



**Enterprise Resource Planning Modernization –
Software Solution**

REQUEST FOR PROPOSAL

Project No. ITS-010-24

INFORMATION TECHNOLOGY SERVICES

FINANCE

HUMAN RESOURCES

February 7, 2025

Boston Public Health Commission – ERP Modernization Software Solution RFP

This Request for Proposal (RFP) from Boston Public Health Commission (BPHC) Finance, Human Resource, and Information Technology Services offices requests Enterprise Resource Planning (ERP) Software Solution Provider proposals for how their solutions meet BPHC’s current ERP requirements.

| Request for Proposal (RFP) Schedule | |
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| Friday, February 7, 2025 | RFP to be published in The Boston Globe. RFP available at 12:00 PM ET at www.boston.gov/bid-listings . |
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| Week of March 3, 2025 | Vendors who submitted questions invited to optional, virtual Q&A session with BPHC to clarify and address those questions. BPHC will share more details in invites. |
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NOTE: This is the anticipated schedule. While it is BPHC’s intention to follow this schedule and conduct activities in a timely manner, unforeseen circumstances may arise that can affect it. If BPHC needs to make schedule changes, it will release that updated schedule as an amendment to this RFP at www.boston.gov/bid-listings.

Certified Underrepresented Businesses Enterprise Participation

As part of BPHC’s efforts to have an equitable procurement process, BPHC encourages the participation of Supplier Diversity Office of Commonwealth of Massachusetts Certified Underrepresented Businesses Enterprise (CUBE) businesses, which includes: Minority- owned Business Enterprises (MBE), Women-owned Business Enterprises (WBE), Veteran-owned Business Enterprises (VBE), Disability-owned Business Enterprise (DOBE), Lesbian Gay Bisexual Transgender Business Enterprises (LGBTBE), Minority Non-Profit (MNPO), Women Non-Profit (WNPO), Minority Women Non-Profit (MWNPO) and local businesses.

Public Records Laws

Certain records and documents created or received in connection with this RFP may be subject to public disclosure under applicable Public Records Laws, including, but not limited to, M.G. L. c. 4, § 7(26) and 950 CMR 32.00. Therefore, BPHC may be required to disclose records pursuant to Public Records Law and as such BPHC will use reasonable efforts to identify and label any information they believe to be proprietary or confidential prior to disclosure.

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Section I – Background Information

This Request for Proposal (RFP) from Boston Public Health Commission (BPHC) Finance, Human Resource, and Information Technology Services offices requests Enterprise Resource Planning (ERP) Software Solution Provider (“Vendor”) proposals for how their solutions meet BPHC’s current ERP requirements.

Overview of BPHC

BPHC is the local public health department for the City of Boston and the country’s oldest health department. BPHC’s mission is to work in partnership with communities to protect and promote the health and well-being of all Boston residents, especially those impacted by racism and systemic inequities.

BPHC has 1,300+ full-time employees, including 800+ employees represented by 8 unions, working in 12 operational offices, 5 public health service centers, and 6 programmatic bureaus and divisions. Additionally, there are 5,400+ active vendors supporting BPHC, including 550+ contingent workers (i.e., 1099 contractors), leading to 14,400+ supplier invoices in FY2024. BPHC’s annual city appropriation is \$140m, which combined with grants (annual grant revenue typically ranges between \$60-80m) and other revenue (e.g., third party billing for emergency services, parking and licensing fees) amounts to an annual budget of approximately \$259m.

BPHC’s six bureaus stand as a perfect example of how the BPHC executes its mission every day:

