Enterprise Resource Planning Modernization

REQUEST FOR INFORMATION – VENDOR QUESTIONS & RESPONSES

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Final Vendor RFI Responses Due: Friday, December 20, 2024 by 5:00 PM ET

Email responses to RFR@bphc.org with "ERP RFI Response" in subject.

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1. **Did a consultant assist the Boston Public Health Commission with the development of the RFI for ERP Modernization, and if so who?**

   Yes, a contracted consulting firm assisted the BPHC's development of the ERP Modernization RFI.

2. **If we do not respond to the RFI are we able to respond to RFP's as they are released?**

   As noted in RFI Section III, responding to this RFI is not a prerequisite to respond to the eventual RFPs. However, BPHC highly encourages Vendor participation so it can use that input to release more refined RFPs and thereby facilitate a more effective procurement process in Q1 2025.

3. **Given the evolving complexities and specialized needs of Human Resources, Time, Scheduling, Talent Management, and Payroll in the public sector, would your agency be open to considering a Best-of-Breed (BoB) solution that decouples Human Capital Management (HCM) from Financials?**

   BPHC's preference is for a solution that minimizes the number of separate, third-party applications, preferring fewer, well-integrated modules within a single solution for heightened usability and user experience. As noted in the RFI, a key challenge has been the separation of HR/HCM and financial management systems, requiring heavily manual processes to execute basic business processes. If Vendors can provide a highly integrated solution using Best-of-Breed components that would be seamless to BPHC users, BPHC would welcome the recommendation and a detailed account of how it could be effectively implemented.

4. **Which Budgeting Software providers has the Commission had discussions with leading up to release of this RFI? Which Budgeting Software product demonstrations has the Commission seen prior to the release of the RFI?**

   BPHC has not had any discussions with Budgeting software vendors regarding this RFI.

5. **Can the Commission please tell us user counts required for read/write access for each of following budgeting modules:**

   - Operating budgeting - ___ # read/write licenses

   - Personnel budgeting - ___ # read/write licenses

   - Capital budgeting - ___ # read/write licenses

   BPHC has 25 users with read/write licenses that cover these budgeting areas in its current budget tool.

6. **Is the commission interested in Strategic Budgeting - tying their strategic plan initiatives back to specific cost items in the budget?**

   BPHC is interested in hearing what Vendors have delivered for public sector organizations with similar missions, and the benefit gained by such modules.

7. **Is the commission interested in deploying a Transparency module with their budgeting software? This would allow the Commission to easily present budgeting information online as well as create a budget book.**

   BPHC is interested in hearing what Vendors have delivered for public sector organizations with similar missions, and the benefit gained by such modules.

8. **Does the Commission need the ability to configure and generate financial statements (Balance Sheets, Income Statements and Cash Flow Statements) from revenue and expense budget data combined with non-GL data entered by the user with their budgeting software?**

   Yes, BPHC needs the ability to configure and generate financial statements from revenue and expense budget data combined with non-GL data entered by users.

9. **What is the size of the Operating Budget at Boston Public Health Commission?**

   BPHC's annual operating budget is $259m.

10. **How many full time employees are currently working at Boston Public Health?**

    BPHC has 1,300+ full-time employees.

11. **What is the BPHC's desired timeline for implementation of the new ERP solution?**

    BPHC's goal is to begin implementation by early calendar year 2026 and finish implementation in calendar year 2027, with a potential deployment of all modules by the start of BPHC's fiscal year on July 1, 2027. That would mean a ~18-month implementation timeline.

12. From a delivery perspective, does the BPHC prefer a phased deployment approach for the modernized ERP or a full platform implementation?

For this RFI BPHC welcomes recommendations that meet its ideal timeline noted within RFI Section I.

A key consideration in an implementation approach will have to be any ask of BPHC employee involvement in implementation. Executing current state processes will constrain regular employee involvement during implementation. BPHC is specifically interested in hearing how SI Vendors would navigate those constraints and coordinate BPHC staff involvement necessary for implementation (e.g., requirement and demo validation, user testing, training).

13. If the BPHC has a preference for a phased deployment, what specific requirements and/or features are most important to start with in the initial deployment?

For this RFI BPHC welcomes recommendations on how to deploy specific requirements and/or features to best implement the proposed solution and meet BPHC's ideal timeline noted within RFI Section I.

