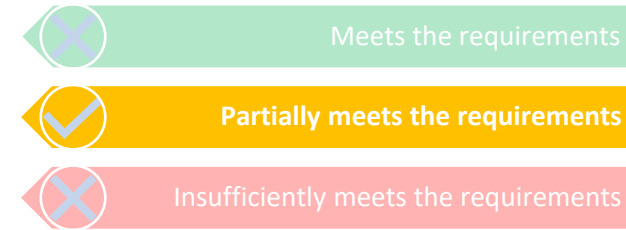
Ongoing Services - Highlights

- **Hosting Services**
 - Solution would be hosted in Oracle Cloud Infrastructure (OCI) as part of the Oracle Fusion Financials Cloud SaaS offering.
- **Maintenance and Operations Services**
 - Vendor does not include monitoring of batch jobs, interfaces, process availability.
 - Updates occur once a quarter. The proposal indicated completion within a 9-hour downtime window.
- **Business Process Outsourcing Services (optional)**
 - Not included in the proposal
- **Project Team Facility Requirements**
 - Facilities available in offeror's downtown office
- **Service Level Agreement Requirements**
 - There are notable differences between the requirements and the vendor's proposed SLAs.

Technical Advisory Group

Offeror #4: **CherryRoad**

Overall Rating



- Strengths
 - SaaS solution that can be reasonably expected to age well
- Weaknesses
 - No commitment to Adobe Sign integration, DocuSign proposed instead
 - Oracle WorkCenter Forms is proposed for document management; however, the vendor cannot meet the state's requirement for indexing and searching of documents by metadata attributes, ability to tag documents, and full text search.

Advisory Review

Security & Networking

	Your Name	Sean Patnode		
	Offeror's Name	Arctic IT, LSI, Oracle, CherryRoad		
	Your Designated EC Voting Member			
		Offeror's Section Reference, or other applicable	Page Reference	Question/Comment - Please use 1 per row for easier identification
	Relevant Proposal or Demonstration Section			
1	The system shall comply with all applicable State mandated security protocols and standards.	16	Appendix E	Does the organization to include sub-contractors align their policies and standards to NIST SP 800-53? And if so can the organizations provide
2	The system shall provide the ability to use a single user sign-on for all modules with security configured for each module (i.e. user to gain access to the database associated with the application without re-entering the user ID	18	Appendix E	The State of Hawaii is operating in a federated environment using several different Identity Providers (IdP). Can you expand on how your solution can support single-sign on and multi-factor authentication for multiple
3	The system shall support strong security for staff with administrative control (i.e. require the use of two-factor authentication for the remote users and users with administrative control of servers, routers, switches and firewalls).	19	Appendix E	How does the organization ensure only authorized administrative workstations can access the environment (i.e. Company owned devices)? How does the organization protect and manage administrative
4	The system shall provide protection against denial-of-service attacks against	27	Appendix E	Please provide a high level plan on how the platform will be protected
5	System must be able to restrict user access from specified IP networks	87	Appendix E	Does the platform allow for geo-location and risky network blocking?
6	Vendor must have a Security Operation Center that is responsible for the monitoring, detection, remediation, reporting, triage, and recovery of	88	Appendix E	Please provide detailed description about the security operations center?
7	Assist in developing security standards, policies, and procedures including, but not limited to integration of industry best practices.	2.2.7.2	Appendix D	When is the time frame and frequency of audits against industry standards such as NIST SP 800-53?
8	Provide documentation of the performance by an experienced third-party consultancy of external penetration tests on, at least, a quarterly basis, and internal network security audits at least annually. The audits should be against International Organization for Standardization (ISO) 27001/2 and in	2.2.7.14	Appendix D	How will this document be provided on a quarterly basis, and which 3rd party vendor will be involved?
9	Provide documented requirements (e.g. design and audit procedures) for network security to ensure that other customers will not compromise its	2.2.7.15	Appendix D	What organizational and platform security controls will the offerer implement to limit the damage of supply chain attacks and attacks

Questions & Answers

	Arctic IT	Oracle	CherryRoad	LSI
Reviewer 1				
Rank	4.00	3.00	2.00	1.00
Reviewer 2				
Rank	4.00	3.00	2.00	1.00
Rating	<p>Comment: Overall presentation was a bit budget centric. Went into great detail on the budget process at various levels. Strong budget package was demonstrated. However, presentation might have not adequately addressed other areas included in the RFP.</p>	<p>Comment: Offeror has a product that has the potential to work for the State; however, the Offeror does not appear to have much experience in public sector budgeting.</p>	<p>Comment: Presentation was very detailed and smooth using familiar looking landing pages and screens. This reflects offerors experience working with the State of Hawaii on payroll project and working a lot with the public sector.</p>	<p>Comment: Offeror's SAP GovOne Solution seems capable of meeting Budget requirements. Offeror demonstrated knowledge of public sector budgeting but could need more time to get up to speed on State of Hawaii accounting and budget processes.</p>
Reviewer 3				
Rank	1.00	1.00	2.00	1.00
Rating	3.50	3.50	3.00	3.50
Reviewer 4				
Rank	2.00	1.00	3.00	1.00
Rating	2.75	3.00	1.75	3.00
Average Rank	2.75	2.00	2.25	1.00

COMPETITION SENSITIVE

Analysis of FMS system proposals: First Proposal
15-Apr-21

		Implementation Costs			
Systems Integrator	Solution	Core Phase	Expansion Phase	Optional Phase	SUM OF CIP COST
Arctic IT	Microsoft Dynamics 365 SaaS	\$23,337,002.00	\$18,015,685.00	\$10,378,667.00	\$51,731,353.00
LSI Consulting	SAP SaaS	\$12,265,642.00	\$7,959,817.00	\$3,402,118.00	\$23,627,577.00
LSI Consulting (Plan B)	SAP SaaS	\$19,534,058.00	\$1,183,597.00	--	\$20,717,655.00
Oracle	PeopleSoft Financials	\$8,009,967.00	\$7,741,305.00	\$2,529,261.00	\$18,280,533.00
CherryRoad	Oracle Fusion	\$7,918,476.00	\$4,641,224.00	\$890,733.00	\$13,450,433.00

Core	Expansion	Optional	
GL	Projects	Investments	
Encumbrances	Appropriations	Asset Inventory	Arctic/MS
AP	Budget		LSI/SAP
AR	Travel		LSI/SAP (Plan B)
Cash Managemer	eProcurement Interface		Oracle/PS
Purchasing	Grant Management		CRT/Fusion
Data Warehouse	Bonds		

2022-07-01	2023-07-01	2024-01-01
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COMPETITION SENSITIVE
 Analysis of FMS system proposals: BAFO
 18-May-21

M&O, Licensing, etc.
SUM OF M&O
\$32,708,916.00
\$10,060,521.00
<i>\$10,060,521.00</i>
\$18,058,084.00
\$13,601,721.00
Grand Total
\$84,440,269.00
\$33,688,098.00
<i>\$30,778,176.00</i>
\$36,338,617.00
\$27,052,154.00

		Implementat	
Systems Integrator	Solution	Core Phase	Expansion Phase
Arctic IT	Microsoft Dynamics 365 SaaS	\$28,696,713.00	\$12,610,980.00
LSI Consulting	SAP SaaS	\$15,501,094.00	\$1,194,050.00
<i>LSI Consulting (Plan B)</i>			
Oracle	PeopleSoft Financials	\$10,387,898.00	\$4,892,567.00
CherryRoad	Oracle Fusion	\$9,578,442.00	\$3,527,718.00

Core	Expansion
GL	Appropriations
Encumbrances	Budget
AP	Grant Management
AR	
Cash Management	
Purchasing	
Data Warehouse	
Projects	
Bonds	
Asset Inventory	
Investments	
2022-07-01	2023-07-01

Red font = Price increase from previous
 Green font = Price decrease from previous
 Black font = No price change

ion Costs		M&O, Licensing, etc.	
Optional Phase	SUM OF CIP COST	SUM OF M&O	
\$7,784,000.00	\$49,091,693.00	\$32,708,916.00	
\$976,658.00	\$17,671,802.00	\$8,091,016.00	
\$2,328,862.00	\$17,609,327.00	\$15,930,997.00	
\$824,887.00	\$13,931,048.00	\$13,108,194.00	
Optional eProcurement Interface Travel			
		Grand Total	
		Arctic/MS	\$81,800,609.00
		LSI/SAP	\$25,762,818.00
		LSI/SAP (Plan B)	
		Oracle/PS	\$33,540,324.00
	CRT/Fusion	\$27,039,241.00	

<u>Vendor</u>	<u>Rank</u>			
	<u>Reviewer 4</u>			<u>Average</u>
	<u>Reviewer 1</u>	<u>Reviewer 2</u>	<u>Note 2</u>	
	<u>Note 1</u>	<u>Note 1</u>	<u>Adjusted</u>	
Arctic	1	4	3	2.67
Cherry Road	3	1	2	2.00
LSI	2	2	1	1.67
Oracle	4	3	4	3.67

Note 1: Utilized BAFO template developed by Evaluation Member -

Note 2: Utilized template developed by Evaluation Member - Non '

Final

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- Voting
Voting

RFP-ERP-2020 BAFO ANALYSIS

VENDOR:

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Appendix A-1 – Core Phase Requirements, Revised

<i>Topic</i>
Allocations
Budget Control
Budget Control Reporting
Chart of Accounts
Commitment Accounting
Funds Control
General
GL Calendar
GL Consolidation
GL Data Types
GL Reporting
GL Reporting: Year End Reports
GL Reporting: Year End Reports - CAFR
GL Structure
GL: Period End/ Year End
Inquiries
Inter/Intracompany
Journal Entry
Journal Entry/ Other GL Transactions
Multiple Ledger Structure
Other
Period End
Reconciliation
Trust and Agency Reporting
Encumbrance Accounting
AP Inquiries
AP Reports
Checks
Interface
Invoice Matching
Invoice Processing
Legal Compliance
Payments

Taxes
Vendor Portal
Vendor Processing
Customer Data
AR Inquiries
AR Reports
Cash Processing and Remittances
Collections
Customer Portal
Customer Processing
Disputes
General
Interface
Invoice Generation
Invoice/Journal Processing
Management of AR
Reporting
Bank Reconciliation
Cash Book
Cash Deposits/ Receipts
Cash Forecasting
Cash Management
Cash Projections
Compliance
Debt and Investment Management
Donations
Forecasting
General
Interest Earnings Allocation
Interface
Loans - Internal
Reporting
Reporting - Donations
Inquiries
Policy & Compliance
Purchase Order Processing
Purchasing Card (pCard)
Reports
Requisition Processing
Vendor Master
Workflow
Security
Architecture
Recovery
Platform Functions
Data Visualization
Analytics

OLAP
Integration
Decision Services
Capital Budgeting
Create and Maintain Project
Create and Maintain Project Budget
General
Interface
Manage Project
Project Billing
Project Costing
Project Expenses
Project Inquiries
Project Management Integration
Project Reports
Project Setup
Project Staffing
Record and Track Project Transactions
Reporting
Time Recording
Asset Data
Asset Inventory
Depreciation
Disposal
General
Interface
Leases
Reporting
Transaction Processing
Bond Accounting
Bond Administration
Debt Management
Loans
New Bond Allocation
Reporting
General
Inquiry & Reporting
TOTAL POINTS (MAXIMUM 585 FOR APPENDIX A-1)

Appendix A-2 – Expansion Phase Requirements, Revised

<i>Topic</i>
Appropriations
Allocations

Budget Administration
Budget Development: Base Budget/Rollover/Versions
Budget Development: Functionality/Capability
Budget Development: General
Budget Document
Budget Forecasting
Budget Reporting: General
Budget Resource Planning
CIP Budgeting
General
Personnel Budget
Budgeting
Commitment Control
Create and Maintain Grant
General
Interfaces
Manage Grant
Monitoring
Outcomes tracking
Record and Track Grant Transactions
Reporting
TOTAL POINTS (MAXIMUM 115 FOR APPENDIX A-2)

Appendix B – Optional Phase Requirements, Revised

<i>Topic</i>
Application Programming Interface (API)
Audit Requirements
General
Other
Reporting
Taxes
Travel Completion
Travel Management
Travel Request
TOTAL POINTS (MAXIMUM 45 FOR APPENDIX B)

TOTAL POINTS (745 MAXIMUM)

Reviewer 1
POINTS*

Reviewer 2
POINTS*

Reviewer 3
POINTS*

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45	35



745	635
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Reviewer 1

COMMENTS





* POINTS: 5 - MET REQUEST
3 - PARTIALLY MET R
1 - DID NOT MEET/AI

Reviewer 3

COMMENTS

Cost prohibitive

Not recommended.

I liked the idea that it was built around Microsoft Excel and how flexible and customizable their system was. All the other vendors stressed how their systems could download into Excel which points to how powerful Excel is.

Have no idea how much experience their local partners have with Arctic's products.





RFP-ERP-2020 BAFO ANALYSIS

VENDOR:



Core Requirements
<i>Tab</i>
General Ledger
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General Ledger

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Cash Management
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Purchasing
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Purchasing
Purchasing
Purchasing
Purchasing
Purchasing
Purchasing
Data Warehouse
Data Warehouse
Data Warehouse
Data Warehouse
Data Warehouse
Data Warehouse
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Projects
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Projects
Asset Inventory
Asset Inventory
Asset Inventory
Asset Inventory



Core Requirements

Tab

eProcurement Interface

Travel

Travel

Travel

Travel

Travel

Travel

Travel

Travel

Appendix A-1 – Core Phase Requirements, Revised

<i>Topic</i>
Allocations
Budget Control
Budget Control Reporting
Chart of Accounts
Commitment Accounting
Funds Control
General
GL Calendar
GL Consolidation
GL Data Types
GL Reporting
GL Reporting: Year End Reports
GL Reporting: Year End Reports - CAFR
GL Structure
GL: Period End/ Year End
Inquiries

Inter/Intracompany
Journal Entry
Journal Entry/ Other GL Transactions
Multiple Ledger Structure
Other
Period End
Reconciliation
Trust and Agency Reporting
Encumbrance Accounting
AP Inquiries
AP Reports
Checks
Interface
Invoice Matching
Invoice Processing
Legal Compliance
Payments
Taxes
Vendor Portal
Vendor Processing
Customer Data
AR Inquiries
AR Reports
Cash Processing and Remittances
Collections
Customer Portal
Customer Processing
Disputes
General
Interface
Invoice Generation
Invoice/Journal Processing
Management of AR
Reporting
Bank Reconciliation
Cash Book
Cash Deposits/ Receipts
Cash Forecasting
Cash Management
Cash Projections
Compliance

Debt and Investment Management
Donations
Forecasting
General
Interest Earnings Allocation
Interface
Loans - Internal
Reporting
Reporting - Donations
Inquiries
Policy & Compliance
Purchase Order Processing
Purchasing Card (pCard)
Reports
Requisition Processing
Vendor Master
Workflow
Security
Architecture
Recovery
Platform Functions
Data Visualization
Analytics
OLAP
Integration
Decision Services
Capital Budgeting
Create and Maintain Project
Create and Maintain Project Budget
General
Interface
Manage Project
Project Billing
Project Costing
Project Expenses
Project Inquiries
Project Management Integration
Project Reports
Project Setup
Project Staffing
Record and Track Project Transactions
Reporting
Time Recording
Asset Data
Asset Inventory
Depreciation
Disposal

General
Interface
Leases
Reporting
Transaction Processing
Bond Accounting
Bond Administration
Debt Management
Loans
New Bond Allocation
Reporting
General
Inquiry & Reporting
TOTAL POINTS (MAXIMUM 585 FOR APPENDIX A-1)

Appendix A-2 – Expansion Phase Requirements, Revised

Topic
Appropriations
Allocations
Budget Administration
Budget Development: Base Budget/Rollover/Versions
Budget Development: Functionality/Capability
Budget Development: General
Budget Document
Budget Forecasting
Budget Reporting: General
Budget Resource Planning
CIP Budgeting
General
Personnel Budget
Budgeting
Commitment Control
Create and Maintain Grant
General
Interfaces
Manage Grant
Monitoring
Outcomes tracking
Record and Track Grant Transactions
Reporting
TOTAL POINTS (MAXIMUM 115 FOR APPENDIX A-2)

Appendix B – Optional Phase Requirements, Revised

<i>Topic</i>	
Application Programming Interface (API)	
Audit Requirements	
General	
Other	
Reporting	
Taxes	
Travel Completion	
Travel Management	
Travel Request	
	TOTAL POINTS (MAXIMUM 45 FOR APPENDIX B)
TOTAL POINTS (745 MAXIMUM)	

Reviewer 1
POINTS*

Reviewer 2
POINTS*

Reviewer 3
POINTS*



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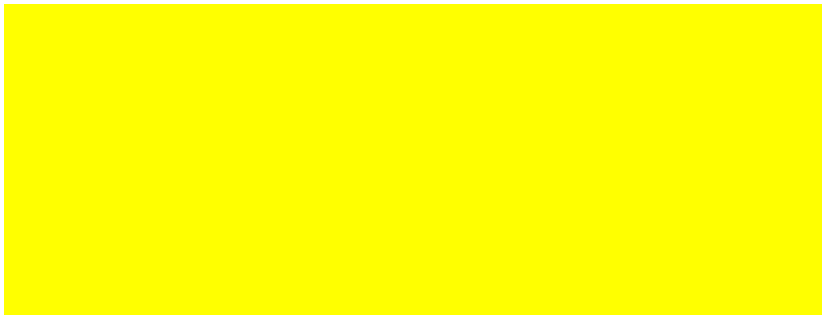


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Reviewer 1

COMMENTS





* POINTS: 5 - MET REQUEST
3 - PARTIALLY MET
1 - DID NOT MEET/

Reviewer 3

COMMENTS

Comparable in cost to LSI
Proposed Oracle Cloud Applications Suite is a SaaS solution

Unfortunately, I'm really not familiar enough with FAMIS to be able to honestly rate whether or not what the vendor says it can do will meet the state's requirements.

In the vendor's mind they may think they can meet whatever requirements are presented out of the box or through workarounds but what it means for the user remains unknown.
The demos gave a glimpse but it's the set up behind it that's the mystery.

It seems with ERP systems, the chart of accounts is the key.
Everything else will be built around it.

When the DOE was in the process of acquiring it's replacement financial system, the state was in the process of revamping its chart of accounts to something more "modern". Did it do so? What was the philosophy behind it? To this day, it's still unclear the proposed revamp was supposed to do.

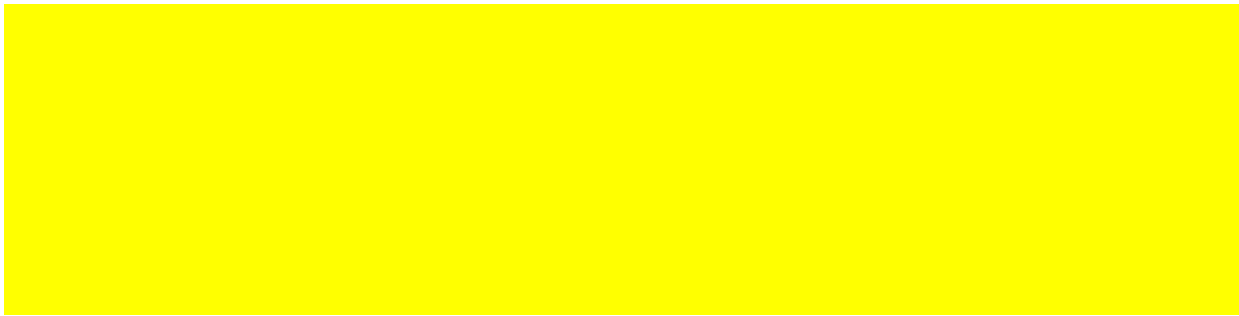
As a result, which vendor most closely aligns to this philosophy or to the philosophy of the current COA? Going with the one that does will make the process go much smoother because you'll both understand where you're coming from and there will be less need for customization.