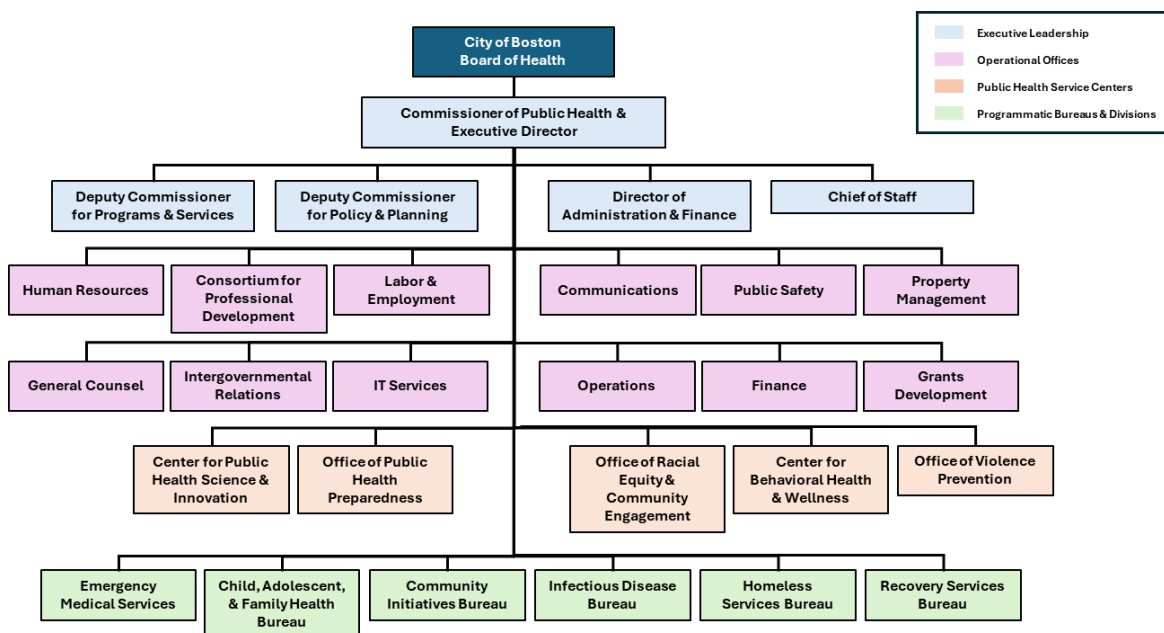


Figure 1 – BPHC Organizational Structure

- Boston Emergency Medical Services (BEMS): Compassionately delivers excellent pre-hospital care, provides expedited transportation to hospitals or Urgent Care facilities, and protects the health and safety for the public. Boston EMS is one of three public safety agencies that respond to 9-1-1 calls.
- Child, Adolescent, & Family Health Bureau (CAFHB): Addresses the physical, emotional, and mental health needs of Boston children and families. The Bureau offers programs where residents live, learn, work, and play, including: in and out of school programming for adolescents; initiatives to prevent and respond to violence; and support for families with young children before, during, and after birth.
- Community Initiatives Bureau (CIB): Addresses health issues affecting Boston citywide. The Bureau offers community and home-based services. The Bureau supports BPHC's commitment to: addressing environmental health hazards; chronic disease prevention and management; healthcare access; and health homes and businesses.
- Infectious Disease Bureau (IDB): Works with diverse populations to reduce the impact of infectious diseases, prevent death associated with these diseases, and create healthier lives for the residents of Boston. The Bureau's work includes: disease surveillance; HIV / AIDS-related services; investigation of cases and outbreaks; and community and provider education.
- Homeless Services Bureau (HSB): Oversees programs that address complex needs associated with adults experiencing homelessness. This includes: emergency shelter; health and behavioral health services; job readiness and training; and housing navigation services.
- Recovery Services Bureau (RSB): Provides a coordinated continuum of substance use care from prevention to treatment to recovery, with an emphasis on vulnerable populations. Bureau services include: prevention; harm reduction; outreach, engagement, and access to care; and outpatient and residential treatment.

BPHC services also include research and data analysis, mental and behavioral health initiatives, training and support of Community Health Workers, public health preparedness, legislative advocacy for public health priorities, violence prevention, and other programming to address health equity.

BPHC's Pursuit of a Modernized ERP System

Over the past few years, public health challenges have intensified and the demands on BPHC have grown. Boston has seen a growing need for a strong public health infrastructure as the health and wellness of Boston residents has been impacted by so many challenges. Added to COVID-19 and other emerging infectious diseases, increased mental and behavioral health needs, the enduring and growing opioid epidemic, greater strain on our healthcare systems, stark racial and ethnic disparities in health outcomes, and increased cost of living have made it difficult for individuals and communities across Boston to address basic and more complex needs. In large part because of

competing priorities and limits in capacity, the foundational capabilities of BPHC’s HR and Finance offices have remained essentially at pre-COVID levels.

BPHC’s 2024-2027 Strategic Plan set an objective of enhancing its enterprise systems to improve BPHC work and programs by the end of 2027. To that end BPHC began an enterprise-level initiative focused on the following:

1. Implement a software solution that will collectively serve the needs of BPHC including the following integrated core functions:
 - a. *Human Resource / Human Capital Management*: With the ability to manage the entire employee lifecycle (i.e., from talent acquisition through separation), including payroll.
 - b. *Financial Management*: With the ability to manage budgeting and forecasting, procure-to-pay (P2P, i.e., procurement and accounts payable), contract management, expense management, accounts receivable, grants management, banking, asset management, financial accounting, and capital expenditures.
2. Acquire the ability to use automation to administer requirements for eight unique unions with different job profiles, compensation plans, step progression, and negotiating periods.
3. Modernize BPHC’s business process capabilities, including streamlining and automating legacy business processes and adopting standardized industry best-practices.
4. Provide BPHC employees a modern user experience that includes embedded support for mobile and social communications, self-service applications, and ad hoc reporting.
5. Simplify BPHC’s technology architecture by reducing the number of third-party software tools required for its core business processes.
6. Adopt modern security with features such as role-based security, single-sign-on enablement, and support of superusers.
7. Implement the acquired solution(s) using best practices for project management, organizational change management, and business process transformation working with highly qualified vendors with proven, relevant experience.

In fall 2024 BPHC used those priorities to assess its current ERP systems and business processes and define future state ERP requirements. BPHC also completed a Request for Information to refine its understanding of what the current ERP software market could address within those needs, and the costs to expect undertaking that work. The results of that work inform this RFP, and the requirements included across these areas (see *RFP Section IV* for more detail on future state requirements):

- Human Resources/Human Capital Management (HR/HCM)
 - Benefits Management
 - Hiring & Onboarding
 - Offboarding
 - Performance Management
 - Recruiting

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- Talent & Learning Management
 - Time & Absence Management
 - Union & Non-Union Compensation & Payroll Management
- Financial Management (FIN)
 - General Accounting
 - General Ledger Structure & Maintenance
 - Accounts Receivable
 - Asset Management, including Capital Project Management
 - Banking Management
 - Budget Management
 - Expense Management
 - Financial Forecasting
 - Financial Reporting
 - Grant Management, including Pre-Award and Post-Award
 - Inventory Management
 - Procurement & Payables
 - Contract Management

Once BPHC selects an ERP software solution through this RFP and follow-on evaluation process, it intends to release a second RFP to procure the professional services necessary to implement that chosen software.