14. What is the BPHC's anticipated timeline for this procurement?

BPHC plans to release the ERP Software Request for Proposal (RFP) in Q1 calendar year 2025, with the Software Implementation RFP following soon after (~3 months) once a software solution(s) has been selected.

15. Can the BPHC provide additional context on the following requirement: Ability to upload, index, store, and retrieve photos; or if this functionality is not available, to integrate with external photo database? What are the photos of and what are they used for?

This is a requirement primarily for BPHC HR. The intent is to be able to upload employee photos attached to their personnel records. There could also be an application for capital asset tracking.

16. What contract vehicles is BPHC considering using to procure this ERP?

Vendors on existing Information Technology Services contracts (e.g., Commonwealth of Massachusetts multi-state statewide contract ITS75) are encouraged to participate in this RFI and the future RFPs; however, any qualified Software or Software Implementation Vendor can respond to the RFPs.

Vendors using a City, State, or any other Group Purchasing Organization Contracts will sign a BPHC Short Form Contract that supports the awarded contract. Vendors not on City, State, or Group Organization Contracts will either enter into BPHC's Standard Contract that includes terms and conditions or the vendor may submit the Company's Agreement which will be reviewed by BPHC's General Counsel Office prior to entering into a contract.

17. **Do you anticipate replacing the Oracle Planning Budgeting Cloud Services (PBCS, i.e., Oracle Hyperion) with the financial planning solution of the chosen ERP vendor as part of this initiative or will the to-be ERP need to interface with Oracle?**

BPHC's current intent is to address the challenges outlined in the RFI and do so in the most effective and efficient manner, of course considering cost. Vendors can present proposed solutions that better leverage BPHC's current systems if they can articulate how BPHC's challenges will be addressed and define the benefits that can be realized through implementing their proposal.

18. **Will accounts receivable from Digitech, CareLogic, and HS Govtech be managed in the future state ERP, or will it continue to reside in the source system? Will the interfaces from these systems to the future state ERP be to the general ledger or the accounts receivable module?**

BPHC anticipates that its programs and bureaus will continue to use Digitech, CareLogic, and HS Govtech to manage accounts receivable details for their respective services. At this time, BPHC does not anticipate bringing the accounts receivable management from these systems into the new ERP SW solution. Therefore, an integration for GL data would be required.

19. **Aside from billing for Grant reimbursement, are there other needs for an accounts receivable module in the future state ERP? If so, please describe.**

BPHC bills a number of third parties other than grant sources (e.g., City of Boston appropriation, capital purchase reimbursements, and miscellaneous reimbursement requests as they arise, licensing, permits, fines, parking) on a monthly and ad hoc basis.

20. **Is detailed inventory management capability needed in the future state ERP or will inventory continue to be managed in Operative IQ? If inventory will continue to be managed in Operative IQ, will the desired integration be at the general ledger level? Please describe the desired integration.**

BPHC currently plans to maintain Operative IQ for inventory management for Emergency Medical Services (EMS). However, it is open to Vendor responses that articulate the benefits to be gained by having its programs and bureaus adopt its solution's inventory management capabilities. Assuming inventory management functionality remains in Operative IQ, it will likely require a GL interface.

21. **What non-ERP systems or 3rd-parties are anticipated to remain upon implementation of a new ERP that will need to be integrated to? What integrations are anticipated?**

This will largely depend upon what ERP SW solutions could better cover under their capabilities, versus maintaining current systems and integrating it to the new SW solution.

The new SW solution would need to integrate with external entities like Bank of America or E-Verify. As noted in response to other questions, BPHC anticipates maintaining its third-party billing systems (i.e., Carelogic, HS Govtech, Digitech, Off Duty Management and inventory management system (i.e., Operative IQ), as well as external platforms like grantor sites (e.g.,

FSRS, PMS) and recruiting sites (e.g., LinkedIn Recruiter, Idealist). Setting up integrations to those third parties to streamline business processes will be ideal.