For example, there were many wasted weeks in the development of DOE's system due to trying to align to the State's proposed new COA and then later with the vendor seeing things differently.
Maintenance of the DOE system's new COA is proving challenging.

The question is which out of the box COA by the vendor makes the most sense? If it doesn't make sense or the benefits of adopting it isn't worth the pain of implementation then consider the other choices.

If you deviate too far from the box, then updating to new releases won't be seamless and could become painful.

References for CherryRoad seem to be for PeopleSoft financials implementation. If so, they won't be a clear indication on how they are with implementing the Oracle Cloud Application Suite.





RFP-ERP-2020 BAFO ANALYSIS

VENDOR:



Core Requirements
<i>Tab</i>
General Ledger
General Ledger
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General Ledger

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Bonds
Bonds
Bonds
Bonds
Bonds
Bonds
Investments
Investments



Core Requirements
<i>Tab</i>
Appropriations
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Budget
Grant Management
Grant Management
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Grant Management
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Grant Management
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Grant Management
Grant Management



Core Requirements
<i>Tab</i>

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LSI

Appendix A-1 – Core Phase Requirements, Revised

<i>Topic</i>
Allocations
Budget Control
Budget Control Reporting
Chart of Accounts
Commitment Accounting
Funds Control
General
GL Calendar
GL Consolidation
GL Data Types
GL Reporting
GL Reporting: Year End Reports
GL Reporting: Year End Reports - CAFR
GL Structure
GL: Period End/ Year End
Inquiries

Inter/Intracompany
Journal Entry
Journal Entry/ Other GL Transactions
Multiple Ledger Structure
Other
Period End
Reconciliation
Trust and Agency Reporting
Encumbrance Accounting
AP Inquiries
AP Reports
Checks
Interface
Invoice Matching
Invoice Processing
Legal Compliance
Payments
Taxes
Vendor Portal
Vendor Processing
Customer Data
AR Inquiries
AR Reports
Cash Processing and Remittances
Collections
Customer Portal
Customer Processing
Disputes
General
Interface
Invoice Generation
Invoice/Journal Processing
Management of AR
Reporting
Bank Reconciliation
Cash Book
Cash Deposits/ Receipts
Cash Forecasting
Cash Management
Cash Projections
Compliance
Debt and Investment Management
Donations
Forecasting
General
Interest Earnings Allocation

Interface
Loans - Internal
Reporting
Reporting - Donations
Inquiries
Policy & Compliance
Purchase Order Processing
Purchasing Card (pCard)
Reports
Requisition Processing
Vendor Master
Workflow
Security
Architecture
Recovery
Platform Functions
Data Visualization
Analytics
OLAP
Integration
Decision Services
Capital Budgeting
Create and Maintain Project
Create and Maintain Project Budget
General
Interface
Manage Project
Project Billing
Project Costing
Project Expenses
Project Inquiries
Project Management Integration
Project Reports
Project Setup
Project Staffing
Record and Track Project Transactions
Reporting
Time Recording
Asset Data
Asset Inventory
Depreciation
Disposal
General
Interface
Leases
Reporting
Transaction Processing

Bond Accounting
Bond Administration
Debt Management
Loans
New Bond Allocation
Reporting
General
Inquiry & Reporting
TOTAL POINTS (MAXIMUM 585 FOR APPENDIX A-1)

Appendix A-2 – Expansion Phase Requirements, Revised

<i>Topic</i>
Appropriations
Allocations
Budget Administration
Budget Development: Base Budget/Rollover/Versions
Budget Development: Functionality/Capability
Budget Development: General
Budget Document
Budget Forecasting
Budget Reporting: General
Budget Resource Planning
CIP Budgeting
General
Personnel Budget
Budgeting
Commitment Control
Create and Maintain Grant
General
Interfaces
Manage Grant
Monitoring
Outcomes tracking
Record and Track Grant Transactions
Reporting
TOTAL POINTS (MAXIMUM 115 FOR APPENDIX A-2)

Appendix B – Optional Phase Requirements, Revised

<i>Topic</i>

Application Programming Interface (API)
Audit Requirements
General
Other
Reporting
Taxes
Travel Completion
Travel Management
Travel Request
TOTAL POINTS (MAXIMUM 45 FOR APPENDIX B)

TOTAL POINTS (745 MAXIMUM)

Reviewer 1
POINTS*

Reviewer 2
POINTS*

Reviewer 3
POINTS*

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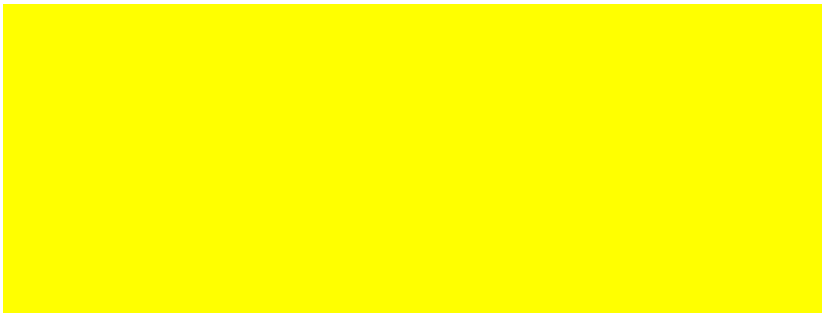
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709

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Reviewer 1

COMMENTS



* POINTS: 5 - MET REQUEST
3 - PARTIALLY MET
1 - DID NOT MEET/

Reviewer 3

COMMENTS

Comparable in cost to CherryRoad
Proposed SAP S/4 HANA Cloud is a SaaS solution

Unfortunately, I'm really not familiar enough with FAMIS to be able to honestly rate whether or not what the vendor says it can do will meet the state's requirements.

In the vendor's mind they may think they can meet whatever requirements are presented out of the box or through workarounds but what it means for the user remains unknown.

The demos gave a glimpse but it's the set up behind it that's the mystery.

It seems with ERP systems, the chart of accounts is the key. Everything else will be built around it.

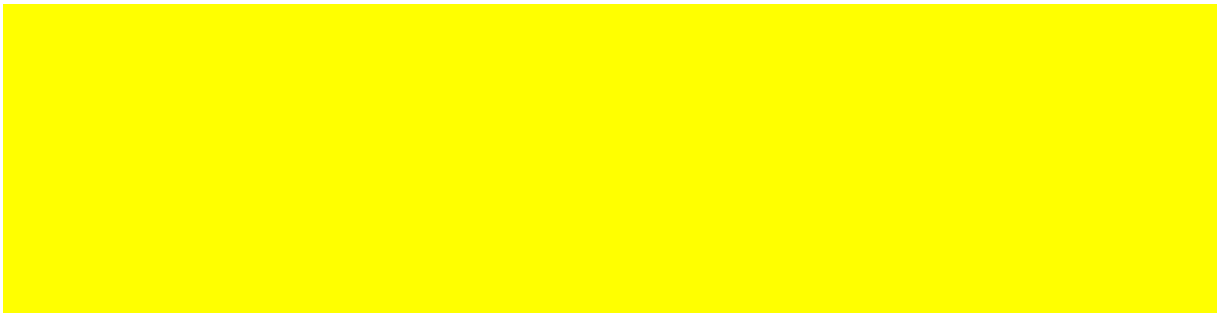
When the DOE was in the process of acquiring it's replacement financial system, the state was in the process of revamping its chart of accounts to something more "modern". Did it do so? What was the philosophy behind it? To this day, it's still unclear the proposed revamp was supposed to do.

As a result, which vendor most closely aligns to this philosophy or to the philosophy of the current COA? Going with the one that does will make the process go much smoother because you'll both understand where you're coming from and there will be less need for customization.

For example, there were many wasted weeks in the development of DOE's system due to trying to align to the State's proposed new COA and then later with the vendor seeing things differently. Maintenance of the DOE system's new COA is proving challenging.

The question is which out of the box COA by the vendor makes the most sense? If it doesn't make sense or the benefits of adopting it isn't worth the pain of implementation then consider the other choices.

If you deviate too far from the box, then updating to new releases won't be seamless and could become painful.



RFP-ERP-2020 BAFO ANALYSIS

VENDOR:

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Accounts Payable
Accounts Payable
Accounts Payable
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Accounts Payable
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Purchasing
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Data Warehouse

Appendix A-1 – Core Phase Requirements, Revised

<i>Topic</i>
Allocations
Budget Control
Budget Control Reporting
Chart of Accounts
Commitment Accounting
Funds Control
General
GL Calendar
GL Consolidation
GL Data Types
GL Reporting
GL Reporting: Year End Reports
GL Reporting: Year End Reports - CAFR
GL Structure
GL: Period End/ Year End
Inquiries
Inter/Intracompany
Journal Entry
Journal Entry/ Other GL Transactions
Multiple Ledger Structure
Other
Period End
Reconciliation
Trust and Agency Reporting
Encumbrance Accounting
AP Inquiries
AP Reports
Checks
Interface
Invoice Matching
Invoice Processing

Legal Compliance
Payments
Taxes
Vendor Portal
Vendor Processing
Customer Data
AR Inquiries
AR Reports
Cash Processing and Remittances
Collections
Customer Portal
Customer Processing
Disputes
General
Interface
Invoice Generation
Invoice/Journal Processing
Management of AR
Reporting
Bank Reconciliation
Cash Book
Cash Deposits/ Receipts
Cash Forecasting
Cash Management
Cash Projections
Compliance
Debt and Investment Management
Donations
Forecasting
General
Interest Earnings Allocation
Interface
Loans - Internal
Reporting
Reporting - Donations
Inquiries
Policy & Compliance
Purchase Order Processing
Purchasing Card (pCard)
Reports
Requisition Processing
Vendor Master
Workflow
Security
Architecture
Recovery
Platform Functions

Data Visualization
Analytics
OLAP
Integration
Decision Services
Capital Budgeting
Create and Maintain Project
Create and Maintain Project Budget
General
Interface
Manage Project
Project Billing
Project Costing
Project Expenses
Project Inquiries
Project Management Integration
Project Reports
Project Setup
Project Staffing
Record and Track Project Transactions
Reporting
Time Recording
Asset Data
Asset Inventory
Depreciation
Disposal
General
Interface
Leases
Reporting
Transaction Processing
Bond Accounting
Bond Administration
Debt Management
Loans
New Bond Allocation
Reporting
General
Inquiry & Reporting
TOTAL POINTS (MAXIMUM 585 FOR APPENDIX A-1)

Appendix A-2 – Expansion Phase Requirements, Revised

Topic

Appropriations
Allocations
Budget Administration
Budget Development: Base Budget/Rollover/Versions
Budget Development: Functionality/Capability
Budget Development: General
Budget Document
Budget Forecasting
Budget Reporting: General
Budget Resource Planning
CIP Budgeting
General
Personnel Budget
Budgeting
Commitment Control
Create and Maintain Grant
General
Interfaces
Manage Grant
Monitoring
Outcomes tracking
Record and Track Grant Transactions
Reporting
TOTAL POINTS (MAXIMUM 115 FOR APPENDIX A-2)

Appendix B – Optional Phase Requirements, Revised

<i>Topic</i>
Application Programming Interface (API)
Audit Requirements
General
Other
Reporting
Taxes
Travel Completion
Travel Management
Travel Request
TOTAL POINTS (MAXIMUM 45 FOR APPENDIX B)

TOTAL POINTS (745 MAXIMUM)

Reviewer 1
POINTS*

Reviewer 2
POINTS*

Reviewer 3
POINTS*

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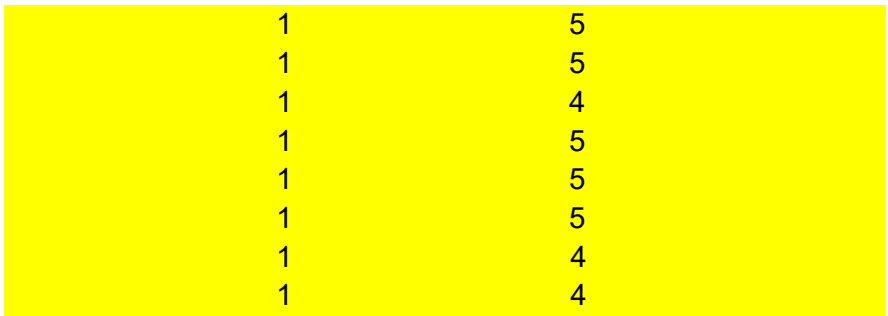
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Reviewer 1

COMMENTS

Revised Appendices A-1, A-2, and B contained no responses. Although this vendor indicated in its cover letter that there were no changes from the original document, it failed to mark any items in the Appendices' Excel worksheets and, yet, labeled the files as "Revised". This demonstrates a lack of attention to detail on the part of this vendor. The other 3 offerors took the time to complete their Appendices' Excel worksheets that were submitted with their BAFO documents.

Refer above.

Refer above.

Refer above.

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[illegible]

Refer above.
Refer above.

[illegible][illegible]

* POINTS: 5 - MET REQUEST
3 - PARTIALLY MET I
1 - DID NOT MEET/A

Reviewer 3

COMMENTS

Oracle Cloud Infrastructure (OCI) seems like a work around to deliver a "SaaS-like user experience" according to proposal.

Oracle Cloud Applications Suite proposed by CherryRoad is a SaaS

Second highest bidder.

Not recommended









FMS BAFO SCORING

	ARCTIC	LSI
IMPLEMENTATION COSTS		
Ttl Original Implmnt/M&O Cost	\$84,440,269.00	\$33,688,098.00
Ttl BAFO Implmnt/M&O Cost	\$81,800,609.00	\$25,762,818.00
Cost Incr<Decr>	(\$2,639,660.00)	(\$7,925,280.00)
Cost % Incr<Decr>	-3.13%	-23.53%
Rating (1-low, 5-high)	2	5
REFERENCES		
AER	4.5	SOH DOTAir 5.0
KingCntyWA	4.5	SOH DOTHrb 5.0
SOMaryland	4.4	SOArkansas 5.0
PY Tribe	4.6	SONEvada 3.5
Pono Pac	2.9	SOH DHS 4.9
Rating (1-low, 5-high)	4.2	4.7
BAFO REQUIREMENTS		
Clarify to Bonds Solution		
Required BAFO Request 1	4	5
Required BAFO Request 2	4	4
Required BAFO Request 3	4	4
Required BAFO Request 4	4	4
Required BAFO Request 5	4	4
Required BAFO Request 6	4	3
Required BAFO Request 7	4	4
Required BAFO Request 8	3	4
Appendix A-1 – Core Phase	4	4
Appendix A-2 – Expansion Phase	4	4
Appendix B – Optional Phase	4	4
Rating (1-low, 5-high)	3.9	4
Total Rating (1-low, 5-high)	7.5	11.0
Total Rating (1-low, 5-high) - Excludes Cost Ranking	5.5	6.0

ORACLE		CHERRY ROAD	
\$36,338,617.00		\$27,052,154.00	
\$33,540,324.00		\$27,039,242.00	
(\$2,798,293.00)		(\$12,912.00)	
-7.70%		-0.05%	
3		4	
Atlas Roofing	3.6	Mariposa	4.5
DOD Navy	4.3	SOH DOTAir	4.6
Intmnt HC	2.6	SanJoaqin	4.2
		Sonoma	4.7
		SOCalif	4.3
3.5		4.5	
3		5	
3		3	
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4		4	
4		4	
3.2		3.3	
7.6		9.6	
4.6		5.6	

BAFO #1 Ratings 6/07/21

Score	Craig Hirai	Neal Miyahira	Lenora Fisher	Ebru Yilmaz-Pedro	Janis Morita	Garret Yoshimi
Arctic IT	417.2419801	577.2419801	551.2419801	597.2419801	637.24198	470.2419801
CherryRoad	532.1960636	577.1960636	714.1960636	707.1960636	837.196064	594.1960636
LSI	685	675	755	788	840	734
Oracle	545.217214	545.217214	625.217214	625.217214	682.217214	502.217214

Rank	Craig Hirai	Neal Miyahira	Lenora Fisher	Ebru Yilmaz-Pedro	Janis Morita	Garret Yoshimi
Arctic IT	4	3	4	4	4	4
CherryRoad	3	2	2	2	2	2
LSI	1	1	1	1	1	1
Oracle	2	4	3	3	3	3

Todd Omura
633.24198
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735
610.217214

Todd Omura
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BAFO #2 Ratings 7/16/21

Score	Craig Hirai	Neal Miyahira	Lenora Fisher	Ebru Yilmaz-Pedro	Janis Morita	Garret Yoshimi
Arctic IT	410.6902166	570.6902166	544.6902166	590.6902166	630.6902166	470.2419801
CherryRoad	504.6343764	549.6343764	686.6343764	679.6343764	809.6343764	594.1960636
LSI	685	675	755	788	840	734
Oracle	530.6589748	530.6589748	610.6589748	610.6589748	667.6589748	502.217214

Rank	Craig Hirai	Neal Miyahira	Lenora Fisher	Ebru Yilmaz-Pedro	Janis Morita	Garret Yoshimi
Arctic IT	4	2	4	4	4	4
CherryRoad	3	3	2	2	2	2
LSI	1	1	1	1	1	1
Oracle	2	4	3	3	3	3

Todd Omura		
626.6902166	549.1976	4
710.6343764	647.8575	2
751	746.8571	1
605.6589748	579.7387	3

Todd Omura
3
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RFP-ERP-2020: Enterprise Financial Solution
Evaluation Committee (EC) Proposal / Demonstration Comments

Your Name	Sean Patnode
Offeror's Name	Artic IT, LSI, Oracle, CherryRoad
Your Designated EC Voting Member	

Relevant Proposal or Demonstration Section		Offeror's Section Reference, or other applicable reference for identification purposes	Page Reference	Question/Comment - Please use 1 per row for easier identification
1	The system shall comply with all applicable State mandated security protocols and standards.	16	Appendix E	Does the organization to include sub-contractors align their policies and standards to NIST SP 800-53? And if so can the organizations provide documentation? If not NIST SP 800-53 then which framework?
2	The system shall provide the ability to use a single user sign-on for all modules with security configured for each module (i.e. user to gain access to the database associated with the application without re-entering the user ID and password). The single sign-on capability shall be compatible with the user's operating system sign-on.	18	Appendix E	The State of Hawaii is operating in a federated environment using several different Identity Providers (IdP). Can you expand on how your solution can support single-sign on and multi-factor authentication for multiple jurisdictions?
3	The system shall support strong security for staff with administrative control (i.e. require the use of two-factor authentication for the remote users and users with administrative control of servers, routers, switches and firewalls).	19	Appendix E	How does the organization ensure only authorized administrative workstations can access the environment (i.e. Company owned devices)? How does the organization protect and manage administrative workstations? (i.e. patching, endpoint security)
4	The system shall provide protection against denial-of-service attacks against its Internet presence.	27	Appendix E	Please provide a high level plan on how the platform will be protected against DDOS attacks?
5	System must be able to restrict user access from specified IP networks	87	Appendix E	Does the platform allow for geo-location and risky network blocking?
6	Vendor must have a Security Operation Center that is responsible for the monitoring, detection, remediation, reporting, triage, and recovery of information and systems, which is staffed on a 7x24 basis	88	Appendix E	Please provide detailed description about the security operations center?
7	Assist in developing security standards, policies, and procedures including, but not limited to integration of industry best practices.	2.2.7.2	Appendix D	When is the time frame and frequency of audits against industry standards such as NIST SP 800-53?
8	Provide documentation of the performance by an experienced third-party consultancy of external penetration tests on, at least, a quarterly basis, and internal network security audits at least annually. The audits should be against International Organization for Standardization (ISO) 27001/2 and in compliance with Statement on Standards for Attestation Engagements (SSAE16).	2.2.7.14	Appendix D	How will this document be provided on a quarterly basis, and which 3rd party vendor will be involved?
9	Provide documented requirements (e.g. design and audit procedures) for network security to ensure that other customers will not compromise its shared-service infrastructure.	2.2.7.15	Appendix D	What organizational and platform security controls will the offerer implement to limit the damage of supply chain attacks and attacks sourced from other tenants within the shared infrastructure?