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.

Section II – BPHC’s Current ERP Environment

BPHC currently operates with human resource / human capital management (HR/HCM) and financial management (FIN) solutions based on a variety of disparate and disconnected systems that over time have become highly customized. The general challenges with that current state environment include:

- Limited integration between systems requires heavy reliance on manual processes to populate data from one system into another system, particularly between BPHC’s HR/HCM ADP-based systems and FIN Microsoft (MS) Dynamics GP system. This lack of integration also limits reporting capabilities, budget forecasting, financial analyses, among other core business activities.
- Limited automation and missing or misaligned system workflows lead to heavy redundancy, common rework due to errors, and heavily manual and time-intensive business processes.
- High level of effort for consolidating necessary data for core business processes coupled with lengthy system load times and report generation further exacerbates already time-intensive business processes.
- Difficulty effectively maintaining the broad suite of systems that make up its current state, with the oftentimes necessary default to convoluted workarounds or over reliance on individual staff with knowledge to improve configurations and processes where possible.
- Reliance on individual-based permissions or inconsistently applied role-based permissions, as well as required IT involvement to add users to systems or workflows, leads to onboarding delays, maintenance challenges, challenges backfilling or delegating tasks due to absences, and unnecessary risks to system and data security.

The following sections summarize the current state of BPHC’s HR/HCM and FIN policies, processes, and systems. The objective is to give Vendor’s more insight into BPHC’s current state operations so that alongside *RFP Section IV* (system requirements), *RFP Section V* (use cases), and *RFP Section VI* (current systems’ disposition and integration status), Vendors can understand more of the from-to journey ahead for this implementation at BPHC.

HR/HCM Current State

The BPHC HR/HCM services cover employees’ entire lifecycle with the organization, including benefits management, hiring and onboarding, offboarding, compensation and payroll management, performance management, recruiting, talent and learning management, and time and absence management.

While the BPHC’s full-time employee size is relatively small (1,300+), a complicating factor for HR/HCM business processes is the need to manage multiple employee types (e.g., union and non-union employees; notably contingent workers [i.e., 1099 vendors] are managed through BPHC Procurement process today) and eight unions representing over 60% of BPHC employees. Compounding the general current state challenges noted above, the HR team needs to execute

frequently occurring business processes to support that diverse workforce (e.g., weekly payroll processing, multiple time off and leave accruals based on employee type and union).

From a software perspective, the BPHC HR team primarily uses ADP-based solutions for its core business processes:

- ADP Enterprise HR: General HCM, including employee, compensation, and payroll management
- ADP Workforce Management Hiring: Recruitment, hiring, and onboarding management
- ADP E-Time & Time Clocks: Employee time tracking, including web-based time tracking and integration with physical time clocks that ~300 BPHC employees use

Integrations between these ADP instances are minimal and ADP is not integrated with the FIN management software (i.e., MS Dynamics GP). There are other function-specific systems the BPHC HR team uses, including Cornerstone for learning management and PerformYard for performance management. In each of these cases, any data that needs to be shared between systems needs to be manually transferred. See *RFP Section VI* for the full list of current HR/HCM systems.

The following subsections provide high-level information about specific HR/HCM business areas.

Recruiting, Hiring, & Onboarding

- Recruiting tasks (e.g., offers, candidate tracking) are handled through the central talent acquisition team and offers are sent through ADP.
- While most processes are manual involving email and hard copy forms, job offers use SignNow for digital signatures and approvals.
- This business area is currently undergoing a large-scale business process redesign by the BPHC HR team, including configurations within ADP to better aid staff.

Employee Lifecycle

- All employee personnel files are currently hard copy documents; BPHC HR does have intention to digitize those files to include in the to-be-determined ERP solution.
- Promotions, job changes, and lateral moves are handled by the BPHC HR Talent Acquisition team. These processes are heavily manual today, and the BPHC HR team is also actively refining these policies, processes, and ADP to make them more efficient.

Benefits Management

- While benefits are primarily negotiated and managed by the City of Boston, BPHC HR is responsible for providing consultative services to employees on the variety of benefits programs available, assisting with retirement options, administering the assisting with health insurance, enrollments and payroll entries, and maintenance of benefits during Leave Without Pay.
- Employees must work 30 or more hours per week to qualify for benefits.
- Open enrollment occurs in May; benefits take effect at the start of the new fiscal year on July 1.

- Dependent Care Flexible Spending Account (DCFSA) enrollment occurs in November and comes into effect January 01 each year.
- Massachusetts State Employees' Retirement System (MSERS) is a mandatory retirement savings benefit for eligible employees.
- Employees are eligible for Massachusetts' SMART Plan, 457b retirement savings program for public employees.
- Most employees have the same health benefit plan options; Boston Police Patrolmen's Association (BPPA) union employees have separate dental/vision plans.
- Benefits processes including Family and Medical Leave Act (FMLA), Parental Leave, and Administrative, Intermittent, and Medical Leave have minimal automation and require manual entry with carriers, payroll, and other systems.