As noted in the RFI, BPHC's preference is for a solution that minimizes the number of separate, third-party applications, preferring fewer, well-integrated modules within a single solution for heightened usability and user experience. BPHC will assess how proposed SW solutions might help address other, not-traditionally-ERP business functions like scheduling/timekeeping and pre-award and grantor management, and whether it could leverage the new solutions to improve those processes. If not, the new solution will either need to integrate with its existing current state (e.g., E-Time and Telestaff for scheduling and timekeeping) or BPHC will choose to invest in non-ERP systems it would then integrate.

22. **Please describe the extent of converted data that will be necessary. Is it sufficient to convert active master data, open transactions, and general ledger balances for the prior year and current year?**

For this RFI BPHC requests that Vendors provide recommendations on the scope of converted data based on how similar organizations they have supported approached converting and migrating legacy data into the new solution(s).

It would be helpful to understand the variables Vendors are considering when they estimate the level of effort and associated cost needed to convert legacy data into their solution (e.g., this volume of this type of data requires this much effort and therefore this cost).

Two additional notes regarding data conversion:

- BPHC abides by the Commonwealth of Massachusetts Public Records Law and will want to work with the SW and SI Vendors to leverage the chosen ERP solution to most effectively maintain and, when necessary, access archival data according to those retention schedules.
- BPHC HR currently maintains hard copy personnel files for all current employees and, pursuant to the retention schedules noted above, former employees. As a part of this ERP investment, BPHC will want to digitize the active personnel files and a to-be-determined scope of former personnel files into the new ERP SW solution.

23. **How many allowances plans, including time off and leave exist?**

BPHC has a single time off policy and 66 leave policies; there are currently no allowance plans.

24. **Are any of the plans accrual based? if yes, how many calendars do you use?**

All time off plans are accrual based. There are two calendars; while most employees get 12 holidays, Boston Public Patrolmen's Association union employees get 13 holidays.

25. How many benefit groups, programs, and plans exist? Do you have standard benefit plans across the entire organization?

The BPHC benefits program includes union and non-union groups each with 8 different plans and additional voluntary plans (e.g., voluntary disability). BPHC also has pension plan and 457b retirement plan options for employees.

26. Which pay frequencies are utilized (weekly, semi-monthly, etc.)?

BPHC runs one weekly payroll for all employees.

27. How many earnings / deduction codes do you have?

BPHC has 130 codes, including 80 earnings and 50 deduction codes.

28. Do you have complex scheduling requirements?

While most BPHC employees use E-Time for timekeeping, some BPHC programs and bureaus have employees who need to use other solutions to schedule and track time. Emergency Medical Services (EMS) uses TeleStaff for their employees' shift scheduling and timekeeping. About 300 employees use physical time clocks, primarily in the Homeless Services Bureau.

29. How many performance plans exist?

There is currently one BPHC performance plan template. In the future BPHC would like to have several such templates to cover performance management needs (e.g., performance evaluations, performance improvement plans).

30. Approximately how many suppliers exist?

BPHC has 5,400+ vendors contracted to support BPHC, including 550+ contingent workers (i.e., 1099 contractors). 2,500+ of those vendors have been active over the past three years.

31. Approximately how many customers exist?

BPHC has 350 customers in its current AR system.

32. How many back accounts exist?

BPHC assumes vendor meant "bank" accounts. BPHC has 10 bank accounts; 9 with Bank of America and 1 with Massachusetts Municipal Depository Trust (MMDT).

33. How many supplier invoices per year are processed?

BPHC received 14,400+ supplier invoices in FY2024.

34. What is the annual value of grants?

BPHC's annual grant revenue typically ranges between $60-80m.

35. What type of grants do you have?

BPHC receives city, state, federal, and private foundation grants. These grants are awarded as Advance Grants, Fixed Price Grants, Fee for Service Grants, and Cost Reimbursement Grants. Some are hybrid grants, e.g., awarded as a partial advance grant and partial cost reimbursement grant.

36. How many grants do you have each year?

BPHC annually manages ~65 grants that fund 110-140 active projects.

37. Does the ERP have to be deployed in Azure? If not, would deployment in GovCloud be a requirement?

The ERP does not have to be deployed in Azure, but BPHC strongly prefers Azure GovCloud due to preferred hosting rates and a superior security model. BPHC is particularly interested in leveraging its existing technical infrastructure and investments. However, BPHC remains open to alternative deployment proposals from Vendors, provided they can demonstrate a compelling case for a different setup that offers long-term cost-effectiveness and efficiency.