ETS ERP - Vendor Demonstrations of Key Areas - REVIEWER 1

Topic	VENDOR			
	Arctic	Oracle	CherryRoad	LSI
<u>FINANCE-ACCOUNTING</u>				
1. Workflows of Interest	4.00	3.00	5.00	5.00
2. Cash Management	5.00	5.00	4.00	5.00
3. Encumbrances	3.00	5.00	5.00	5.00
4. General Ledger	4.00	4.00	5.00	5.00
5. Chart of Accounts	5.00	5.00	5.00	5.00
6. Data Warehouse	5.00	3.00	4.00	5.00
7a. Asset Inventory	5.00	5.00	5.00	5.00
7b. Grants	5.00	5.00	5.00	5.00
8. Travel	5.00	5.00	4.00	5.00
Average	4.56	4.44	4.67	5.00
<u>BUDGET</u>				
1. Budget Development / Appropriations/ Allocations	5.00	5.00	5.00	5.00
2. Encumbrances/ Expenditures	3.00	5.00	5.00	5.00
3. Personnel Budgets	3.00	3.00	3.00	3.00
Average	3.67	4.33	4.33	4.33
<u>REPORTING</u>				
	5.00	4.00	4.00	5.00
<u>TECHNICAL/IMPLEMENTATION APPROACH</u>				
1. Demonstration	5.00	4.00	4.00	5.00
2. Integration/Interface/User Experience	5.00	3.00	4.00	4.00
3. Training/Conversion/Maintenance	5.00	5.00	3.00	4.00
Average	5.00	4.00	3.67	4.33
Total - Average	4.56	4.19	4.17	4.67

ETS ERP - Vendor Demonstrations of Key Areas - REVIEWER 2

Topic	VENDOR			
	Arctic	Oracle	CherryRoad	LSI
<u>FINANCE-ACCOUNTING</u>				
1. Workflows of Interest	3.15	3.79	4.50	4.57
2. Cash Management	3.78	3.82	4.55	4.60
3. Encumbrances	5.00	4.50	5.00	5.00
4. General Ledger	4.13	4.75	4.88	4.75
5. Chart of Accounts	5.00	3.17	4.60	4.50
6. Data Warehouse	3.33	4.67	5.00	4.83
7a. Asset Inventory	5.00	5.00	5.00	5.00
7b. Grants	1.00	0.00	5.00	5.00
8. Travel	5.00	4.00	4.00	5.00
Average	3.93	3.74	4.73	4.81
<u>BUDGET</u>				
1. Budget Development / Appropriations/ Allocations	4.17	4.33	4.83	4.33
2. Encumbrances/ Expenditures	4.60	5.00	5.00	4.50
3. Personnel Budgets	5.00	5.00	5.00	5.00
Average	4.59	4.78	4.94	4.61
<u>REPORTING</u>				
	4.50	4.60	4.80	5.00
<u>TECHNICAL/IMPLEMENTATION APPROACH</u>				
1. Demonstration	4.33	2.00	4.33	4.67
2. Integration/Interface/User Experience	4.33	3.33	5.00	4.33
3. Training/Conversion/Maintenance	4.25	3.50	4.80	4.25
Average	4.30	2.94	4.71	4.42
Total - Average	4.33	4.02	4.79	4.71

Note - Above ratings for each specifct topic (i.e. cash management) are averages as reviewer rated by specific stakeholder request for the topic.

ETS ERP - Vendor Demonstrations of Key Areas - REVIEWER 3

Topic	VENDOR			
	Arctic	Oracle	CherryRoad	LSI
<u>FINANCE-ACCOUNTING</u>				
1. Workflows of Interest	5.00	5.00	5.00	0.00
2. Cash Management	0.00	0.00	0.00	5.00
3. Encumbrances	0.00	0.00	0.00	0.00
4. General Ledger	0.00	0.00	0.00	0.00
5. Chart of Accounts	0.00	0.00	0.00	0.00
6. Data Warehouse	0.00	0.00	0.00	0.00
7a. Asset Inventory	5.00	0.00	5.00	5.00
7b. Grants (did not rate)	0.00	5.00	5.00	5.00
8. Travel	5.00	5.00	0.00	5.00
Average	5.00	5.00	5.00	5.00
<u>BUDGET (No rating)</u>				
1. Budget Development / Appropriations/ Allocations	0.00	0.00	0.00	0.00
2. Encumbrances/ Expenditures	0.00	0.00	0.00	0.00
3. Personnel Budgets	0.00	0.00	0.00	0.00
Average	0.00	0.00	0.00	0.00
<u>REPORTING (No rating)</u>				
	0.00	0.00	0.00	0.00
<u>TECHNICAL/IMPLEMENTATION APPROACH (No rating)</u>				
1. Demonstration	0.00	0.00	0.00	0.00
2. Integration/Interface/User Experience	0.00	0.00	0.00	0.00
3. Training/Conversion/Maintenance	0.00	0.00	0.00	0.00
Average	0.00	0.00	0.00	0.00
Total - Average	N/A	N/A	N/A	N/A

Note 1 - Above ratings for each specifct topic (i.e. cash management) are averages as reviewer rated by specific stakeholder request for the topic.

Note 2 - 0 signify reviewer did not rate specific stakeholder request.

Finance / Accounting		EVALUATOR COMMENTS
Topic	Stakeholder Requests	
Workflows of Interest	Functional Category: General Ledger Specific Process/Function: Would like to see the process from budget/appropriation to allocation to expenditure. Demonstrate quarterly allocations and restrictions imposed after allocations are issued. Requirement Reference: Multiple.	Demonstrated funds control but did not specifically show allocations as they apply to fund control. Restrictions could be entered in the Performa product to develop a new version of the budget.
	Process flow as follows - transaction initiation and entry into system>recording>reporting	
	Functional Category: Core Phase, Purchasing -Specific Process/Function: Workflow-requisition to payment; types of approval paths; PO/contract generation; payment/pCard	
	Show delivered transaction approval workflow for req to check	
	Show delivered PO Contract process. Similar to Topic 1, need to show normal process as well as when transactions exceed contract amount.	Did not show purchasing from contract other than catalog. Did not show how a contract would be stored or maintained in the system or mention if it would be the same or different than a PO.
	Bonds: The system shall provide the ability to comply with all provisions of federal law and regulations pertaining to retaining the bondholders' exemption from federal income taxation on interest paid on state bonds.	Did not discuss how Bonds would be maintained or managed in the system. Answered questions describing how Bonds would be managed.
	New Bond Allocation: The system shall provide the ability to track and generate reports on private activity, by bond issuance, based on IRS requirements and bond-funded project timeframes (e.g., at proposal (budget request), allotment (approval to proceed with project), project completion stages (when the asset is put into service), and changes in activity related to asset).	Did not discuss how Bonds would be maintained or managed in the system. Answered questions describing how Bonds would be managed.

	Investments: The system shall provide ability to manage and track investment accounts and automatically reconcile with General Ledger and related user-defined functions within the EFS	Did not discuss how Investments would be maintained or managed in the system.
	Interest Earnings Allocation: The system shall provide the ability to maintain data on State Investment Pool Program and Bond Investment Pool Program investments with premiums and discounts, and to amortize the premium and discount on those investments for use in the interest distribution based on user-defined criteria.	Did not discuss how Investments would be maintained or managed in the system.
	-Functional Category: Investment Management, Investment Pool Interest Allocation -Specific Process/Function: Investment input, maturity, sale, interest payments & allocation to agencies. -Requirement Reference: (Appendix A-1 Core Phase) #87 The system shall provide the ability to maintain and report data on the cash within the State Investment Pool and Bond Investment Pool Programs based on user-defined criteria. #106 System can maintain investment and loan information. #107 Automatic journal entries for periodic interest income and expense.	Did not discuss how Investments would be maintained or managed in the system.

	<p>Transactional Walkthroughs:</p> <p>Please walk us through:</p> <p>Journal voucher</p> <ul style="list-style-type: none"> - Input, cancellations and reversals– take one transaction of each type and walk It through the jv module then to the general ledger inventory - Take one increment one increment, one decrement, one adjustment transaction and walk it through the inventory module to the general ledger <p>Purchase order</p> <ul style="list-style-type: none"> - Creation, cancellation, adjustment, reversal – take one transaction of each type and walk it through to the general ledger <p>Cash receipts</p> <ul style="list-style-type: none"> - Please walk us through cash receipts posting, including adjustments/corrections, in the module through the general ledger <p>Invoice</p> <ul style="list-style-type: none"> - Please walk us through a purchase order (PO) invoice and a non-PO invoice through creation, including matching PO invoices to PO, then to payment – from the PO module to the general ledger <p>Encumbrances</p> <ul style="list-style-type: none"> - Please walk us through this process and include cancellations with increments (add backs) back to the originating appropriation <p>Interfaced data</p> <ul style="list-style-type: none"> - Please walk us through to general ledger and demonstrate how interfaced data gets processed – for example, payroll and 	<p>1. Showed most of the process but did not demonstrate cash receipts, non-PO invoice, and interfaced entries.</p> <p>2. What resonated was this vendor reiterated how this would be the State's system and the solution would be how the State works. Although business re-engineering can be helpful when needed, the foundation of how the state processes government accounting and budget should still be adhered to so as to not be overly disruptive to the State's operations in support of the general public. I was impressed that the vendor sounded committed to helping fit our processes to their solution.</p>
	<p>Closing Sequence, Closing Process</p> <ul style="list-style-type: none"> - Please walk us through the processing sequence for close – for example, do all the interfaced transactions have to be posted first/closed before modules that are resident in the FMS system (such as cash, purchasing, inventory, etc.) are worked on? - Second, what is the module close processing sequence for modules resident within the FMS? Does cash need to be closed first, then purchasing, inventory, accounts payable, etc. 	
	<p>Closing process for end of month, quarter and fiscal year end.</p>	
	<p>Error correction process/routines</p>	
Cash Management	<p>-Functional Category: Cash Management – Cash Flow reporting, forecasting</p>	
	<p>-Specific Process/Function: Cash liquidity</p>	
	<p>projections, cash flow historical and projection</p>	

	-Functional Category: Cash Management – Receipts & Disbursements -Specific Process/Function: Processing receipts/deposits for multiple agencies and disbursements/payments from central accounting office across multiple governmental funds. -Requirement Reference: (Appendix A-1 Core Phase) #44 System maintains daily “cash book” of all cash transactions. By Fund	
	Functional: Cash Management Specific Function/Reference: Reconciliation Requirement Reference: #8 The system shall provide the ability to reconcile bank account statements to the GL.	
	Functional Category: Expansion Phase, eProcurement -Contract management; marketplace punchout;	
	Cash Forecasting: Forecast cash flow based on pending payments/ encumbered funds and account balances, detect when additional funds are needed in a particular account, and leverage automated workflows to alert the appropriate parties to move additional funds into an account as necessary	
	Purchasing / Procurement	
	Functional Category: Purchasing Specific Process/Function: For internal control and financial audit prep. Requirement Reference#27, Purchase order audit (history of any purchase order, showing related requisitions, receipts and invoices along with any change order activity)	
	Functional Category: Accounts Payable Specific Process/Function: Status updates on vendor payments Requirement Reference#82, System has a portal for vendors to update their account details online; details to include payments (i.e. payment date, payment amount, check number, invoice number, etc.) and outstanding invoices System supports ACH payments	

	<p>Functional Category: Accounts Receivable</p> <p>-Specific Process/Function: Applying payment to a specific agency's account. How bank receipt data is imported into the system, how users apply it and how it flows through Accounts Receivable to general ledger. How unmatched/unclaimed receipts are handled. What if the agency does not know the amount or when the customer is paying (e.g. customer submits self-reporting and calculates amount due)?</p> <p>-Requirement Reference: (Appendix A-1 Core Phase)</p> <p>#14 Cash receipts and applications may be entered online.</p> <p>#21 Supports ACH debit/credit payments</p> <p>#23 Cash application may be performed online with ability to select/deselect items and see remaining unallocated cash balance.</p> <p>#25 Automated cash matching by customer/invoice ID.</p> <p>#29 Results of automated cash matching process may be viewed and amended online</p> <p>#84 The system shall provide the ability to manually and/or automatically assign unique invoice numbers, based on user-defined criteria (e.g., sequentially).</p>	
	<p>Functional Category: Cash Management</p> <p>Specific Process/Function: Provide detailed fund balances</p> <p>Requirement Reference#24, The system shall provide the ability to generate "bank statements", by fund, by organization, by appropriation, by account, by user-defined time period (e.g., daily, weekly, monthly), based on user-defined parameters.</p>	
	<p>GL #27 The system shall provide the ability to identify cash balances, based on user-defined criteria</p>	
	<p>Monitor security and collateral over cash deposits (i.e. to include Safekeeping for State Agencies)</p> <p>Security inventory administration</p>	Did not discuss collateral requirements
Encumbrances	<p>Encumbrances #5 The system shall provide the ability to display a warning message and/or stop the transaction if appropriations/budget authority are unavailable/insufficient, based on</p>	
	<p>Encumbrances #7 The system shall provide the ability to liquidate a pre-encumbrance and encumber funds automatically when a purchase document is generated from a</p>	

General Ledger	<p>Functional Category: General Ledger Specific Process/Function: General</p> <p>Requirement Reference: #84 - The system shall provide the ability to concurrently support multiple accounting bases including cash, budgetary accounting, modified accrual, and full accrual, based on user-defined parameters and instantaneously upon demand by the end user</p>	
	<p>Functional: Cash Management Specific Function/Reference: Reconciliation</p> <p>Requirement Reference: #8 The system shall provide the ability to reconcile bank account statements to the GL.</p>	
	<p>Functional: General Ledger Specific Function/Reference: GL Consolidation</p> <p>Requirement Reference: #120 Supports financial consolidation across legal entities/business units with revaluation/translation processing</p>	
	<p>Functional: General Ledger Specific Function/Reference: GL Consolidation</p> <p>Requirement Reference: #121 Supports consolidations across legal entities with dissimilar charts of accounts</p>	
	<p>Functional Category: General Ledger Specific Process/Function: Running detailed reports for decision making</p> <p>Requirement Reference#100, The system shall provide the ability to track transactions, based on user-defined criteria (e.g., accounting period, accounting fiscal year, calendar year, grant/fund year, fund, appropriation, program structure, organization structure, project/project period, receipt date, posting date, multiple calendars).</p>	

	<p>Functional Category: General Ledger Specific Process/Function: GL Reporting: Year End Reports</p> <p>Requirement Reference: #180 - The system shall provide configurable year-end reports, with the ability to automate standard/ recurring journal entries, reclassifications, adjustments and reversals necessary to present cash basis, budgetary/legal basis, CAFR, and GAAP/GASB basis reports</p>	
	<p>Currently activity occurs in current and prior fiscal years concurrently. For example, payments on prior year encumbrances while expenditures and encumbrances occur in the current year. How would your system handle this?</p>	
	<p>Functional Category: Cash Management – Bank reconciliation Specific Process/Function: Bank reconciliation (deposits across multiple agencies) to do Bank statement reconciliation to General Ledger cash account. How are bank debit/credit adjustments handled and outstanding tracked?</p> <p>Requirement Reference: (Appendix A-1 Core Phase)</p> <p>#8 The system shall provide the ability to reconcile bank account statements to the GL.</p> <p>#10 The system shall provide the ability to identify outstanding checks, deposits and adjustments which did not clear during bank reconciliation.</p> <p>#14 The system shall provide the ability to account for and reconcile bank accounts and provide monthly bank account statements, with deposit and disbursement information, based on user-defined criteria, business rules, and defined tolerance levels.</p> <p>#20 The system shall provide the ability to process and identify returned items (e.g., dishonored checks) and bank adjustments.</p> <p>#21 The system shall provide the ability to link adjustments to related AR and/or AP transaction, based on user-defined criteria.</p> <p>#22 The system shall provide the ability to automate the reversal of NSF or rejected receipts</p> <p>#46 The system shall provide the ability to track receipt and deposit processing, based on</p>	

Chart of Accounts	<p>UCOA Account Number/Code Initiation, Creation, Uploads and Table) Maintenance.</p> <ul style="list-style-type: none"> - Please demonstrate this process - Please demonstrate the security/access hierarchy to the different accounts – for example, within the FMS, how do we designate UAC codes that are broad and for every agency, as compared to those that are narrower - program or agency specific etc. - Please demonstrate the security/access and audit logging in this process - (NOTE: security/access applies to the entire FMS and should be demonstrated, but we can only select our top 5) 	
	<p>Functional Category: General Ledger Specific Process/Function: Would the system be able to use the new Uniform Chart of Accounts (UCOA) as designed by the State? If so, please demonstrate and indicate how utilizing the various optional fields might impact costs.</p> <p>Requirement Reference: #48 The system shall provide the ability to accumulate budgets, revenues or expenditures at any attribute associated with the organizational structure or program structure, project structure, GL account, or other classification structure.</p>	
	Interfaces between jurisdictions outside of State treasury that use different Charts of Accounts	
	<p>Functional: General Ledger Specific Function/Reference: GL Consolidation</p> <p>Requirement Reference: #121 Supports consolidations across legal entities with dissimilar charts of accounts</p>	
	Demonstrate how your system is able to add, delete, and make updates to a chart of accounts. For example, retitle a Program ID or delete an appropriation code.	
	Demonstrate how your system can limit choices based on a chart of accounts. For example limit screen choices by general funds or by department.	

Data Warehouse	Demo data warehouse capabilities including drill down to core transactions and access to those transactions based on department security. Also demo how an upper hierarchy dept can see all lower level dept transactions.	
	Functional Category: Data Warehouse Specific Process/Function: Analytics Requirement Reference: The system shall have interactive reporting capabilities that allow users to filter, slice and dice, drilldown, crosstab, sort, format, pin, schedule, print, etc.	
	Recommendation for pre-go-live historical data storage in data warehouse, if applicable	
	Functional Category: Optional Phase, Asset Inventory #4 The system shall provide the ability to track and maintain asset information as part of periodic inventory, using industry standard automated data collection technology (e.g., barcode scanner, RFID Drone, non reusable decal tag/id), formats and conventions.	
	Functional Category: Optional Phase, Asset Inventory - General #27 The system shall have the ability to identify and track assets that have been received but for which invoice has not yet been paid.	
	Functional Category: General Ledger Specific Process/Function: GL Reporting Requirement Reference: #131 - The system shall provide the ability to report by fund, appropriation, organization structure (e.g. department, office, district), program structure, object, project, activity, revenue or by any user-defined data field and parameters (Or, demonstrate the differences between creating reports from the General Ledger database versus querying from the Data Warehouse database)	
Asset Inventory	Functional Category: Optional Phase, Asset Inventory - Transaction Processing #82 The system shall provide the ability to process asset transactions based on user-defined criteria (e.g., set controls based on dollar thresholds).	