Time & Absence Management

- ADP E-time is the primary system in use for employee time tracking, offering web-based time tracking and integration with physical time clocks that ~300 BPHC employees use.
- BEMS uses a separate system, Telestaff, to complete employee scheduling; that scheduling data is then manually loaded into E-Time for timekeeping.
- All staff timesheets are due weekly on Fridays, to coincide with weekly payroll.
- BPHC has one holiday calendar for most employees; BPPA union members have the only separate calendar with one additional holiday, which union members can have paid instead of taken.
- BPHC has a single time off policy with all time off plans being accrual-based and 66 unique leave accrual policies tied to union agreements; there are currently no allowance plans.
- PTO accruals, balances, and absences are manually tracked in ADP with little automation.

Compensation & Payroll Management

- HR manages payroll and compensation through ADP, including W-2 processing and generation of paychecks.
- Compensation adjustments are not currently tied to performance reviews; only cost-of-living adjustments (COLA) increases are provided.
- Compensation plans for the ~800 employees across 8 unions are determined by Collective Bargaining Agreements (CBA). Compliance with the City of Boston's livable wage requirements supersedes those CBAs. Union compensation plans vary widely and include specialized rules for step-based salary progressions, promotions, and pay-for-work performed out of grade that must be adhered to.
- MSERS contributions are required for union employees.
- BPHC currently has 130 earnings and deduction codes, with 50 deduction and 80 earning codes.
- No pay grades or compensation benchmarks are currently utilized for non-union staff.
- Payroll is currently processed weekly for all BPHC employees through ADP, primarily due to union-mandated payroll cycles. One-time payments are rare.

- 1095C Files are produced manually, loaded into ADP, and ADP produces and mails the notices to employees.

Performance, Talent, and Learning Management

- BPHC HR has recently implemented several systems for talent and learning management, in some cases adopting the same systems as the City of Boston:
 - PerformYard: Performance management system for non-union employees
 - Cornerstone: Learning management system implemented in November 2024
 - Relias: Credentialing system that provides accredited courses to meet continuing education requirements for professional licenses.
- As noted above, no compensation adjustments are tied to performance reviews.
- There is a single performance review template for all staff.
- Goal setting, certifications, and credentials are tracked manually outside current systems.
- Disciplinary actions, such as Performance Improvement Plans (PIP), have just recently been introduced.
- There are specific disciplinary actions based on CBAs for union staff that are tracked manually.

Offboarding and Retirement

- The BPHC HR team has limited visibility into termination decisions across the entire BPHC organization, leading to delayed removal of terminated employees from BPHC systems.
- Termination processes differ for union vs. non-union employees, but generally final pay is processed immediately, and accrued PTO is paid one week after termination. Severance is rarely paid.
- Retirees receive pensions from the Massachusetts State Retirement Board.

FIN Current State

BPHC's financial management services are comprised of general ledger and accounting, accounts receivable, asset management, bank management, budget management, contract management, expense management, financial forecasting, financial reporting, grant management (including pre-award and post-award grant accounting), inventory management, and procure-to-pay (P2P, i.e., procurement and accounts payable).

From a software perspective, the BPHC Finance team uses MS Dynamics GP and ReQlogic for its core financial management processes. While MS Dynamics GP and ReQlogic are somewhat integrated, there is limited to no integration with additional systems handling financial management processes (see *RFP Section VI* for the full list of current FIN systems). Key examples include the following:

- There is no integration between HR's ADP systems and FIN's MS Dynamics GP system, requiring heavily manual processes to maintain data between the two.

- MS Dynamics GP only receives data from ReQlogic; ReQlogic does not receive any data from MS Dynamics GP, creating gaps in data consistency between these two, core FIN systems
- There is limited to no integration between MS Dynamics GP and the various third-party billing and revenue systems used across BPHC offices, bureaus, and programs (e.g., Carelogic for medical insurance billing, Digitech for BEMS transport billing, HS GovTech for permit revenue, Amano McGann for parking revenue, Twin Oaks for fitness center revenue)
- There is limited to no integration between MS Dynamics GP and BPHC's various bank accounts, requiring highly manual bank transaction uploads, reconciliations, and discrepancy resolutions
- The current Oracle Planning Budgeting Cloud Services (PBCS, i.e., Oracle Hyperion) system meant to be dedicated to planning and budgeting is also not integrated to other financial systems and requires MS Excel uploads from MS Dynamics GP. This results in the BPHC Finance team largely using the Oracle system as a data storage and reporting tool instead of the desired, dynamic budget management tool.

The following subsections give high level information about specific FIN business areas.

General Accounting & General Ledger Structure

- BPHC's fiscal year is from July 1 to June 30.
- Financial period closes are performed manually on a monthly, quarterly, and annual basis. Year-end close typically requires the to-be-closed fiscal year to remain open until November or December each year until the GL audit is completed and all ending balances have been vetted and finalized.
- BPHC uses a project ID to account for funding source, fiscal year, and bureau code, while maintaining a standard chart of accounts.
- Journal entries, reconciliation, and period closing are all manual processes.
- Financial statements are generated on a monthly, quarterly, annual and ad-hoc basis.

Procurement and Accounts Payable

- There are currently 5,400+ active vendors supporting BPHC, including 550+ contingent workers (i.e., 1099 contractors). In FY2024, BPHC processed and paid 14,400+ vendor invoices.
- The procurement and payment processes have some automated approval workflows, but still require manual intervention across MS Dynamics GP, ReQlogic, SignNow, MS Access (phasing out by July 2025), MS SharePoint, and email.
- Payments are processed from data in MS Dynamics GP, and then the batch payment file is uploaded to the Bank of America Portal to release payment both for EFT and checks.

Non-Purchase Order Related Expense Management

- BPHC has three distinct processes for handling non-purchase order related expenses: employee expense reimbursement, purchase cards (PCards), and gift cards

- Employee expenses are currently processed via accounts payable by setting employees up as vendors within MS Dynamics GP.
- Approximately 50 employees hold PCards for approved purchases (i.e., emergencies, travel, paying one-time vendors) through Bank of America.
- BPHC also distributes a high volume of gift cards to vulnerable populations through some of its programs. The ordering, inventorying, distributing, expensing, and triaging lost or stolen cards currently requires manual processes.

Accounts Receivables

- BPHC currently has 350 customers in its AR module.
- There are approximately 14 revenue categories including grants, medical billing, BEMS services, permits, training fees, inter-office billing, parking garage fees, and more.
- There are numerous billing processes depending on the BPHC bureau administering services, different revenue types, and what third-party partners may be used for invoicing and collecting payments. The BPHC Finance team often has limited insight into those operations, making these processes heavily reliant on manual tracking and regular communications with bureaus and third-party partners.
- Partners and systems like HS GovTech, Digitech, Off Duty Management, Carelogic, and Inovalon are currently used for coordinating billing and collecting payments. There are two cashiering systems used for revenue collection, Amano for parking and Twin Oaks for fitness centers.

Asset Management

- There are approximately 10 asset classes in MS Dynamics GP, including vehicles, furniture, equipment, computers, enterprise technology, land, buildings, building improvements, leasehold improvements, and construction-in-progress.
- Capital expenditures are tracked through MS Dynamics GP, including projects meeting a minimum capitalization threshold (e.g., buildings, improvements). A large portion of the accounting is done manually.

Inventory Management

- BPHC bureaus are responsible for managing inventory, such as medical and pharmaceutical supplies (e.g., Personal Protective Equipment [PPE]). In some cases this is done through separate systems (e.g., BEMS uses Operative IQ for medical supply inventory) that are not integrated to FIN systems.

Budgeting & Forecasting

- BPHC's budgeting process begins in November, with the City of Boston typically finalizing the budget just before the start of the fiscal year (July 1).
- BPHC is required to submit two key reports to the City of Boston each year: Reforecast 1 in late fall and Reforecast 2 in mid-spring.

- Oracle PBCS is used for historical and future recordkeeping but due to limited integrations with other FIN systems is not used for budget planning or forecasting.
- The BPHC Budget team uses detailed, MS Excel-based tools to consolidate required data from BPHC FIN systems and then uses that offline tool for budget checks, amendments, forecasting, and planning.
- Since this work is done out-of-system and requires time intensive data collection efforts, BPHC is limited in its ability to have comprehensive and real-time monitoring of its budgets and more regular forecasting reports.

Grants Management

- BPHC serves as both a grantee receiving funds from entities (e.g., Federal, state, city, private) and a grantor distributing funds to selected partners.
- BPHC receives advance grants, fixed price grants, fee-for-service grants, and cost reimbursement grants. Some are hybrid grants, i.e., awarded as a partial advance grant and partial cost reimbursement grant.
- Annually BPHC typically manages ~65 grants with annual grant revenue ranging between \$60-80 million funding 110-140 active projects.

Banking Management

- BPHC has 10 separate bank accounts, including 9 with Bank of America and 1 with Massachusetts Municipal Depository Trust.
- Vendor EFT payments, and live checks that utilize the positive pay feature, are processed through the Bank of America portal. BPHC also has the need, at times, to be able to write checks manually and record back to their accounting system.

Additional ERP Technical Architecture Details

BPHC Information Technology Services (ITS) supports some elements of the current HR/HCM and FIN technical architecture. Third-party software management vendors support the FIN systems, primarily MS Dynamics GP and ReQlogic.

In addition to the HR/HCM and FIN systems noted above, BPHC uses MS 365 across its enterprise (e.g., MS Outlook, MS Teams, MS SharePoint, MS Access) and uses MS Active Directory (AD) for its single-sign-on (SSO) capability. In some instances, additional workarounds were required to connect current systems with MS AD to enable SSO (e.g., FastPath Configuration AD Desktop).

BPHC invested in a dedicated MS Azure Gov cloud-based server set up, with four servers as outlined in the diagram below solely servicing the BPHC FIN environment (see *Figure 2*). BPHC ITS has a dedicated database administrator for those servers' maintenance and operations.

BPHC's MS SQL Server supporting the backend of MS Dynamics GP and ReQlogic contains 187 GB of structured FIN data in SQL Databases (2022) format dating back to 2009-2010.