	Grant Management	
	Specific Process/Function: Ability to integrate grants into the budget process and electronically transfer/authorize/allot all funds to include separation of direct and indirect costs.	
	Requirement Reference:	
	•Items #1 - #10 -- For new grants, the system shall provide the ability to integrate with the budget execution process including but not limited to:	
	- Submission to Governor (and/or other authorizing department) for approval to apply and/or expend	
	- Request to DAGS for appropriation symbol	
	- Request to B&F for allotment for funds (A19)	
	- Requests to B&F for increase in budget ceiling (for new grants, which are on-going versus one-time)	
	- For increased awards to existing grants, the system shall provide the ability to integrate with the budget execution process including but not limited to:	
	- Submission to Governor (and/or other authorizing department) for approval to increase appropriation ceiling and expend	
	Inventory to be submitted separately.	
	Fixed Assets to be submitted separately.	
Travel	Functional Category: Expansion Phase, Travel Approval Process; ability to upload documents to process payment	
	Travel to be submitted separately	

Did not demonstrate grants management module

ORACLE
EVALUATOR COMMENTS

CHERRYROAD
EVALUATOR COMMENTS

LSI
EVALUATOR COMMENTS

Vendor didn't show approvals and/or discuss flexibility of approval routing.		
Vendor demonstrated process but it was not very clear.		Vendor demonstrated process but did not discuss pCard
Vendor discussed approvals but did not show if there was any flexibility in routing		Vendor demonstrated process but did not show payment (check/ACH) processing only invoice processing.
Vendor did not demonstrate this process	Vendor demonstrated purchasing off negotiated contracts. They did not specifically show how contracts would be processed differently in the system from POs.	
Vendor demonstrated bond projects but did not specifically comment about compliance	Vendor demonstrated bond project tracking but did not go into specifics related to compliance with regulations.	Vendor demonstrated bond projects but did not specifically comment about compliance
Vendor demonstrated bond project tracking but did not specifically comment about private use	Vendor demonstrated bond funded project tracking and monitoring via the grants management module as the funding may relate to CIP projects.	Vendor demonstrated bond project tracking but did not specifically comment about private use

Vendor demonstrated investments but did not discuss automated reconciliation to the GL		Vendor demonstrated investments but did not discuss automated reconciliation to the GL

Vendor demonstrated year end closing but did not specifically go into the sequence of events.		
	Vendor discussed fiscal year end closing, but did not cover quarter or month end closing	

		Vendor demonstrating cash receipting and disbursements but did not discuss check/ACH process
Vendor did not demonstrate punchout. Demonstrated purchasing off hosted catalog		
	Vendor demonstrated procure-to-pay cycle but did not show amendments	1. Vendor discussed but did not demonstrate history of the document. 2. Demonstrated linking Req to PO but did not demonstrate amendments.
Vendor did not demonstrate a vendor portal. Not able to produce checks/check file.		Vendor demonstrated vendor portal but did not specifically discuss ACH payment processing

System supports most processes. Does not support generation of ACH file		
Did not demonstrate departmental "bank" statements	Vendor did not demonstrate department "bank" statements but reporting module appears robust enough to develop one.	
	Unclear whether system can monitor collateral; may depend on how it is entered into the system	Vendor demonstrated investment monitoring, but did not discuss specifics related to collateral

Vendor did not specifically discuss whether multiple basis of accounting is supported		
Vendor did not discuss whether it could consolidate dissimilar chart of accounts	Demonstrated ability to consolidate but did not specifically comment on dissimilar chart of accounts	Vendor demonstrated hierarchies but did not address dissimilar chart of accounts

Vendor did not mention UCOA and did not describe how the different chart of accounts segments were used	Vendor discussed the UCOA but did not show specific examples of mapping. Indicated that their system could support the UCOA elements and reporting.	
Vendor did not cover UCOA but system appears to be flexible enough to handle the hierarchical reporting requirements		
		Vendor discussed different mappings for other jurisdictions but did not demonstrate
		Vendor demonstrated hierarchies but did not address dissimilar chart of accounts
Did not demonstrate all features		
Did not demonstrate		

Did not discuss how historical data would be converted and/or loaded		

[illegible]

Budget	
Topic	Stakeholder Requests
Budget Development / Appropriations / Allocations	-Functional Category: Appropriations -Specific Process/Function: Appropriations Requirement Reference #1, Ability to track appropriations based on user-defined criteria
	-Functional Category: Budget -Specific Process/Function: Budget Development: Functionality/Capability
	Functional Category: General Ledger Specific Process/Function: How would the system impose a budgetary restriction of an allocation (i.e., the amount allocated of the appropriated amount)? Can amounts be manually set by B&F if the departments do the breakdown of the B&F determined amount?
	Requirement Reference: #21 The system shall provide
	Functional Category: General Ledger Specific Process/Function: Budget Control
	Requirement Reference: #10 - The system shall provide the ability to establish multiple levels of budget expenditure and allotment control, based on user-defined criteria (e.g., at any level of the organization structure, at any level of the program structure, setup to sequentially check multiple criteria), with the ability to override based on user-defined authorization
	Budget Specific Process/Function: Ability to electronically submit and manage budgetary activities throughout the fiscal year that are currently handled through processes/documents such as the A-19, A-21, and other documentation that authorizes adjustments to the

	<p>operating budgets of the department.</p> <p>Requirement Reference:</p> <ul style="list-style-type: none"> •Item #1 -- Ability to generate allocation documents to define the purpose of the allocation, rationale for allocation, guidelines for implementation, allocation of resources (i.e., how positions and funds are to be distributed by cost center and character), and additional user defined criteria. •Items #10 - #17 -- Ability for program manager to initiate a subsequent allocation document and ensure the funds needed for allocation is available before issuing allocation document, and also reserve those funds so no expenditure plan or transfer can occur. <ul style="list-style-type: none"> -Allow attachment(s) be added to the allocation document to provide additional information. -Ability to compare appropriations to actual expenditures, based on user-defined criteria (e.g., to any level provided by budget detail). -Ability to track fund totals, appropriation totals, positions, expenditures, and revenues/receipts. -Ability to compare authorized allocation authority to actual expenditures, based on user-defined criteria (e.g., to any level provided by budget detail). -Ability to support allocation transfers tracking over user-defined periods (e.g., over multiple years, over multiple fiscal years), based on user-defined criteria <hr/> <p>Functional Category: General Ledger</p> <p>Specific Process/Function: How would the system reflect budget adjustments and transfers from other budget authorizations? Would there be a limit regarding how many different authorizations can be combined? For reference, we had to combine appropriations from 26 different bills with the last biennium budget.</p> <p>Requirement Reference: #15 The system shall provide the ability to perform budget adjustments and transfers to an approved budget, affecting multiple fiscal year budgets, and to distinguish the amounts from the original budget/revised budget iterations.</p> <hr/> <p>Functional: General Ledger</p> <p>Specific Function/Reference: Budget Control</p> <p>Requirement Reference: #23 The system shall provide the ability to track appropriation details including, but not limited to, fund, fiscal year, and encumbrance availability.</p>
Encumbrances / Expenditures	<p>Functional Category: General Ledger</p> <p>Specific Process/Function: How would the system show budget vs. actual expenditures if there is not yet a budget module? What is the source of the "budget" data? Also, if appropriations are made at the program ID level, how would expenditures, and budget to actuals, be tracked at the program ID/org code level?</p>

	Requirement Reference: #17 The system shall provide the ability for real-time comparison of budget to actual performance by any level/combinations within the
	Functional Category: General Ledger
	Specific Process/Function: Monitoring budget spending against approved Budget Tables.
	Requirement Reference#10, The system shall provide the ability to establish multiple levels of budget expenditure and allotment control, based on user-
	Functional: Budget
	Specific Function/Reference: Budget Administration
	GL #9 The System shall provide the ability to control budgets or spending plans at the lowest organizational level, based on user-defined criteria
	Functional Category: Budget
	Specific Process/Function: Budget Reporting: General
	Requirement Reference #66, Ability to generate statements/reports/documents comparing projected versus actual expenditures, reimbursements, loans, bonds, transfers, or revenues/receipts by any level within the organizational structure. by appropriation
Personnel Budgets	GL #17 The system shall provide the ability for real-time comparison of budget to actual performance
	Functional Category: Budget
	Specific Process/Function: Personnel Budget
	Requirement Reference #129, Provide budgeting capabilities, identifying and maintaining information related to positions

[illegible]

[illegible]

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EVALUATOR COMMENTS

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EVALUATOR COMMENTS

	Vendor demonstrated budget development but did not specifically show appropriations and allocations
Vendor demonstrated budgetary controls. Cash control would be a future enhancement.	Vendor demonstrated budget development but did not specifically show appropriations and allocations
	Vendor demonstrated funds control but did not specifically mention multiple levels; They mentioned audit rules which could be used for the different levels of control.

	Vendor did not specifically demonstrate this, but did show how budgets could be downloaded, modified in Excel and then uploaded.
	Budgets can be entered into the Financial System (without the Budget module). It was not clear what level of budgeting is allowed (e.g., specific to a fund/program/account).

Reporting

Stakeholder Requests

Example reports (e.g. exception reports, performance reports, financial reports)

Demo delivered bank reconciliation

Once-a-Year Loads

Budget, appropriation uploads, balance sheet account balance carryforwards, appropriation and encumbrance carryovers, etc. - please demonstrate this process in your system

Functional Category: Budget

Specific Process/Function: Budget Document

Requirement Reference #50, Ability to produce and update the budget document and all reports, including supplemental reports and schedules, in a web-based format, which provides the ability to have

~~pop up screens and sidebars and to be downloaded by external~~

Report Creation and Printing

- Please walk us through standard and ad hoc report creations and the printing process for reports (SOH may still need to print reports on occasion)

- Include budget to actual reports and the different report cuts that are available – for example, Statewide reports, then organization/agency reports, detailed by program, appropriation, etc.

ARCTIC

EVALUATOR COMMENTS

ORACLE

EVALUATOR COMMENTS

Discussed year end closing tasks but did not demonstrate or display related reporting	Did not specifically go over carry forwards and uploads

Technical/Implementation Approach		EVALUATOR COMMENTS
Topic	Stakeholder Requests	
Demonstration	Demonstrate how automated deployments of upgrades and patches are accomplished to various environments (UAT, production).	
	Demonstrate how the statewide Adobe Sign electronic signatures are integrated with the solution workflow and the proposed document management functionality.	
	Demonstrate how the statewide Azure AD SSO is integrated with the vendor's solution.	
	Explain and demonstrate solution's accessibility features (WCAG 2.0 compliance).	
Integration / Interface / User Experience	Integration points between main system and any 3rd party systems, and related architecture.	
	Desktop/menus to be developed.	
	Interfaces required to bridge Core and Expansion phases, if required.	
	Ability to integrate with other systems, additional modules/upgrading and solutions:	
	-Will your system be able to integrate with existing systems/interfaces easily?	
	-Ability to add additional modules - ease of implementation, cost effective?	
	- Easily Maintained by existing staff.	
	-Vendor support, before, during and after implementation	
	-Support for assessing the State's needs and Ease of use	
	-How intuitive is the system?	
	-Learning curve	
	-Dashboards	
	-User experience - functionality	
	-Considerations - User expectations, user interactions with the system.	
	-Sample demonstration of what a user reviewing transactions may see, research capabilities, drill down details for encumbrances, aging, invoice details, etc.	
		System seems intuitive to use. User interface is similar to other Microsoft products. Online help is not as robust as other products.
Training / Conversion / Maintenance	Details on data conversion approach and schedule	

	<p>SaaS</p> <ul style="list-style-type: none"> -Please elaborate. - Is your software hosted? If hosted then the State's database will be hosted on the vendor's server/cloud? Would the State be paying a monthly subscription fee but does the vendor automatically deploy upgrades or updates like a true SaaS solution does? - How often do updates occur? -What does the State need? Will you be assessing that? -Will the State be charged for upgrades? -Can we have our Database on a State owned Cloud? 	
	<p>State SME information gathering:</p> <ul style="list-style-type: none"> -What is the plan for gathering the needs/workflows of the different entities within the State? -Do you have a structured method? -What is your experience with other public sector agencies when it comes to consolidating information from many different departments, branches and sections for this type of project? -Can we see an example of a plan? 	
	<p>Explain in detail if and how long (in duration) maintenance windows are needed</p>	
	<p>Staff training</p> <ul style="list-style-type: none"> - Contractor support - before, during and after implementation - Areas of training - User training, system training, maintenance, etc. - Understanding public sector dynamics and staff/position limitations - working within the scope of the job descriptions, understanding the workflow. - Surveys, measuring the relevance and effectiveness of the training methods and materials - Different training modalities - Different staff may learn differently or may not be able to access on-line training, are there materials to help the State facilitate these obstacles? - Can we see examples of your user documentation? Business Design, Technical Design, User manuals, etc. 	

Additional comments:

- 1. The proposed solution is a SaaS offering that includes multiple products. SoH would need to contract for support services since it could be difficult to maintain it. There are a number of partners (ArticIT, Performa, Ulu Hi-Tech, Poukihi) which could present issues managing the team and responsibilities. The vendors do not have experience with SoH (they do have some experience with City & County of Honolulu), but have experience with other states.**
- 2. Parallel testing.**

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EVALUATOR COMMENTS

CHERRYROAD

EVALUATOR COMMENTS

LSI

EVALUATOR COMMENTS

		Vendor mentioned interfaces with many common products but did not specifically demonstrate Adobe Sign.
	System appears to support a number of different interfaces but Adobe Sign was not specifically mentioned or demonstrated	
1. Interface controls have to be developed 2. Discussed ability to integrate with 3rd party and local hosted systems but not in detail		State is responsible for system integration testing.
It appears that after the implementation, maintenance and support of system would be SoH's responsibility.		Vendor mentioned large number of APIs (application programming interface) to integrate with other systems. SoH would be responsible for any customizations and integrations to on premise software.
System was not as intuitive as other system demonstrated. Multiple menus and short cuts but online help limited. However, the PeopleSoft interface may be familiar with users who also use HIP.		

<p>This solution appears to be PeopleSoft in the cloud, not a true SaaS solution. SoH would still be responsible for upgrades, just not the system hardware. This solution could provide SoH with more control and flexibility but would require more expertise to manage and support.</p>		<p>It was not clear whether this is a SaaS or PaaS (platform as a solution) solution. It seems like all of the modules except the FM module is SaaS and the FM is PaaS. They can support the major cloud servicers (e.g., AWS, Azure). They also mentioned they would be implementing LSI Gov One which seems to be a collection of various SAP modules and referred to it as a proprietary system in the cloud.</p>
<p>The plan called for 2-4 week sprints of requirements gathering and development. The vendor's team is not familiar with SoH and may not be able to collect the required feedback in the estimated timeframe.</p>	<p>The various use cases would be reviewed by the SMEs. Since the system cannot be customized, SoH would have to change business processes to match the system. If any processes/use cases cannot be used, SoH would have to develop a manual work around, likely outside the system. There could be a lot of change management with new processes and new system.</p>	
<p>There is a phase for training in the plan. Ongoing training is not as robust as the other offerings.</p>		

EFS Vendor Presentation Review

Technical Advisory Group Summary

Presentation to Evaluation Committee

March 1st, 2021

Technical Advisory Group

Technical Advisory Group

Technical Requirements - Criteria

- **Technical Architecture**
 - Offeror fully describes the technical architecture of the proposed EFS solution, including General Application Architecture, Database Architecture, Infrastructure, Integration Architecture and System Administration Toolkit as detailed in Appendix C.
- **Solution Architecture**
 - Offeror fully describes the solution architecture of the proposed EFS solution, including Scalability, System Flexibility, Security & Authentication, Audit, Data Storage & Archiving, System Capacity & Performance and Business Continuity & Disaster Recovery as noted in Appendix C.
- **Solution Technology**
 - Offeror fully describes the solution technology of the proposed EFS solution, including Workflow Processing, Reporting, Business Intelligence, & Data Warehouse, Content/Document Management & Imaging, End-User Interface, Data Entry Support & On-line Help as described in Appendix C.

Technical Advisory Group

Rating Scale



- Insufficiently meets the requirements
 - 0- The Proposal fails to address the criterion, or the Proposal cannot be assessed due to missing or incomplete information. Offeror has not demonstrated sufficient knowledge of the subject matter or has grossly failed to explain how the requirement(s) will be met.
 - 1- Poor. The criterion is inadequately addressed, Offeror demonstrates only a slight ability to comply, or there are serious inherent weaknesses.
- Partially meets the requirements
 - 2- Fair. The Proposal addresses the criterion, but there are significant deficiencies, or Offeror has not adequately explained how its services fit the requirement.
 - 3- Good. The Proposal addresses the criterion; meets the requirements at a minimal level. Demonstrates knowledge and understanding of the subject matter, with no deficiencies noted.
- Meets the requirements
 - 4- Very Good. The Proposal addresses the criterion well, highly comprehensive.
 - 5- Excellent. The Proposal addresses the criterion well and goes beyond the requirements of the RFP, providing added value. In addition, the response may cover areas not originally addressed within the RFP and include additional information and recommendations that would prove both valuable and beneficial to the State.

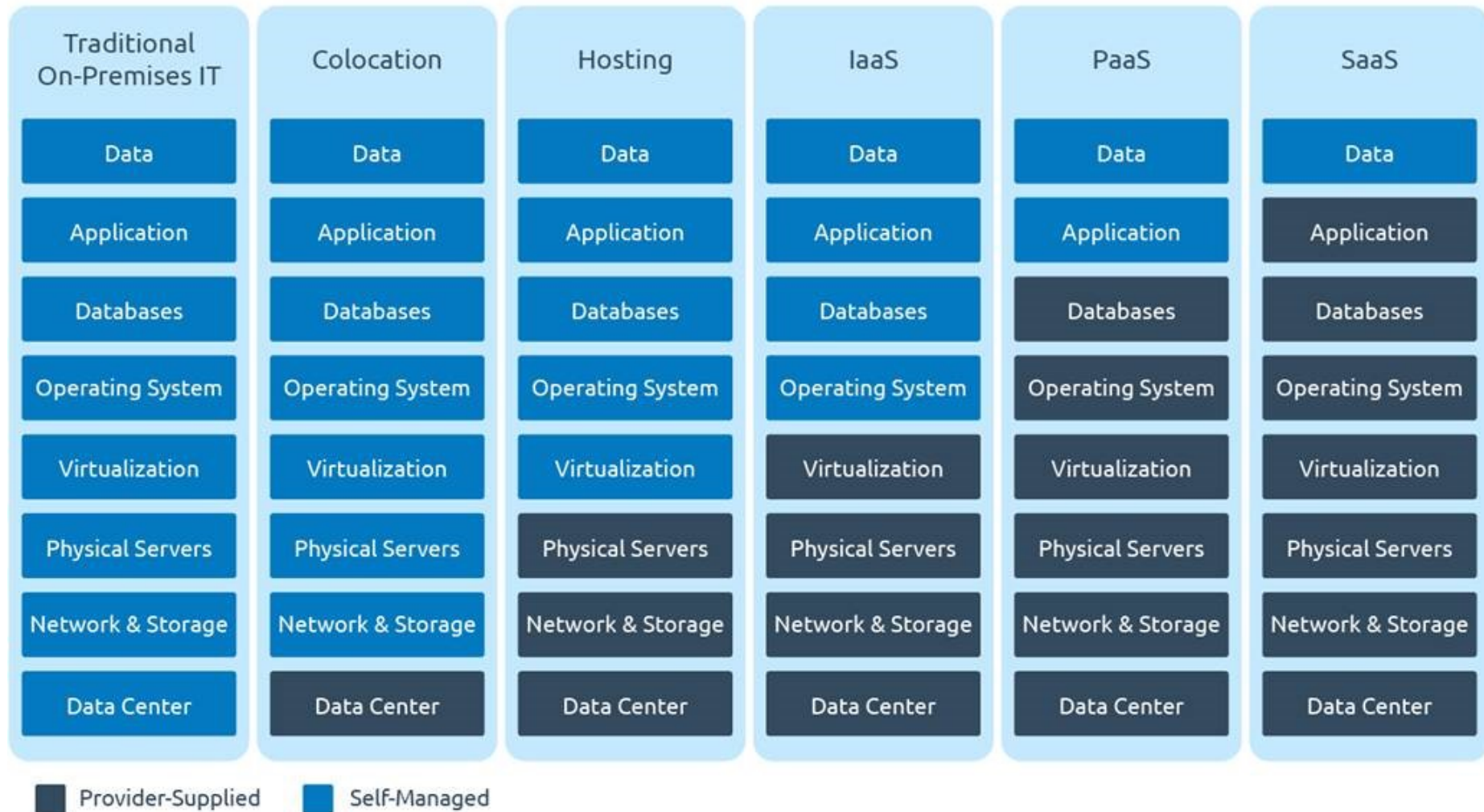
Technical Advisory Group

Review Process

- Researched technical architecture characteristics of all the proposed ERP technologies
- Reviewed and discussed the vendor's response to all individual technical requirements in all the vendor proposals
- Prepared a review summary spreadsheet on each vendor proposal for Evaluation Committee
- Identified technical strengths and weaknesses

Technical Advisory Group

What is IaaS, PaaS, SaaS?



Technical Advisory Group

Customizability vs Evolution

Evolution *(long-term viability of technical architecture)*

- **SaaS** is built for the long term, will improve and evolve over time
 - BPR & gap analysis target state is the SaaS feature set
- **IaaS/Hosted** (packaged software) will become obsolete over time
- **PaaS** technology will likely stay current, but solution evolution becomes the state's responsibility

Customizability

- **SaaS** is difficult to customize for any single customer
- **IaaS/Hosted** typically allows for a customization path
- **PaaS** can typically be customized with the help of platform services

Technical Advisory Group

	Meets the requirements
	Partially meets the requirements
	Insufficiently meets the requirements

Technical Requirements Vendor Presentations Summary

	Arctic IT (D365)	LSI (SAP)	Oracle (PeopleSoft)	CherryRoad (Oracle Financials Cloud)
Technical Architecture	Meets the requirements	Meets the requirements	Partially meets the requirements	Meets the requirements
Solution Architecture	Meets the requirements	Meets the requirements	Partially meets the requirements	Partially meets the requirements
Solution Technology	Meets the requirements	Meets the requirements	Partially meets the requirements	Partially meets the requirements

Technical Advisory Group

Offeror #1: **Arctic IT**

Technical Architecture Highlights & Rating



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

- Software:
 - Microsoft Dynamics 365
- Type:
 - SaaS
- General Application Architecture
 - Microsoft Dynamics 365 Finance & Supply Chain Management SaaS offerings
 - Performa BIDS for budgeting, appropriations, bond management and investment management.
- Database Architecture
 - Microsoft Dataverse (previously called Microsoft Common Data Service)
 - The data warehouse technical architecture proposed is complex to a point of concern.
- Infrastructure
 - Microsoft Dynamics 365, natively hosted in Microsoft Azure
- Integration Architecture
 - TIBCO Cloud integration service with pre-built Azure/D365 connectors
 - Standard Dynamics 365 integration options – see <https://docs.microsoft.com/en-us/dynamics365/fin-ops-core/dev-itpro/data-entities/integration-overview>

- System Administration:
 - Microsoft 365 admin center
 - Lifecycle Services (LCS) for Microsoft Dynamics

Technical Advisory Group

Offeror #1: **Arctic IT**

Solution Architecture Highlights & Rating



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

- Scalability
 - Highly scalable, with the scalability capabilities of Microsoft Azure and Microsoft Dynamics 365
- Security & Authentication
 - Natural integration with the state's Azure AD for user access
 - Uses security capabilities of Azure => Dynamics 365 security characteristics will evolve naturally with Azure security features
- Audit
 - Full data audit logging throughout application for any record type and system setting
 - Uses Microsoft Trust Center
- Data Storage & Archiving
 - Data stored in Microsoft Dataverse, which internally uses the highly available and scalable Azure SQL DB database service
 - Dynamics 365 can store very high volume of data in its native data model
 - Azure-enabled archival services are also available

- System Capacity & Performance
 - Highly scalable, with the high-availability capabilities of Microsoft Azure and Microsoft Dynamics 365
- Business Continuity & Disaster Recovery
 - Recovery Point Estimate (RPO) of < 5 seconds!
 - Guaranteed uptime for D365 F&SCM is 99.9%.
- Flexibility:
 - Dynamics365 is very configurable in all aspects of the overall solution architecture
 - Dynamics365 customizations are well partitioned to enable strategic longevity and evolution of the platform solutions

Technical Advisory Group

Offeror #1: **Arctic IT**

Solution Technology Highlights & Rating



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

- **Workflow Processing**
 - Workflow capabilities for transaction routing, notification, and approvals
 - Workflow design tools provided by Dynamics 365 with support from Power Apps and Power Automate
 - Customization is required to send messages to user groups
- **Reporting, Business Intelligence, & Data Warehouse**
 - Reporting functionality is provided through Power BI
 - Financial Report Designer includes report groups and reporting scheduling for automated generation and access via the Web.
 - Azure Data warehouse provides the ability to automate the extraction and loading of data

- **Content/Document Management & Imaging**
 - Content and document management functionality through SharePoint
 - Adobe Sign has SharePoint integration options to support the association with approvals and digital signatures
- **End-User Interface**
 - Supports various interfaces including mobile browser support as well as iOS and Android apps
- **Data Entry Support & On-line Help**
 - Many data validation options provided “off the shelf”, but validation requiring external input (i.e., GIS) requires a customization

Technical Advisory Group

Offeror #1: **Arctic IT**

Ongoing Services - Highlights

- **Hosting Services**
 - The proposed solution would be hosted in Microsoft Dynamics 365, using both D365 standard modules and separate modules from Performa BIDS.
 - Dynamics 365 in general is recommended by ETS as sound future-proof (evergreen) technology platform.
- **Maintenance and Operations Services**
 - Service updates deployed 8 times a year. Customer has the option to pause an up to 3 consecutive updates.
 - Performa intends that, "a major BIDS upgrade with significant new features will occur at least every 2 years."
 - The vendor will not recommend network modifications for performance
- **Business Process Outsourcing Services (optional)**
 - Not included in the proposal
- **Project Team Facility Requirements**
 - Offeror secured project team facilities for its own employees and contractors.
- **Service Level Agreement Requirements**
 - Disaster Recovery: Auto-recovery with a Recovery Point Objective (RPO) of < 5 seconds surpasses other vendors

Technical Advisory Group

Offeror #1: **Arctic IT**

Overall Rating



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

- Strengths
 - True SaaS
 - Most likely to be viable technology 38 years from now (FAMIS lifespan)
- Weaknesses
 - The data warehouse technical architecture proposed is complex to a point of concern



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

Technical Advisory Group

Offeror #2: LSI

Technical Architecture - Highlights

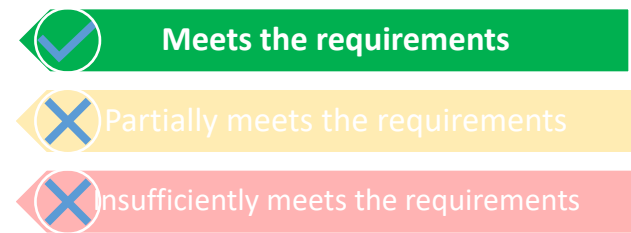
- **Software**
 - SAP S/4HANA ERP Cloud Suite
- **Type**
 - IaaS/PaaS in AWS
- **General Application Architecture**
 - LSI proposes hosting the system in AWS, as managed service by LSI - see "LSI Cloud" in the proposal.
 - IaaS cloud hosting model, but with the use of several key AWS platform services (so approaching PaaS model) such as CloudFormation
- **Database Architecture**
 - High-performance SAP HANA database
- **Infrastructure**
 - AWS IaaS/PaaS
 - Managed service by LSI

- **Integration Architecture**
 - SAP Cloud Platform Integration (SAP CPI) Suite
 - Process Integration
 - API Management
 - Integration Advisor
 - Open Connectors
- **System Administration**
 - SAP Solution Manager

Technical Advisory Group

Offeror #2: **LSI**

Solution Architecture Highlights & Rating



- Scalability
 - AWS EC2 scalability capabilities
- Security & Authentication
 - Single Sign-On integration (with the state's Azure AD SSO or otherwise) not explained
- Audit
 - (TODO: Review the recording)
- Data Storage & Archiving
 - HANA database administration part of the managed service by LSI
 - SAP CCMS and Solution Manager backups and archival
- System Capacity & Performance
 - HANA High Performance Database

- Business Continuity & Disaster Recovery
 - High availability and disaster recovery capabilities available as part of LSI's managed services offering
 - AWS provides continuous replication
 - SAP S/4HANA ERP Cloud Recovery Point Objective (RPO) is no more than 15 minutes
- Flexibility:
 - SAP provides a standard approach to configuring screens and business rules
 - SAP will require regular updates and patching, but LSI will manage any necessary system updates or patches
 - Testing tools remain available for the state's use

Technical Advisory Group

Offeror #2: **LSI**

Solution Technology Highlights & Rating



Meets the requirements



Partially meets the requirements



Insufficiently meets the requirements

• Workflow Processing

- SAP Budget and Planning (SBP) provides form-based, built-in workflow configurations by budget form type, budget form instance and organizational hierarchy
- The general ledger has an integrated workflow-enabled financial calendar to automate periodic activities

• Reporting, Business Intelligence, & Data Warehouse

- SAP Crystal Reports 2020 allows users to create reports from virtually any data source delivered in a dozen formats
- SAP Analytics Cloud provides business intelligence capabilities such as data access, data exploration, visualization, and storyboard authoring as well as predictive features

• Content/Document Management & Imaging

- The Accounts Receivable application functions include Internet integration and support for document management/imaging

• End-User Interface

- The SAP Concur mobile app even helps travelers manage their trips and expenses from a smartphone or tablet

• Data Entry Support & On-line Help

- LSI's Application Support Services offers application support across all modules. Support is made available at a predetermined rate, with guaranteed response time.

Technical Advisory Group

Offeror #1: LSI

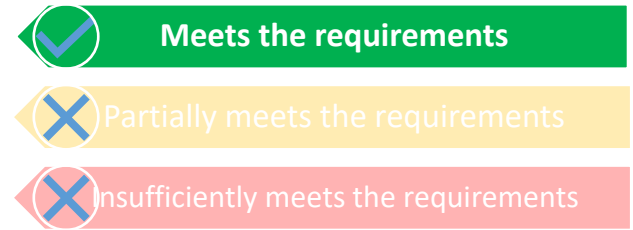
Ongoing Services - Highlights

- Hosting Services
 - LSI proposes hosting the system in AWS, as managed service by LSI - see "LSI Cloud" in the proposal.
- Maintenance and Operations Services
 - SAP HANA Cloud proposes a Quarterly Release Schedule
- Business Process Outsourcing Services (optional)
 - Not included in the proposal
- Project Team Facility Requirements
 - Not included in the proposal
- Service Level Agreement Requirements
 - There are notable differences between the requirements and the vendor's proposed SLAs.
 - Disaster recovery indicated within 48 hours.

Technical Advisory Group

Offeror #2: **LSI**

Overall Rating

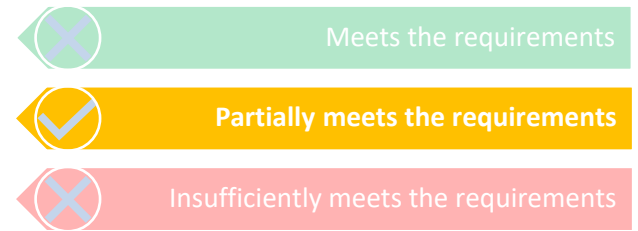


- **Strengths**
 - Solution is built around SAP S/4HANA ERP Cloud Suite – one of the leading ERP solutions
 - LSI is a SAP Gold Partner with a variety of existing U.S. public sector ERP implementations
 - Automated testing and automated deployment are part of the solution architecture
- **Weaknesses**
 - No major weaknesses. Unlike the content in the original proposal, the vendor explained the technical architecture in great and satisfying detail during the presentation.

Technical Advisory Group

Offeror #3: **Oracle**

Technical Architecture Highlights & Rating



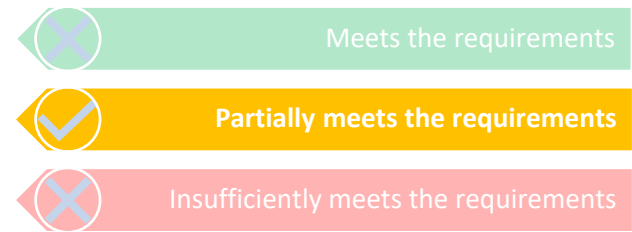
- Software
 - PeopleSoft Financial & Supply Chain Management (FSCM)
 - Planning/Budgeting (PBCS)
 - Oracle Autonomous Data Warehouse
- Type
 - IaaS/PaaS in Oracle Cloud Infrastructure (OCI)
- General Application Architecture
 - PeopleSoft Financial hosted in OCI provided as a managed service by Oracle
- Database Architecture
 - Oracle Database Cloud Services (DBCS) with Oracle Real Application Cluster (RAC) high availability support
 - Oracle Cloud Infrastructure automation increases DBA productivity by simplifying database lifecycle management
 - Oracle Autonomous Data Warehouse is a sophisticated and competitive warehouse offering and can be considered strong part of the proposed solution
- Infrastructure
 - OCI with OCI several platform services
- Integration Architecture

- System Administration

Technical Advisory Group

Offeror #3: **Oracle**

Solution Architecture Highlights & Rating

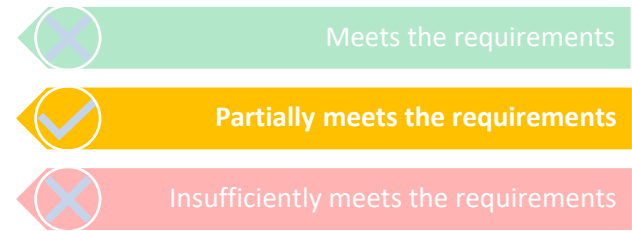


- Scalability
 - Oracle databases on OCI PaaS provide the end user with vertical scaling capabilities
 - Security & Authentication
 - Oracle security-related services require complex and time-consuming configuration
 - Payment Card Industry Data Security Standards (PCI DSS) is not included currently but can be with additional cost
 - Audit
 - Data Storage & Archiving
 - System Capacity & Performance
- Business Continuity & Disaster Recovery
 - 1-hour RPO
 - 12 hours RTO
 - Flexibility:
 - PeopleSoft provides a standard approach to configuring screens and business rules
 - PeopleSoft will require regular updates and patching, but Oracle will manage any necessary system updates or patches

Technical Advisory Group

Offeror #3: **Oracle**

Solution Technology Highlights & Rating



- **Workflow Processing**

- Workflow processing capabilities for transaction routing, notification and approvals will be delivered through PeopleSoft Approval Workflow Engine (AWE).
- Checklist functionality can be included by combining AWE with Activity Guides, or custom checklists could be created within an approval component.
- PeopleSoft provides ability to send automatic email notifications but would not provide the ability to approve in-email. Third party application would be needed to accept email digital signatures to be used for approval.

- **Reporting, Business Intelligence, & Data Warehouse**

- PeopleSoft Query, PeopleSoft Query Scheduler and Process Scheduler, PeopleSoft Report Manager, BI Publisher and Kibana Report Visualizer.
- To perform more extensive forecasting and trend analysis, vendor proposes Oracle Analytics Cloud utilizing autonomous Data warehouse (third party).

- **Content/Document Management & Imaging**

- Vendor is proposing to include DocuSign CLM content management features alongside of PeopleSoft FSCM to meet the various document management requirements.

- **End-User Interface**

- **Data Entry Support & On-line Help**

- On-line help is performed through PeopleBooks and can be customized for more context specific help as needed.

Technical Advisory Group

Offeror #3: **Oracle**

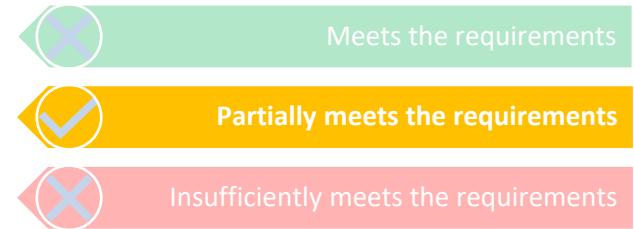
Ongoing Services - Highlights

- **Hosting Services**
 - Cloud hosted solution with some utilization of Oracle Cloud Infrastructure (OCI) services. This solution is fundamentally not a SaaS solution.
- **Maintenance and Operations Services**
 - Oracle plans monthly update schedules for 2021 for both Test and Production Environments.
- **Business Process Outsourcing Services (optional)**
 - Not included in the proposal
- **Project Team Facility Requirements**
 - Not included in the proposal
- **Service Level Agreement Requirements**
 - Severity levels only include 1 and 2. Severity level 2 resolution target is 96 hours vs. the State requested 2 - 48-hour resolution target

Technical Advisory Group

Offeror #3: **Oracle**

Overall Rating

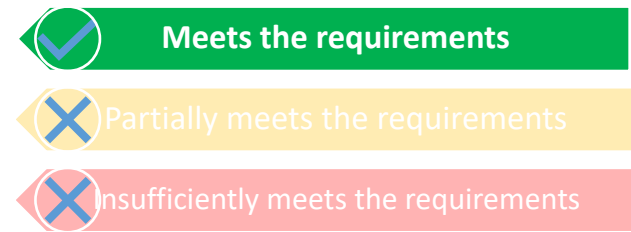


- Strengths
 - Natural integration with HIP Payroll
- Weaknesses
 - Hosted solution (IaaS) rather than SaaS
 - Possibly some concern regarding OCI not being as mature a cloud IaaS or PaaS as competitors
 - Security integration in particular may not be as straight-forward as with other providers

Technical Advisory Group

Offeror #4: **CherryRoad**

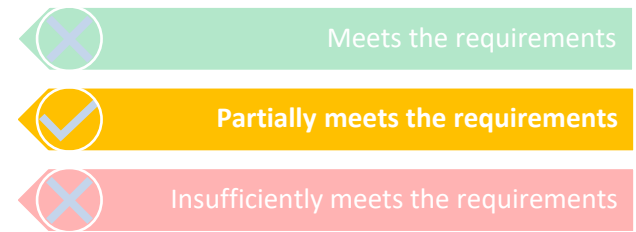
Technical Architecture Highlights & Rating



- Software
 - Oracle Financials Cloud
- Type
 - SaaS
- General Application Architecture
 - Oracle Fusion Financials Cloud
 - Kyriba for bond management and investment management
- Database Architecture
 - Oracle autonomous database, as part of Oracle Financials Cloud
- Infrastructure
 - OCI
- Integration Architecture
 - Real-time integration with web services
 - File-based interfaces

- System Administration

Technical Advisory Group
Offeror #4: **CherryRoad**
Solution Architecture
Highlights & Rating



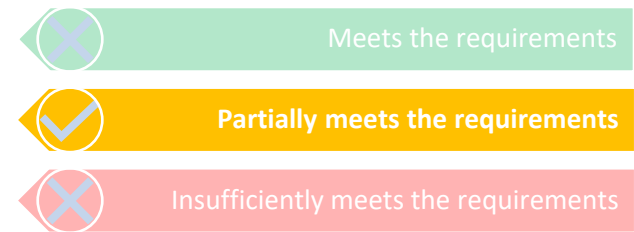
- Scalability
 - Not addressed in adequate detail
- Security & Authentication
 - Solution will integrate with the state's Azure AD
- Audit
- Data Storage & Archiving
- System Capacity & Performance

- Business Continuity & Disaster Recovery
 - 1-hour RPO
 - 12 hours RTO
- Flexibility:
 - Oracle Financials Cloud very configurable in all aspects of the overall solution architecture
 - Oracle Financials Cloud quarterly updates are managed by CherryRoad, but the state is responsible for testing any customizations and the state's overall functionality

Technical Advisory Group

Offeror #4: **CherryRoad**

Solution Technology Highlights & Rating



- **Workflow Processing**
 - Oracle Cloud leverages a standards-based workflow service to deliver a Workflow and Approvals engine that enables complex rules and routings
- **Reporting, Business Intelligence, & Data Warehouse**
 - Oracle Cloud provides predefined analyses, dashboards, and reports
 - Oracle Analytic Applications enables the use of views such as Crystal, Excel, and Cogo.
 - All inquiries and reports in Oracle Cloud ERP and PBCS can be exported to Excel.
- **Content/Document Management & Imaging**
 - The vendor cannot meet the state's requirement for Adobe Sign integration
 - Oracle supports electronic signatures with the integration to DocuSign

- WorkCenter Forms provide document management; however, the vendor cannot meet the state's requirement for indexing and searching of documents by metadata attributes, ability to tag documents, and full text search
- **End-User Interface**
 - Oracle Cloud provides shared technology, common modern user interface, secure unified data model and universal reporting and analytics.
- **Data Entry Support & On-line Help**
 - The vendor will perform Business Process Optimization to align State's current processes.
 - Online help pages will be configured by the vendor.
 - The State can use the URL to open the Oracle Help Center home page or get to Help Center from Application Help.
<https://docs.oracle.com/en/cloud/saas/index.html>

Technical Advisory Group

Offeror #4: **CherryRoad**

Ongoing Services - Highlights

- **Hosting Services**
 - Solution would be hosted in Oracle Cloud Infrastructure (OCI) as part of the Oracle Fusion Financials Cloud SaaS offering.
- **Maintenance and Operations Services**
 - Vendor does not include monitoring of batch jobs, interfaces, process availability.
 - Updates occur once a quarter. The proposal indicated completion within a 9-hour downtime window.
- **Business Process Outsourcing Services (optional)**
 - Not included in the proposal
- **Project Team Facility Requirements**
 - Facilities available in offeror's downtown office
- **Service Level Agreement Requirements**
 - There are notable differences between the requirements and the vendor's proposed SLAs.