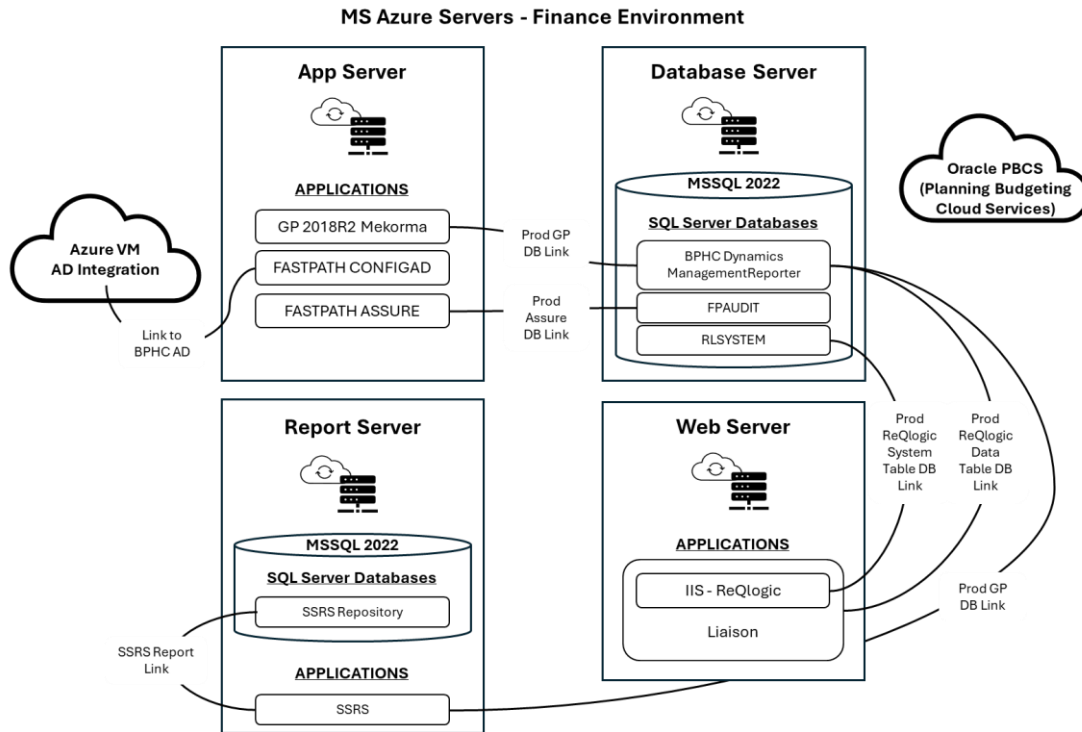


Figure 2 – BPHC MS Azure Servers for FIN Environment

BPHC abides by the Commonwealth of Massachusetts Public Records Law, including, but not limited, to M.G. L. c. 4, § 7(26) and 950 CMR 32.00, and the State and City of Boston public records request (PRR) policies and procedures which govern record retention and the sharing of public records with requesting individuals or entities.

Section III – Request for Proposal Instructions

BPHC requests ERP Software Solution Providers (“Vendors”) respond to this RFP to propose how their solution’s meet the requirements described herein and the resulting costs of implementing and maintaining that solution.

BPHC’s objective for this RFP is to invest in new capabilities that directly address its current HR/HCM and FIN challenges, and thereby make those business areas more streamlined, integrated, user-friendly, and adaptable to changing mission needs. To best achieve that objective, BPHC will facilitate three phases for this procurement:

1. Receiving and responding to Vendor questions regarding this RFP
2. Receiving and evaluating Vendor proposals to down-select top Vendors
3. Facilitating Vendor presentations and demonstrations of their solution’s capabilities for final evaluations and award decision

RFP Schedule

Vendor questions and RFP response submissions should be completed per the instructions in this RFP and sent to RFR@bphc.org by the deadlines below.

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BPHC Contact Information

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submitted to that BPHC email address will be included in the distributed RFP Vendor Q&A document.

Vendor Qualifications

BPHC is seeking RFP responses from Vendors who are the direct vendors or certified resellers of commercial, fully integrated, software-as-a-service (SaaS) ERP software solutions that meet the HR/HCM and FIN functional and technical requirements described in *RFP Section IV*.

While BPHC recognizes that there may be some requirements that require additional configuration or integrations to separate systems, applications, etc., most requirements should be met out-of-the-box by a single, integrated SaaS solution. As outlined in the instructions below, the Vendor must explain in its proposal how those additional configurations or integrations will meet the requirement and the level of effort required to do so (i.e., minor or significant).

Vendors responding to this RFP should be able to demonstrate and provide references for how their solution has been implemented and operated successfully at government and public health organizations like BPHC.

Vendor Questions

BPHC will facilitate the following steps for Vendors to ask questions and receive answers about this RFP.

1. Vendor Question Submission

Vendors can submit their questions regarding this RFP by sending an email to RFR@bphc.org before Friday, February 21, 2025, at 5:00 PM ET.

Vendors should consolidate questions into a single, emailed submission with the subject being “ERP SW RFP Questions.” BPHC will not respond directly to Vendor email questions and any question submitted to that BPHC email address will be included in the eventually distributed RFP Q&A document.

BPHC will review questions in preparation for the Virtual Q&A session with Vendors.

2. Virtual Q&A Session

BPHC will facilitate an optional, virtual Q&A session with Vendors the week of March 3, 2025, dedicated to answering Vendor questions related to this RFP so they can better prepare detailed and thorough RFP responses. BPHC will determine the session’s duration based on the Vendor questions received. BPHC also reserves the right to change when the session will be held in order to ensure it is properly prepared for a productive conversation.