Technical Advisory Group

Offeror #4: **CherryRoad**

Overall Rating



- Strengths
 - SaaS solution that can be reasonably expected to age well
- Weaknesses
 - No commitment to Adobe Sign integration, DocuSign proposed instead
 - Oracle WorkCenter Forms is proposed for document management; however, the vendor cannot meet the state's requirement for indexing and searching of documents by metadata attributes, ability to tag documents, and full text search.

End

Financials Advisory Group Evaluation Summary (after BAFO)

Presentation to Evaluation Committee

05/28/2021

Dexter Lee, ETS (Sub Team Lead)

RFP-ERP-2020 <An Enterprise Financial Solution>

Financials Advisory Group Evaluation

Price analysis

COMPETITION SENSITIVE

Analysis of FMS system proposals: BAFO

18-May-21

Systems Integrator	Solution	Implementation Costs				M&O, Licensing, etc.	Taxes	Grand Total
		Core Phase	Expansion Phase	Optional Phase	SUM OF CIP COST	SUM OF M&O		
Arctic IT	Microsoft Dynamics 365 SaaS	\$28,696,713	\$12,610,980	\$7,784,000	\$49,091,693	\$32,708,916	\$3,854,445	\$85,655,054
LSI Consulting	SAP SaaS	\$15,501,094	\$1,194,050	\$976,658	\$17,671,802	\$8,091,016	\$1,213,944	\$26,976,762
Oracle	PeopleSoft Financials	\$10,387,898	\$4,892,567	\$2,328,862	\$17,609,327	\$15,930,997	\$1,580,420	\$35,120,744
CherryRoad	Oracle Fusion	\$9,578,442	\$3,527,718	\$824,887	\$13,931,048	\$13,108,194	\$1,274,089	\$28,313,331

Observations:

Arctic IT's costs are out of range/outlier.

LSI has the lowest M&O cost and lowest grand total.

Both LSI and Oracle's CIP cost are slightly higher than the \$17 million budget but competitive.

Oracle's M&O cost is the highest among LSI, Oracle and CherryRoad.

CherryRoad has the lowest CIP cost and the only vendor to come under the CIP limit.

CherryRoad is the only vendor with a cushion for CIP contingency cost in case of cost overrun.

Red font = Price increase from previous

Green font = Price decrease from previous

Black font = No price change

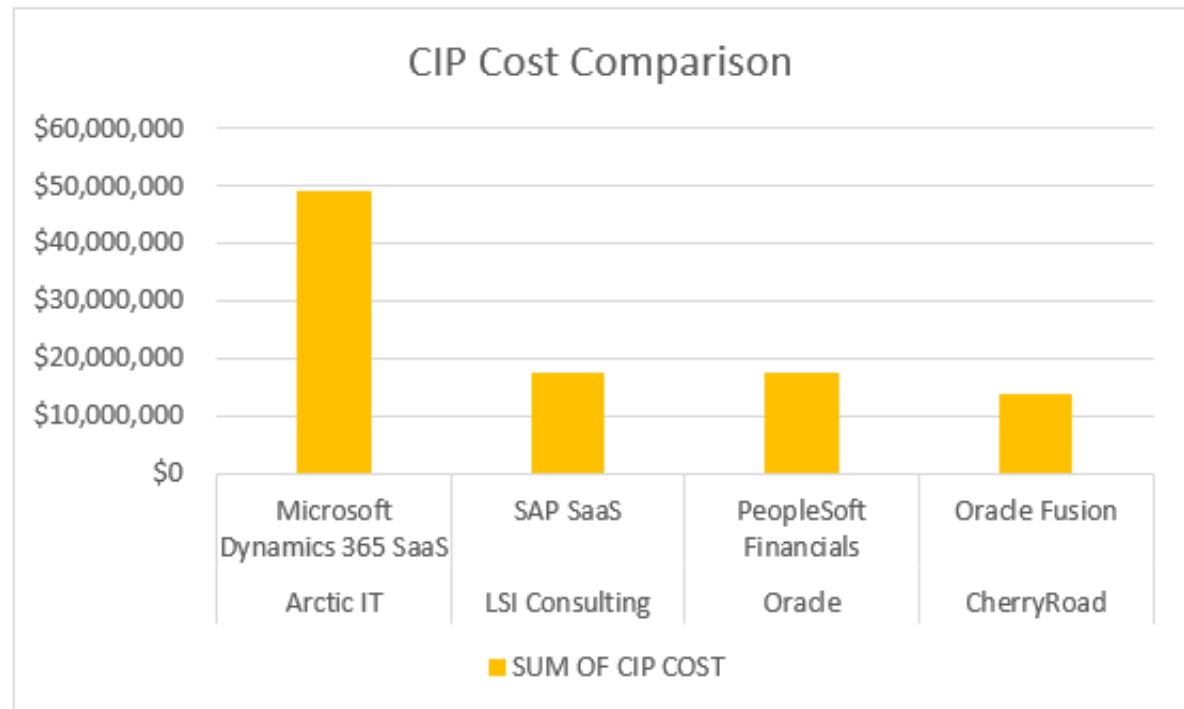
Financials Advisory Group Evaluation

Price analysis

Implementation Costs	
Systems Integrator	SUM OF CIP COST
Arctic IT	\$49,091,693
LSI Consulting	\$17,671,802
Oracle	\$17,609,327
CherryRoad	\$13,931,048

Red font = Price increase from previous

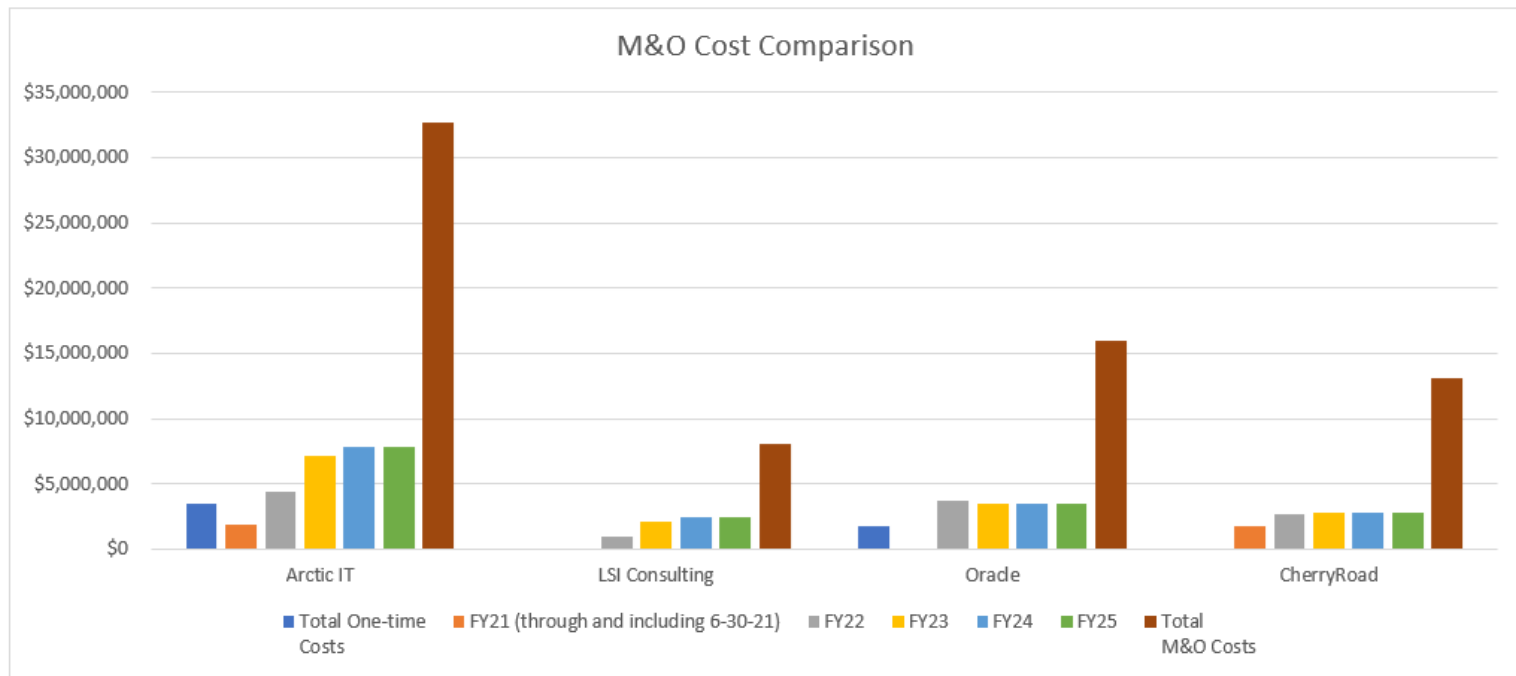
Green font = Price decrease from previous



Financials Advisory Group Evaluation

Price analysis

Systems Integrator	M&O, Licensing, etc.							
	Total One-time Costs	FY21 (through and including 6-30-21)	FY22	FY23	FY24	FY25	Total Ongoing Costs (FY21-FY25)	Total M&O Costs
Arctic IT	\$3,553,524	\$1,864,081	\$4,379,477	\$7,220,091	\$7,837,002	\$7,854,741	\$29,155,392	\$32,708,916
LSI Consulting	\$0	\$0	\$1,032,525	\$2,083,005	\$2,453,577	\$2,521,909	\$8,091,016	\$8,091,016
Oracle	\$1,800,231	\$0	\$3,690,587	\$3,480,060	\$3,480,060	\$3,480,060	\$14,130,766	\$15,930,997
CherryRoad	\$0	\$1,846,364	\$2,717,447	\$2,848,128	\$2,848,128	\$2,848,128	\$13,108,194	\$13,108,194



Financials Advisory Group Evaluation

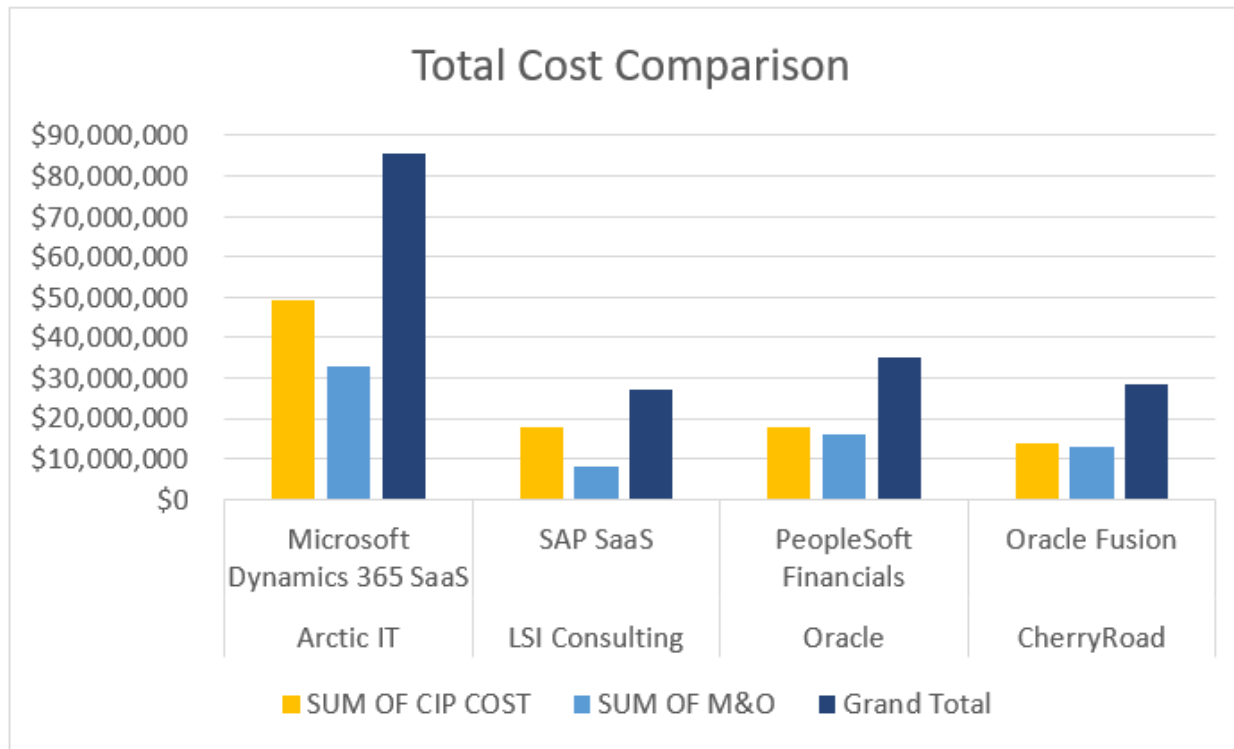
Price analysis

	Implementation Costs	M&O, Licensing, etc.		
Systems Integrator	SUM OF CIP COST	SUM OF M&O	Taxes	Grand Total
Arctic IT	\$49,091,693	\$32,708,916	\$3,854,445	\$85,655,054
LSI Consulting	\$17,671,802	\$8,091,016	\$1,213,944	\$26,976,762
Oracle	\$17,609,327	\$15,930,997	\$1,580,420	\$35,120,744
CherryRoad	\$13,931,048	\$13,108,194	\$1,274,089	\$28,313,331

Red font = Price increase from previous

Green font = Price decrease from previous

Black font = No price change



Financials Advisory Group Evaluation

Price analysis

Scoring

Vendor Name	Price Proposal	Points	Lowest	\$ 26,976,762
Arctic IT	\$ 85,655,053	47.24		
LSI Consulting	\$ 26,976,762	150.00	Highest	\$ 85,655,053
Oracle	\$ 35,120,744	115.22		
CherryRoad	\$ 27,490,642	147.20		

End

RFP-ERP-2020

Post-Vendor Presentations Questions/Comments/Reviews for Implementation/On-going Services

General Questions/Comments-All Vendors:

- 1) If the state decides to stop the subscription down the road, can the state still access and use the system? And what happens to the data if the state ever decides to get a new system? Is there a cost to retrieve the data so it can be imported into the new system?
- 2) My suggestion is that someone check out all vendor's reference, i.e. past systems that they have implemented. I'm sure it'll be done, I just wanted to reiterate it. This will ensure that we have a better chance of being on time and on budget.
- 3) Each vendor mentioned that they have automated tools for data conversion and testing (i.e. scripts) which are included in the submitted proposal.
- 4) "Parallel Testing" does NOT seem to be offered as a part of the vendor submitted proposal and apparently used more for testing HCM-solutions (i.e. Payroll). Are the proposal testing methods acceptable?
- 5) Not sure if vendor checks can be totally ACH. If check printing is still needed, according to E13-B print standard, MICR (magnetic ink) is still required. 3rd party printing of checks using MICR ink, especially at a large scale, is very limited on-island.
- 6) Every vendor presented an ability to handle ACH for vendor payment.
- 7) Each vendor, other than Oracle, had a solution for the historical data in the State's existing Datamart. Whether the historical data is linked to (need to keep existing data storage) or converted and brought into the new solution, clarification is needed to verify is covered by the submitted proposals. Is the Oracle vendor "deficient" when they said Datamart historical data is not covered in their RFP?

Questions/Comments/Review Vendor Presentation #1: **Arctic IT**

- 1) Very costly and a lot of subcontractors. I don't think the State can afford this vendor. Score = 2
- 2) Nice tie into use of Microsoft products that we are familiar with, although each vendor solution is/should be able to import and export files supported by Microsoft Excel.
- 3) Based on vendor Q&A, it was unclear if training is customizable for the solution developed for the State.

- 4) Solution for access to historical Datamart data is a “crosswalk” (link to existing data). Based on vendor Q&A, it was unclear of the availability of the “crosswalk” over a prolonged period of time (beyond initial contract).

Questions/Comments/Review Vendor Presentation #2: **Oracle**

- 1) Met the requirements. Na Alii might not have been around long but there may be a chance that they’ll do a great job to prove they can do the job. Reference check will be good. **Score = 4**
- 2) In Q&A, vendor mentioned specially that access to the historical Datamart data “is not an RFP requirement”. Can vendor be asked to clarify/verify? If so, does this not make them compliant with the RFP as to what needs to be provided?
- 3) In Q&A mentioned we should get away from using MICR ink to print vendor checks. If the State continues to print the physical check, I believe this is still needed.

Questions/Comments/Review Vendor Presentation #3: **CherryRoad**

- 1) Oracle [vendor 2] responded: “why did Oracle propose PeopleSoft Financials over Oracle Cloud Financials? the maturity level around commitments/funds control is not as mature for the Oracle cloud product and the continuity with HCM/Payroll is critical”. Because of this, I don’t feel confident that the Oracle Cloud Financials will work for the State. Even though their initial cost is the lowest, their ongoing cost is a lot! Not sure if the State can afford this. **Score = 2**
- 2) In the demo, vendor discussed use of “historical filing cabinet” (link to data) for access to the historical Datamart data.

Questions/Comments/Review Vendor Presentation #4: **LSI**

- 1) Met the requirements. Data House and eWorld have been around the State; however, I’d still reference check them on other projects. **Score = 3**
- 2) A strong statement from LSI who said to contact their past costumers and see how they did. I don’t recall any other vendor stating that.
- 3) In Q&A, vendor discussed the transformation of historical data from the State’s existing Datamart and, subsequently, brought into their solution. The existing State’s Datamart has data going back to mid-2000s or earlier.

Arctic IT		
Brian Werk	Engagement Manager	
Duncan McCollum	Program Manager	
Ben Yuan	Project Manager	Hawaii-based
Clark Baker	Integration Manager	
Natalie Ruela	Functional Lead-Finance	
Kelly DeSando	Functional Lead-Finance and Budget	
Diane Bishop	Reporting Manager	
Rachel Bambusch	Communications/Organizational Change Manager	
Jason Brown	Technical Manager	
Brenda Mehus	Testing Manager	
Avey Venable	Training Manager	
	Security Manager	

Staff Position		Composite %
Sr Architect	Oahu Based	0.00%
	Non-Oahu Based	
Jr Architect	Oahu Based	0.00%
	Non-Oahu Based	
Sr Comm./Network Specialist	Oahu Based	50.00%
	Non-Oahu Based	
Jr Comm./Network Specialist	Oahu Based	0.00%
	Non-Oahu Based	
Sr Database Administrator	Oahu Based	25.00%
	Non-Oahu Based	
Jr Database Administrator	Oahu Based	0.00%
	Non-Oahu Based	
Sr Database Designer	Oahu Based	25.00%
	Non-Oahu Based	
Jr Database Designer	Oahu Based	0.00%
	Non-Oahu Based	
Sr Funct. Lead / Business Analyst	Oahu Based	50.00%
	Non-Oahu Based	
Jr Funct. Lead / Business Analyst	Oahu Based	50.00%
	Non-Oahu Based	
Sr Integration Manager	Oahu Based	25.00%
	Non-Oahu Based	
Jr Integration Manager	Oahu Based	0.00%
	Non-Oahu Based	
Sr Help Desk Specialist	Oahu Based	0.00%
	Non-Oahu Based	
Jr Help Desk Specialist	Oahu Based	0.00%
	Non-Oahu Based	

Sr Hardware Specialist	Oahu Based	
	Non-Oahu Based	
Jr Hardware Specialist	Oahu Based	
	Non-Oahu Based	
Sr Organizational Change Manager	Oahu Based	100.00%
	Non-Oahu Based	
Jr Organizational Change Manager	Oahu Based	100.00%
	Non-Oahu Based	
Operations Lead/Manager	Oahu Based	100.00%
	Non-Oahu Based	
Project Executive	Oahu Based	0.00%
	Non-Oahu Based	
Sr Project Manager	Oahu Based	100.00%
	Non-Oahu Based	
Jr Project Manager	Oahu Based	0.00%
	Non-Oahu Based	
Sr Programmer	Oahu Based	0.00%
	Non-Oahu Based	
Jr Programmer	Oahu Based	0.00%
	Non-Oahu Based	
Quality Assurance Manager	Oahu Based	0.00%
	Non-Oahu Based	
Sr Security Systems Engineer	Oahu Based	0.00%
	Non-Oahu Based	
Jr Security Systems Engineer	Oahu Based	0.00%
	Non-Oahu Based	
Sr Systems Administrator	Oahu Based	0.00%
	Non-Oahu Based	
Jr Systems Administrator	Oahu Based	0.00%
	Non-Oahu Based	
Technical Lead/Manager	Oahu Based	50.00%
	Non-Oahu Based	
Sr Technical Writer	Oahu Based	50.00%
	Non-Oahu Based	
Jr Technical Writer	Oahu Based	50.00%
	Non-Oahu Based	
Test Lead/Manager	Oahu Based	0.00%
	Non-Oahu Based	
Testing Lead/Manager	Oahu Based	50.00%
	Non-Oahu Based	
Sr Testing Specialist	Oahu Based	0.00%
	Non-Oahu Based	
Jr Testing Specialist	Oahu Based	0.00%
	Non-Oahu Based	
Training Lead/Manager	Oahu Based	0.00%
	Non-Oahu Based	

Sr Training Specialist	Oahu Based	0.00%
	Non-Oahu Based	
Training Specialist	Oahu Based	0.00%
	Non-Oahu Based	
Subject Matter Expert	Oahu Based	10.00%
	Non-Oahu Based	
Senior BIDS Architect	Oahu Based	10.00%
	Non-Oahu Based	
Junior BIDS Architect	Oahu Based	10.00%
	Non-Oahu Based	
Senior BIDS Trainer	Oahu Based	10.00%
	Non-Oahu Based	
Delivery Data Scientist	Oahu Based	0.00%
	Non-Oahu Based	
Digital Architect	Oahu Based	0.00%
	Non-Oahu Based	
Solution Architect	Oahu Based	0.00%
	Non-Oahu Based	
Software Engineer	Oahu Based	0.00%
	Non-Oahu Based	
Principal Consultant	Oahu Based	0.00%
	Non-Oahu Based	
Senior Consultant	Oahu Based	0.00%
	Non-Oahu Based	
Consultant	Oahu Based	0.00%
	Non-Oahu Based	
Associate Consultant	Oahu Based	0.00%
	Non-Oahu Based	
Senior Project Manager	Oahu Based	0.00%
	Non-Oahu Based	
Financial SME	Oahu Based	100.00%
	Non-Oahu Based	
Engagement Manager	Oahu Based	0.00%
	Non-Oahu Based	
Contracts Manager	Oahu Based	0.00%
	Non-Oahu Based	
Account Manager	Oahu Based	25.00%
	Non-Oahu Based	
Sr. Solution Consultant	Oahu Based	25.00%
	Non-Oahu Based	
Solution Consultant	Oahu Based	0.00%
	Non-Oahu Based	

Summary of Findings

Total OnSite FTE

10.15

% Conversion

18%

Note: \$0 for travel in this budget; buit in to labor rates

...Arctic IT determine rates based on using a base rate, applying a discount to the
The overall Travel % was determined based on the need for \$2,800 per trip at a
contract. All onsite rates were considered to be a flat top rates for that role and
are listed, no travel is included. Both Ulu Hi-Tech and Poukihi are local resources
determined a 2.3% estimator for travel costs was then added on top of this. And
out the 4.712% so that row 22 included cost before taxes.

All travel costs, including air, auto, rail, housing and food during travel was determined
people trips for resources assigned to the contract.

Weight %	Hourly Rate		Compo- site Rate	Position Composite Rate	Offeror or Subcontractor Name
	\$230		\$0	\$210	Arctic IT
100.00%		\$210	\$210		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$115	\$206	Arctic IT
50.00%		\$182	\$91		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$58	\$194	Arctic IT
75.00%		\$182	\$137		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$58	\$194	Arctic IT
75.00%		\$182	\$137		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$259		\$130	\$235	Ulu Hi-Tech
50.00%		\$210	\$105		Arctic IT
	\$230		\$115	\$206	Arctic IT
50.00%		\$182	\$91		Arctic IT
	\$230		\$58	\$194	Arctic IT
75.00%		\$182	\$137		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$195		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT

			\$0	\$0	Arctic IT
			\$0		Arctic IT
			\$0	\$0	Arctic IT
			\$0		Arctic IT
	\$273		\$273	\$273	Ulu Hi-Tech
0.00%		\$210	\$0		Arctic IT
	\$259		\$259	\$259	Ulu Hi-Tech
0.00%		\$182	\$0		Arctic IT
	\$259		\$259	\$259	Ulu Hi-Tech
0.00%		\$210	\$0		Arctic IT
	\$230		\$0	\$210	Arctic IT
100.00%		\$210	\$210		Arctic IT
	\$273		\$273	\$273	Ulu Hi-Tech
0.00%		\$210	\$0		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$189	Arctic IT
100.00%		\$189	\$189		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$210	Arctic IT
100.00%		\$210	\$210		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$179	Arctic IT
100.00%		\$179	\$179		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$115	\$206	Arctic IT
50.00%		\$182	\$91		Arctic IT
	\$230		\$115	\$206	Arctic IT
50.00%		\$182	\$91		Arctic IT
	\$230		\$115	\$206	Arctic IT
50.00%		\$182	\$91		Arctic IT
	\$230		\$0	\$210	Arctic IT
100.00%		\$210	\$210		Arctic IT
	\$230		\$115	\$220	Arctic IT
50.00%		\$210	\$105		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$182	Arctic IT
100.00%		\$182	\$182		Arctic IT
	\$230		\$0	\$210	Arctic IT
100.00%		\$210	\$210		Arctic IT

	\$230		\$0		Arctic IT
100.00%		\$182	\$182	\$182	Arctic IT
	\$230		\$0		Arctic IT
100.00%		\$182	\$182	\$182	Arctic IT
	\$273		\$27		Performa
90.00%		\$196	\$177	\$204	Performa
	\$229		\$23		Performa
90.00%		\$153	\$138	\$161	Performa
	\$142		\$14		Performa
90.00%		\$0	\$0	\$14	Performa
	\$240		\$24		Performa
90.00%		\$0	\$0	\$24	Performa
	\$341		\$0		MCS
100.00%		\$341	\$341	\$341	MCS
	\$341		\$0		MCS
100.00%		\$341	\$341	\$341	MCS
	\$341		\$0		MCS
100.00%		\$341	\$341	\$341	MCS
	\$341		\$0		MCS
100.00%		\$341	\$341	\$341	MCS
	\$328		\$0		MCS
100.00%		\$328	\$328	\$328	MCS
	\$316		\$0		MCS
100.00%		\$316	\$316	\$316	MCS
	\$281		\$0		MCS
100.00%		\$281	\$281	\$281	MCS
	\$246		\$0		MCS
100.00%		\$246	\$246	\$246	MCS
	\$313		\$0		MCS
100.00%		\$313	\$313	\$313	MCS
	\$168		\$168		Poukihi
0.00%		\$168	\$0	\$168	Poukihi
	\$230		\$0		Arctic IT
100.00%		\$210	\$210	\$210	Arctic IT
	\$230		\$0		Arctic IT
100.00%		\$182	\$182	\$182	Arctic IT
	\$230		\$58		Arctic IT
75.00%		\$182	\$137	\$194	Arctic IT
	\$230		\$58		Arctic IT
75.00%		\$182	\$137	\$194	Arctic IT
	\$230		\$0		Arctic IT
100.00%		\$182	\$182	\$182	Arctic IT

Total Remote FTE

45.85

82%

% of Prime Contractor Work

72%

83 Arctic

5 Ulu Hi-Tech
2 Pouhiki
18 MCS
8 Performa

5.017391 Hawaii Based Subs

18.06957 Non Hawaii Based Subs

those rates based on work with the State of Hawaii, then Travel was applied. An estimate of 355 individual people trips for resources assigned to the assumes taxes, but not travel. Where Ulu Hi-Tech, Poukihi, and MCS rates es. Arctic IT then applied a 4.712% tax rate to each rate. After the rate was ctic IT has also added 4.712% to all software. On this tab, Arctic IT backed

rmained. Arctic IT assumes a \$2,800 per trip at an estimate of 355 individual

LSI	
Nader Tirandazi	Executive Sponsor
Shyam Jojodia	Solution Architect
Rick Miller	Program Manager
Zam Alidia	Project Manager
Gary Lew	Sr. Integration Manager
Les Stotler	Testing Lead Manager
Monette Mcnicholas	Finance Lead
Christy Sprinkles	Functional Lead-GL
TBD	Functional Lead-Controlling/Cost Allocation
Nicole Smith	Functional Lead-Purchasing
Chaya Gangadaruppa	Functional Lead-Ariba SLP
TBD	Functional Lead-A/R
Larry Compangna	Functional Lead-Treasury/Cash Management
TBD	Functional Lead-Funds Management
Hawaiian Resource	Functional Lead-OM/PA/T&A
TBD	Functional Lead-Project Systems
Tim Keohan	Functional Lead-SD Billing
Libby Wilkins	OCM Manager/Training Lead
Jan Kindl	Training Specialist-Finance/Procurement
Rebecca North	Training Specialist-Finance/Procurement
Constancio Paranal	Training Specialist-Finance/Procurement
Kelsey Czeck	Training Specialist-Budget
8	Testing Specialist-Finance
Hawaiian Resource	Testing Specialist-Finance
Hawaiian Resource	Testing Specialist-Procurement
Hawaiian Resource	Testing Specialist-Procurement
Hawaiian Resource	Testing Specialist-Budget
Andrew Barnaby	Technical Lead/Manager-Reporting
Naomi Palmer	Programmer-BW4 HANA Consultant for Office/SAC
Patric Thummamark	Programmer-BW4 HANA Consultant for Office/SAC
Taff Zicklefoose	Programmer-Fiori Embedded Reporting
Bipkin Tavar	Programmer-Fiori Embedded Reporting
Lokesh Krishappa	Technical Lead/Manager-Development/Integration
Sai Battula	Programmer-ABAP and CPI
Ashkok Kuppala	Programmer-Workflow
Jaspreet Bagga	Programmer-Data Migration and Interfaces
Hawaiian Resource	Programmer
Hawaiian Resource	Programmer
Hawaiian Resource	Database Administrator-BASIS
Hawaiian Resource	Security Systems Engineer

Staff Position	
Sr Architect	Oahu Based
	Non-Oahu Based
Jr Architect	Oahu Based
	Non-Oahu Based
Sr Comm./Network Specialist	Oahu Based
	Non-Oahu Based
Jr Comm./Network Specialist	Oahu Based
	Non-Oahu Based
Sr Database Administrator	Oahu Based
	Non-Oahu Based
Jr Database Administrator	Oahu Based
	Non-Oahu Based
Sr Database Designer	Oahu Based
	Non-Oahu Based
Jr Database Designer	Oahu Based
	Non-Oahu Based
Sr Funct. Lead / Business Analyst	Oahu Based
	Non-Oahu Based
Jr Funct. Lead / Business Analyst	Oahu Based
	Non-Oahu Based
Sr Integration Manager	Oahu Based
	Non-Oahu Based
Jr Integration Manager	Oahu Based
	Non-Oahu Based
Sr Help Desk Specialist	Oahu Based
	Non-Oahu Based
Jr Help Desk Specialist	Oahu Based
	Non-Oahu Based
Sr Hardware Specialist	Oahu Based
	Non-Oahu Based
Jr Hardware Specialist	Oahu Based
	Non-Oahu Based
Sr Organizational Change Manager	Oahu Based
	Non-Oahu Based
Jr Organizational Change Manager	Oahu Based
	Non-Oahu Based
Operations Lead/Manager	Oahu Based
	Non-Oahu Based
Project Executive	Oahu Based
	Non-Oahu Based
Sr Project Manager	Oahu Based
	Non-Oahu Based
Jr Project Manager	Oahu Based
	Non-Oahu Based

Sr Programmer	Oahu Based
	Non-Oahu Based
Jr Programmer	Oahu Based
	Non-Oahu Based
Quality Assurance Manager	Oahu Based
	Non-Oahu Based
Sr Security Systems Engineer	Oahu Based
	Non-Oahu Based
Jr Security Systems Engineer	Oahu Based
	Non-Oahu Based
Sr Systems Administrator	Oahu Based
	Non-Oahu Based
Jr Systems Administrator	Oahu Based
	Non-Oahu Based
Technical Lead/Manager	Oahu Based
	Non-Oahu Based
Sr Technical Writer	Oahu Based
	Non-Oahu Based
Jr Technical Writer	Oahu Based
	Non-Oahu Based
Test Lead/Manager	Oahu Based
	Non-Oahu Based
Testing Lead/Manager	Oahu Based
	Non-Oahu Based
Sr Testing Specialist	Oahu Based
	Non-Oahu Based
Jr Testing Specialist	Oahu Based
	Non-Oahu Based
Training Lead/Manager	Oahu Based
	Non-Oahu Based
Sr Training Specialist	Oahu Based
	Non-Oahu Based
Training Specialist	Oahu Based
	Non-Oahu Based
Program Manager	Oahu Based
	Non-Oahu Based
Sr Progra (offshore)	Oahu Based
	Non-Oahu Based
Other (specify)	Oahu Based
	Non-Oahu Based
Other (specify)	Oahu Based
	Non-Oahu Based
Other (specify)	Oahu Based
	Non-Oahu Based
Other (specify)	Oahu Based
	Non-Oahu Based

Other (specify)	Oahu Based
	Non-Oahu Based
Other (specify)	Oahu Based
	Non-Oahu Based
Other (specify)	Oahu Based
	Non-Oahu Based

Summary of Findings

Note: 10% of their overall budget is travel (\$1.7M) but no FTE will be working on Oahu

[illegible]

Composite Weight %		Hourly Rate		Compo- site Rate	Position Composite Rate	Offeror or Subcontractor Name
				\$0	\$1	
	0.2540%		\$236	\$1		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$3	
	3.0190%		\$94	\$3		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$47	
	24.0970%		\$194	\$47		
				\$0	\$3	
	3.1600%		\$94	\$3		
				\$0	\$3	
	1.2980%		\$204	\$3		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$7	
	3.3860%		\$194	\$7		
				\$0	\$0	
				\$0		
				\$0	\$8	
	3.8940%		\$204	\$8		
				\$0	\$1	
	0.2540%		\$236	\$1		
				\$0	\$8	
	4.0630%		\$209	\$8		
				\$0	\$0	
				\$0		

				\$0		
	1.6930%		\$194	\$3	\$3	
				\$0		
	6.5460%		\$84	\$5	\$5	
				\$0		
				\$0	\$0	
				\$0		
	2.7090%		\$84	\$2	\$2	
				\$0		
					\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
	6.8850%		\$204	\$14	\$14	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
	1.5800%		\$204	\$3	\$3	
				\$0		
				\$0	\$0	
				\$0		
	3.9500%		\$84	\$3	\$3	
				\$0		
				\$0	\$0	
				\$0		
	6.5460%		\$152	\$10	\$10	
				\$0		
				\$0	\$0	
				\$0		
	3.8090%		\$236	\$9	\$9	
				\$0		
	22.8560%		\$84	\$19	\$19	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	

				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		
				\$0	\$0	
				\$0		

Total OnSite FTE

0

Total Remote FTE

100%

% of Prime Contracto

No data given

r Work

Oracle		
Person 1-KS	Program Manager	Na Alii-Honolulu, HI
Person 2-KM	Project Manager	Na Alii-Honolulu, HI
Person 1-KS	Integration Manager	Na Alii-Honolulu, HI
Person 3-BS	Technical Manager	Na Alii-Arlington, VA
Person 4-MH	Functional Manager-Phase 1	Na Alii-Arlington, VA
Person 5-DM	Reporting Manager	Na Alii-Arlington, VA
Person 6-CG	Organizational Change Manager	Na Alii-Arlington, VA
Person 7-SS	Testing Manager	Na Alii-Arlington, VA
TBD	Technical Account Manager	Sample Resume
TBD	Technical Account Managerm Project Manager	Sample Resume
TBD	Transition Manager	Sample Resume
TBD	DBA Migration Lead/Engineer	Sample Resume
TBD	PeopleSoft Lead/Senior Principal	Sample Resume
TBD	Business Intelligence Consultant	Sample Resume

Staff Position		Composite W
Sr Architect	Oahu Based	2.6%
	Non-Oahu Based	
Jr Architect	Oahu Based	0.0%
	Non-Oahu Based	
Sr Comm./Network Specialist	Oahu Based	0.0%
	Non-Oahu Based	
Jr Comm./Network Specialist	Oahu Based	0.0%
	Non-Oahu Based	
Sr Database Administrator	Oahu Based	0.0%
	Non-Oahu Based	
Jr Database Administrator	Oahu Based	
	Non-Oahu Based	
Sr Database Designer	Oahu Based	2.6%
	Non-Oahu Based	
Jr Database Designer	Oahu Based	0.0%
	Non-Oahu Based	
Sr Funct. Lead / Business Analyst	Oahu Based	0.0%
	Non-Oahu Based	
Jr Funct. Lead / Business Analyst	Oahu Based	15.5%
	Non-Oahu Based	
Sr Integration Manager	Oahu Based	2.6%
	Non-Oahu Based	
Jr Integration Manager	Oahu Based	0.0%
	Non-Oahu Based	
Sr Help Desk Specialist	Oahu Based	0.0%
	Non-Oahu Based	
Jr Help Desk Specialist	Oahu Based	0.0%