Vendors who submitted questions by the February 21, 2025, deadline will receive the session information ahead of the actual meeting.

This Virtual Q&A session is *optional* for Vendors; while Vendor participation is encouraged, it is not mandatory to attend the session in order to submit an RFP response.

After that meeting, BPHC will refine and post its final responses to Vendor questions by Monday, March 10, 2025, at 5:00 PM ET. at www.boston.gov/bid-listings.

If Vendor questions cause a change to any part of this RFP BPHC will release an addendum to the RFP along with its responses to Vendor questions. It is Vendors' responsibility to review the updated documents to ensure their proposal submissions are compliant to the latest instructions and requirements.

Vendor Proposal Responses

Interested Vendors must submit a written proposal response including all requested information in an email sent to RFR@bphc.org before Friday, March 21, 2025, at 5:00 PM ET. The written proposal should be submitted as a PDF; the completed Requirement Table file accompanying the proposal should remain in the provided MS Excel template (see instructions below).

BPHC requests that each response is thorough, complete, and addresses all instructions noted below. The written RFP response must include the following information within the page limits noted below:

1. Vendor Profile (*no more than 1 page*), including:
 - a. Vendor name
 - b. Vendor official address
 - c. Vendor proposal manager, including their contact information (e.g., email, phone number)
 - d. If applicable, identify any relevant company statuses or certifications (e.g., Certified Underrepresented Business Enterprise [CUBE] status)
2. Summary of Vendor Solution (*no more than 6 pages*), including:
 - a. Summary of how the solution is designed as a commercial, fully integrated, SaaS ERP software solution and the unique benefits it provides customers
 - b. Summary of the solution's specific modules, products, or features required to most effectively fulfill the requirements stated in this RFP and how those modules are or can be integrated for a single, fully integrated, and streamlined user experience. If enhancements are available above and beyond the basic features of a solution, clearly distinguish between the basic features necessary to meet the requirements and what optional enhancements could be implemented and the additional costs for those enhancements and benefit to be gained in doing so.
 - c. Summary of how the solution can integrate with separate, external systems or applications and any specific standards, dependencies, or specific methodology for doing so.
 - d. Summary of the solution's access protocol, whether it is role-based, individual-based, or hybrid, and how that is best managed by users.

- e. Summary of existing and commonly used implementation methodologies for the proposed solution, the average duration of such implementations, and the benefits to be gained of adopting those recommended methodologies.
 - f. Summary of the Vendor solution’s data model and data management standards and methodology, how it can aid the data conversion of legacy BPHC HR/HCM and FIN data into the new solution, and how it can conform to BPHC’s necessary record and data management standards. Include recommendations on the number of years of HR/HCM and FIN data to be converted along with the appropriate level of detail (e.g., summary or transactional), based on current customers’ approaches. Additionally, discuss any data management systems the Vendor provides or recommends for storing data that will not be converted and ensure its effectively accessible by BPHC users when needed.
 - g. Summary of resources available to BPHC for aiding post-implementation maintenance and evolution of the deployed tool. This could include support and maintenance services offered either by the Vendor or other support companies, ease of configurability to meet future needs, availability of user training options, and highlights of planned future updates, new features, and emerging technology that might be readily useful for BPHC users.
 - h. Include statement agreeing to have an independent audit (SOC 2 Type II) performed annually, upon which the Vendor will provide the report to BPHC.
3. Complete the “Requirement Tables” MS Excel template attached to this RFP to explain how the proposed solution meets each of BPHC’s requirements (also included in *RFP Section IV*).
 - a. Within that Requirement Table template Vendors will need to i.) select one of the possible Vendor Responses for how the solution meets the requirement, ii.) note what solution module, feature, etc., or proposed separate system, application, etc., meets that requirement, and iii.) provide additional information based on the Vendor Response selected, noting any assumptions if necessary.
 - b. This document is a critical part of Vendors’ RFP submissions. Incomplete or unclear responses may impact evaluation. Vendors must adhere to the template’s instructions and format, and provide clear, concise responses.
 - c. Include the Vendor name in the submitted document’s file name.
 - d. The following table describes the Vendor Response options and the additional information required by choosing each option.

| Vendor Response | Description of Vendor Response | Addtl Information Required from Vendor Based on Response |
|-------------------------------|--|---|
| Fully meets out-of-box | The full functionality or capability is provided by the solution “out-of-the-box,” with the built-in functionality only requiring the necessary configuration to BPHC specifics needs. | If select “ Fully meets out-of-box ,” provide any additional context, per Vendor’s discretion. |