Sr Help Desk Specialist	Non-Oahu Based	
	Oahu Based	0.0%
Sr Hardware Specialist	Non-Oahu Based	
	Oahu Based	0.0%
Jr Hardware Specialist	Non-Oahu Based	
	Oahu Based	2.6%
Sr Organizational Change Manager	Non-Oahu Based	
	Oahu Based	0.0%
Jr Organizational Change Manager	Non-Oahu Based	
	Oahu Based	0.0%
Operations Lead/Manager	Non-Oahu Based	
	Oahu Based	0.0%
Project Executive	Non-Oahu Based	
	Oahu Based	0.0%
Sr Project Manager	Non-Oahu Based	
	Oahu Based	5.2%
Jr Project Manager	Non-Oahu Based	
	Oahu Based	5.2%
Sr Programmer	Non-Oahu Based	
	Oahu Based	5.2%
Jr Programmer	Non-Oahu Based	
	Oahu Based	0.0%
Quality Assurance Manager	Non-Oahu Based	
	Oahu Based	0.0%
Sr Security Systems Engineer	Non-Oahu Based	
	Oahu Based	0.0%
Jr Security Systems Engineer	Non-Oahu Based	
	Oahu Based	0.0%
Sr Systems Administrator	Non-Oahu Based	
	Oahu Based	0.0%
Jr Systems Administrator	Non-Oahu Based	
	Oahu Based	2.6%
Technical Lead/Manager	Non-Oahu Based	
	Oahu Based	0.0%
Sr Technical Writer	Non-Oahu Based	
	Oahu Based	0.0%
Jr Technical Writer	Non-Oahu Based	
	Oahu Based	0.0%
Test Lead/Manager	Non-Oahu Based	
	Oahu Based	0.0%
Testing Lead/Manager	Non-Oahu Based	
	Oahu Based	2.6%
Sr Testing Specialist	Non-Oahu Based	
	Oahu Based	2.6%
Jr Testing Specialist	Non-Oahu Based	
	Oahu Based	0.0%
Training Lead/Manager	Oahu Based	

Training Lead/manager	Non-Oahu Based	
Sr Training Specialist	Oahu Based	1.3%
	Non-Oahu Based	
Training Specialist	Oahu Based	0.0%
	Non-Oahu Based	
Cash Management SME	Oahu Based	0.0%
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	
Other (specify)	Oahu Based	
	Non-Oahu Based	

Summary of Findings

Total OnSite FTE
50.3%

Note: This project is completely outsourced to Na Ali'i

Note: \$0 for travel in this budget

eight %	Hourly Rate		Compo- site Rate	Position Composite Rate	Offeror or Subcontractor Name
	\$199		\$5	\$5	Na Ali'i
0.0%			\$0		Na Ali'i
	\$134		\$0	\$0	Na Ali'i
0.0%		\$136	\$0		Na Ali'i
	\$104		\$0	\$0	Na Ali'i
0.0%		\$105	\$0		Na Ali'i
	\$81		\$0	\$0	Na Ali'i
0.0%		\$82	\$0		Na Ali'i
	\$143		\$0	\$0	Na Ali'i
0.0%		\$144	\$0		Na Ali'i
	\$129		\$0	\$3	Na Ali'i
2.6%		\$129	\$3		Na Ali'i
	\$133		\$3	\$7	Na Ali'i
2.6%		\$135	\$3		Na Ali'i
	\$112		\$0	\$0	Na Ali'i
0.0%		\$113	\$0		Na Ali'i
	\$147		\$0	\$4	Na Ali'i
2.6%		\$147	\$4		Na Ali'i
	\$133		\$21	\$41	Na Ali'i
15.5%		\$135	\$21		Na Ali'i
	\$116		\$3	\$3	Na Ali'i
0.0%			\$0		Na Ali'i
	\$114		\$0	\$0	Na Ali'i
0.0%		\$116	\$0		Na Ali'i
	\$80		\$0	\$0	Na Ali'i
0.0%		\$81	\$0		Na Ali'i
	\$53		\$0	\$0	Na Ali'i

0.0%		\$54	\$0		Na Ali'i
	\$119		\$0		Na Ali'i
0.0%		\$120	\$0	\$0	Na Ali'i
	\$73		\$0		Na Ali'i
0.0%		\$74	\$0	\$0	Na Ali'i
	\$135		\$3		Na Ali'i
0.0%			\$0	\$3	Na Ali'i
	\$125		\$0		Na Ali'i
0.0%			\$0	\$0	Na Ali'i
	\$146		\$0		Na Ali'i
2.6%		\$147	\$4	\$4	Na Ali'i
			\$0		Na Ali'i
0.0%			\$0	\$0	Na Ali'i
	\$140		\$0		Na Ali'i
0.0%			\$0	\$0	Na Ali'i
	\$101		\$5		Na Ali'i
0.0%			\$0	\$5	Na Ali'i
	\$156		\$8		Na Ali'i
5.2%		\$157	\$8	\$16	Na Ali'i
	\$146		\$8		Na Ali'i
5.2%		\$147	\$8	\$15	Na Ali'i
	\$104		\$0		Na Ali'i
0.0%		\$105	\$0	\$0	Na Ali'i
	\$134		\$0		Na Ali'i
0.0%		\$136	\$0	\$0	Na Ali'i
	\$79		\$0		Na Ali'i
0.0%		\$80	\$0	\$0	Na Ali'i
	\$123		\$0		Na Ali'i
0.0%		\$124	\$0	\$0	Na Ali'i
	\$115		\$0		Na Ali'i
0.0%		\$116	\$0	\$0	Na Ali'i
	\$141		\$4		Na Ali'i
0.0%		\$142	\$0	\$4	Na Ali'i
	\$91		\$0		Na Ali'i
0.0%			\$0	\$0	Na Ali'i
	\$64		\$0		Na Ali'i
0.0%			\$0	\$0	Na Ali'i
	\$104		\$0		Na Ali'i
0.0%		\$105	\$0	\$0	Na Ali'i
	\$134		\$0		Na Ali'i
2.6%		\$134	\$3	\$3	Na Ali'i
	\$85		\$2		Na Ali'i
2.6%		\$86	\$2	\$4	Na Ali'i
	\$64		\$2		Na Ali'i
0.0%		\$65	\$0	\$2	Na Ali'i
	\$104		\$0	\$0	Na Ali'i

0.0%		\$105	\$0	\$0	Na Ali'i
	\$81		\$1	\$1	Na Ali'i
0.0%			\$0		Na Ali'i
	\$76		\$0	\$0	Na Ali'i
0.0%		\$77	\$0		Na Ali'i
			\$0	\$18	Na Ali'i
8.5%		\$212	\$18		Na Ali'i
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		
			\$0	\$0	
			\$0		

Total Remote FTE
49.7%

% of Prime Contractor Work
0%

CherryRoad		
Greg Catanzano	Program Manager	Graviton
Cheryl DeVries	Project Manager	
Prashant Jejuri	Testing Manager	
Richard Welborn	Functional Lead	
TBD	Project Coordinator	
TBD	Global Delivery Manager	
Sirosh Sridharan	Integration Manager	
Jerry Bitters	Functional Lead-GL/ENC	
Michael Lee	Functional Lead-PO	
TBD	Functional Lead-AR/CM	
TBD	Functional Lead-AP	
Mike Takeno	GL/ENC Business Process	Pacxa
Gary Dinoso	AP/PO Business Process	
Shani Yamada	AR/CM Business Process	Pacxa
TBD	Global Analyst	
Dan Dopierala	Technical Manager	
Ray Songco	Reporting Manager	
Karhik Dhayalan	Global Technical Lead	
Adrianna Hadad	CEMLI Developer	
TBD	Global CEMLI Developer	
TBD	CEMLI Developer	
TBD	Global CEMLI Developer	
TBD	CEMLI Security	
Sherilyn Kimura	Comms/OCM Manager	Pacxa
Ladonna Slade	Training Lead	
TBD	Training Developer	
TBD	Training Developer	
TBD	Infrastructure Architect	

Staff Position		Composite Weight %	
Sr Architect	Oahu Based	0.57%	
	Non-Oahu Based		1.72%
Jr Architect	Oahu Based		
	Non-Oahu Based		
Sr Comm./Network Specialist	Oahu Based		
	Non-Oahu Based		
Jr Comm./Network Specialist	Oahu Based		
	Non-Oahu Based		
Sr Database Administrator	Oahu Based		
	Non-Oahu Based		

Jr Database Administrator	Oahu Based		
	Non-Oahu Based		
Sr Database Designer	Oahu Based		
	Non-Oahu Based		
Jr Database Designer	Oahu Based		
	Non-Oahu Based		
Sr Funct. Lead / Business Analyst	Oahu Based	5.97%	
	Non-Oahu Based		17.90%
Jr Funct. Lead / Business Analyst	Oahu Based	6.13%	
	Non-Oahu Based		0.00%
Sr Integration Manager	Oahu Based	1.81%	
	Non-Oahu Based		1.81%
Jr Integration Manager	Oahu Based		
	Non-Oahu Based		
Sr Help Desk Specialist	Oahu Based		
	Non-Oahu Based		
Jr Help Desk Specialist	Oahu Based		
	Non-Oahu Based		
Sr Hardware Specialist	Oahu Based		
	Non-Oahu Based		
Jr Hardware Specialist	Oahu Based		
	Non-Oahu Based		
Sr Organizational Change Manager	Oahu Based	4.80%	
	Non-Oahu Based		0.00%
Jr Organizational Change Manager	Oahu Based		
	Non-Oahu Based		
Operations Lead/Manager	Oahu Based		
	Non-Oahu Based		
Project Executive	Oahu Based	0.96%	
	Non-Oahu Based		0.96%
Sr Project Manager	Oahu Based	2.43%	
	Non-Oahu Based		2.43%
Jr Project Manager	Oahu Based	0.00%	
	Non-Oahu Based		3.73%
Sr Programmer	Oahu Based	2.57%	
	Non-Oahu Based		7.72%
Jr Programmer	Oahu Based	0.00%	
	Non-Oahu Based		9.54%
Quality Assurance Manager	Oahu Based		
	Non-Oahu Based		
Sr Security Systems Engineer	Oahu Based		
	Non-Oahu Based		

[illegible]

Summary of Findings

Total OnSite FTE Total Remote FTE
28.4% 71.1%

Note: \$0 for travel in this budget; built in to labor rates

Provide the Percentage of Travel and Expenses (travel, per diem, and any other related expenses) that is embedded in all Hourly Rates listed in the above tables:	<p>The percentage of travel and expenses for each position is as follows:</p> <ol style="list-style-type: none"> 1. Sr Architect - 21.49%. Position as 2. Sr Funct. Lead/Business Analyst - 3. Jr Funct. Lead/Business Analyst - 4. Sr Integration Manager - 21.49%. 5. Sr Organizational Change Manage 6. Project Executive - 17.54%. Positi 7. Sr Project Manager - 19.53%. Posi 8. Jr Project Manager - 0%. Position 9. Sr Programmer - 24.56%. Positior 10. Jr Programmer - 0%. Position is 11. Technical Lead/Manager - 21.49% 12. Testing Lead/Manager - 21.49%. 13. Training Lead/Manager - 23.23% 14. Training Specialist - 27.73%. Pos 15. Global Analyst - 0%. Position is a 16. Global Project Manager - 0%. Po 17. Global Technical Lead/Manager -
Identify what Travel and Expenses are included within the Hourly Rates and define all assumptions relative to onsite and offsite travel and expenses.	<p>For travelling resources, the Oahu Base consultant work schedule will be further defined by the following assumptions relative to consultant travel:</p> <ol style="list-style-type: none"> 1. On travel weeks consultants will ar 2. Travel weeks will be coordinated to 3. Travel schedules will be maintaine 4. Traveling consultants will follow the 5. For consultants that are not onsite 6. The Junior Project Manager and Jr

Hourly Rate		Compo- site Rate	Position Composite Rate	Offeror or Subcontractor Name
\$209.42		\$1.20	\$3.99	Ray Songco (Reporting Manager)
	\$162.30	\$2.79		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		

		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
\$198.95		\$11.87	\$39.05	Jerry Bitters, Michael Lee, Farah Zekria, Gary Dinoso, Richard Welborn, Danny Franceschina, TBD
	\$151.83	\$27.18		
\$151.83		\$9.31	\$9.31	Mike Takeno, Shani Yamada
	\$151.83	\$0.00		
\$209.42		\$3.79	\$6.73	Sirosh Sridaharan
	\$162.30	\$2.94		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
\$162.30		\$7.80	\$7.80	Sherilyn Kimura
	\$162.30	\$0.00		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		
\$256.54		\$2.47	\$4.48	Greg Catanzano
	\$209.42	\$2.01		
\$230.37		\$5.60	\$10.06	Cheryl DeVries
	\$183.25	\$4.45		
\$78.53		\$0.00	\$2.93	TBD
	\$78.53	\$2.93		
\$183.25		\$4.72	\$15.23	Adriana Haddad, TBD
	\$136.13	\$10.52		
\$78.53		\$0.00	\$7.49	TBD
	\$78.53	\$7.49		
		\$0.00	\$0.00	
		\$0.00		
		\$0.00	\$0.00	
		\$0.00		

[illegible]

ote FTE

% of Prime Contractor Work

No data given

es that is embedded in the Oahu Based rate for the following positions is as follows:

signed for a total of 2403 hours, of which 25% will be performed onsite at Oahu Based rate. Note the Reporting Manager k

22.62%. Position assigned for a total of 25,034 hours, of which 25% will be performed onsite at Oahu Based rate.

0%. Position assigned for a total of 6432 hours. Resources are local with no travel expense.

Position assigned for a total of 3798 hours, of which 50% will be performed onsite at Oahu Based rate.

er - 0%. Position assigned for a total of 5038 hours. Resource is local with no travel expense.

on is assigned for a total of 2017 hours, of which 50% will be performed onsite at Oahu Based rate.

ition is assigned for a total of 5100 hours, of which 50% will be performed onsite at Oahu Based rate.

is assigned for a total of 3916 hours, of which 0% will be performed onsite.

n is assigned for a total of 10,804 hours, of which 25% will be performed onsite at Oahu Based rate.

assigned for a total of 10008 hours, of which 0% will be performed onsite.

%. Position is assigned for a total of 5184 hours, of which 25% will be performed onsite at Oahu Based rate.

Position is assigned for a total of 2136 hours, of which 25% will be performed onsite at Oahu Based rate.

. Position is assigned for a total of 4272 hours, of which 25% will be performed onsite at Oahu Based rate.

ition is assigned for a total of 3888 hours, of which 25% will be performed onsite at Oahu Based rate.

assigned for a total of 8160 hours, of which 0% will be performed onsite.

sition is assigned for a total of 1899 hours, of which 0% will be performed onsite.

- 0%. Positions is assigned for a total of 4806 hours, of which 0% will be performed onsite.

ased rate included in the Composite Rate card includes all travel costs reimbursable to the consultant. Those travel costs ir

ner detailed in the Project Management Plan deliverable following planning discussions with the State project management t

rive on Sundays and work onsite Monday through close of business Thursday.

o coincide with the project schedule activities, maximizing the value of onsite travel

d by the CherryRoad Jr Project Manager and will be available for all project team members to see

e CherryRoad travel policies defined in the CherryRoad employee handbook

and reside on the mainland, those resources will work Hawaii standard hours to be available as needed by the project team

Programmer positions are located in Bangalore, India at the CherryRoad India office and will work standard India hours.

ey position is a Sr Architect position on the composit rate card

nclude air, lodging, meals, transportation, parking, and incidentals. The
team. At this point it is expected the following assumptions will apply to

n


Staffing Resources, Travel and Sub Use

RFP-ERP-2020
June 2021


Methodology

- Analysis was done from staffing plans and cost workbooks (Appendix L)
- Vendors were required to provide Composite Weight % on each staff member to indicate if each were Oahu based or Non-Oahu based

Sample



Staff Position		Composite Weight %		Hourly Rate		Composite Rate	Position Composite Rate	Offeror or Subcontractor Name
Sr Architect	Oahu Based					\$0	\$0	
	Non-Oahu Based					\$0		



- Vendors were also required to provide data on each staff member; some identified them by name and some by company
- Vendors were allowed to express travel as a separate budget line item or build it into their labor rate and provide a detailed explanation

Sub Work Versus Prime Work

RFP states advantage goes to vendors who use Hawaii software companies and Appendix L requires:

Any Offeror who fails to indicate that it is a Hawai'i software development business will be presumed to be a non-Hawai'i software development business and the "Total Evaluated Costs including One-time Costs and Ongoing Costs" in its Offer will be increased by ten percent for purposes of evaluation only.

Prime	Findings	Used Local Sub in Appendix L?
Arctic IT	72% of work done by Prime; 18% is done by non-Hawaii based subs; 5% is done by Hawaii based subs Pouhiki and Ulu Hi-Tech	Yes
LSI	Data not provided on sub work versus prime	No
Oracle	0% of work done by Prime; completely outsourced to Na Ali'i (Hawaii based with HQ in California)	Yes
CherryRoad	Data provided by name instead of company; 1 of 27 employees is Graviton (California based) and 3 of 27 are Pacxa (Hawaii based)	Yes

On Site Versus Remote FTE

From Composite Rates by Position - Oahu based versus Non-Oahu based (Remote)

Prime	Oahu based	Remote
Arctic IT	18.1%	81.9%
LSI	0	100%
Oracle	50.3%	49.7%
CherryRoad	28.4%	71.7%

Budget for Travel

Prime	Budget Details
Arctic IT	No separate budget line item for travel however it's imbedded in labor rates which is allowable; vendor explained: "All travel costs, including air, auto, rail, housing and food during travel was determined. Arctic IT assumes a \$2,800 per trip at an estimate of 355 individual people trips for resources assigned to the contract."
LSI*	Total of \$1.7M budgeted for travel
Oracle**	No budget line item for travel and no travel imbedded in labor rates

Other budget notes:

** Pricing was predicated upon 15-year software subscription, but our contract only goes 5-8 years. If submitted this way, it could become binding for the State for 15 years. Should not be accepted this way.*

*** Oracle's budget noted the following, "All numbers are for budgetary purposes only until Oracle Ordering Document Signature. Prices subject to Approval by Oracle Senior Management." It appears they tried to make their BAFO non-binding. Should not be accepted this way.*

Budget for Travel, cont.

Prime	Oahu based
CherryRoad	<p>No separate budget line item for travel however it's imbedded in labor rates which is allowable; vendor explained:</p> <p>For traveling resources, the Oahu Based rate included in the Composite Rate card includes all travel costs reimbursable to the consultant. Those travel costs include air, lodging, meals, transportation, parking, and incidentals. The consultant work schedule will be further detailed in the Project Management Plan deliverable following planning discussions with the State project management team. At this point it is expected the following assumptions will apply to consultant travel:</p> <ol style="list-style-type: none">1. On travel weeks consultants will arrive on Sundays and work onsite Monday through close of business Thursday2. Travel weeks will be coordinated to coincide with the project schedule activities, maximizing the value of onsite travel3. Travel schedules will be maintained by the CherryRoad Jr Project Manager and will be available for all project team members to see4. Traveling consultants will follow the CherryRoad travel policies defined in the CherryRoad employee handbook5. For consultants that are not onsite and reside on the mainland, those resources will work Hawaii standard hours to be available as needed by the project team6. The Junior Project Manager and Jr Programmer positions are located in Bangalore, India at the CherryRoad India office and will work standard India hours.7. The Project Management Plan deliverable will define the manner in which offsite resources will communicate and work with the project team