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| Vendor Response | Description of Vendor Response | Addtl Information Required from Vendor Based on Response |
|---|--|--|
| Meets with minor modifications | <p>The full functionality or capability is provided/met through a combination of the out-of-the-box software and <i>minor</i> modifications (e.g., custom code, integration to a separate application).</p> <p><i>“Minor”</i> should be defined as taking relatively little time to design, develop, configure, and test the modifications. These modifications would ideally be based on successful work completed previously to meet requirements similar to BPHC's needs. In the case of integrating to separate applications, it presents relatively minor additional costs to BPHC.</p> | <p>If select “Meets with minor modifications,” briefly explain what is met by out-of-the-box solution and what would rely on modifications. Give clear reasoning for how the level of effort required was assessed, including whether the modification is based on other successful implementations. If the proposed modification is not based on previous work, provide a basis for confidence the proposed modification will work for BPHC.</p> <p>If this will require a separate system, application, etc., BPHC welcomes referrals for recommended or commonly used candidates and how integration has been handled.</p> <p>Also note if requirement will be met by an already scheduled product release and when that new functionality will be available to customers.</p> |
| Meets with significant modifications | <p>The full functionality or capability is provided/met through a combination of the out-of-the-box software and <i>significant</i> modifications (e.g., custom code, integration to a separate application).</p> <p><i>“Significant”</i> should be defined as taking substantial effort to design, develop, configure, and test the modifications. These modifications would ideally be based on successful work completed previously to meet requirements similar to BPHC's needs. In the case of integrating to separate applications, it presents relatively significant additional costs to BPHC.</p> | <p>If select “Meets with significant modifications,” briefly explain what is met by out-of-the-box solution and what would rely on modifications. Give clear reasoning for how the level of effort required was assessed, including whether the modification is based on other successful implementations. If the proposed modification is not based on previous work, provide a basis for confidence the proposed modification will work for BPHC.</p> <p>If this will require a separate system, application, etc., BPHC welcomes referrals for recommended or commonly used candidates and how integration has been handled.</p> <p>Also note if requirement will be met by an already scheduled product release and when that new functionality will be available to customers.</p> |

| Vendor Response | Description of Vendor Response | Addtl Information Required from Vendor Based on Response |
|----------------------|--|---|
| Does not meet | The functionality or capability cannot be met by this software solution. | If select “ Does not meet ,” note if requirement will be met by an already scheduled product release and when that new functionality will be available to customers. |

4. Customer References and Implementation Stories (*no more than 2 pages per customer*)

- a. Profiles of at least three and no more than five customer references and summaries of their implementation and use of the proposed solution. At least two of those customers should be government organizations, with a preference for public health organizations of similar size to BPHC.
- b. Customer references should include a specific point of contact and their title and contact information (i.e., email, phone number) for BPHC to contact.

5. Pricing and Cost Estimate

- a. Include estimated annual cost and expected 5-year cost for the proposed solution, based on its planned implementation in mid-calendar year 2027.
- b. Include line-item breakdown of that estimated annual cost by the modules, features, etc., outlined within the Vendor proposal as necessary to meet existing requirements.
- c. If optional modules, features, etc., were highlighted within the Vendor proposal (e.g., enhanced modules in addition to basic features that meet requirements), include those costs, but do so separately and by clearly noting them as optional.
- d. Where necessary, note any key variables and their associated effect on these pricing and cost estimates.

BPHC understands that Vendors may need to make assumptions about its current state environment, intended requirements, or eventual Software Implementation Vendor selection to respond to this RFP. In their RFP responses Vendors should state those assumptions clearly and how different circumstances may influence their proposed solution’s application, approach, pricing, etc.

Vendors currently on Commonwealth of Massachusetts Information Technology Statewide contracts can reference those contracts within their response.

Vendor Presentations & Demos

Based on its evaluation of submitted Vendor proposals, BPHC will select the top two to three vendors to move forward in the procurement process and deliver virtual presentations and demonstrate their solution’s functionality against select BPHC use cases (see *RFP Section V*).

The demonstrations are of utmost importance and will provide the primary basis for BPHC’s final evaluation of Vendor solutions. The demonstrations should not be based on marketing material;

they should be immediately and recognizably applicable to BPHC’s requirements and use cases so BPHC can best evaluate how the Vendor solution’s functionality will meet their needs.

BPHC will send more detailed guidance for the Vendor presentations and demos upon down-selection. To help efficiently move from down-selection to readiness for those demonstrations, BPHC encourages Vendors to proactively prepare for what BPHC will likely ask them to demonstrate by reviewing the use cases in *RFP Section V*.

BPHC currently plans to hold these virtual meetings between Monday, April 21, 2025, and Friday, May 2, 2025. Vendors should anticipate spending one to two days with the BPHC teams, with multi-hour blocks dedicated to general functionality and technical elements, HR/HCM features, and FIN features respectively. While BPHC will work with Vendors to reasonably accommodate scheduling in this period, Vendors are expected to plan to be available during this time.

RFP Response Evaluations

BPHC will use the following criteria to evaluate Vendor responses and the down-selected Vendor presentations and demonstrations.

| RFP Evaluation Criteria | |
|-------------------------------------|--|
| Solution Fit to Requirements | <p>Whether the proposed solution meets BPHC’s requirements and thereby addresses current state challenges. Evaluation could include:</p> <ul style="list-style-type: none"> • Business Requirements – Comprehensive, seamless solution that addresses BPHC’s business requirements • Technical Requirements – SaaS, system architecture and compatibility (e.g., MS AD, Azure or GovCloud hosting), internal/external integrations, security features • User Experience & Usability – User-friendliness, automation, integrations, ease of adaptiveness, accessibility |
| Solution Sustainability | <p>Whether the proposed solution can be implemented and maintained by BPHC and efficiently and effectively scaled and modified to meet its changing mission needs. Evaluation could include:</p> <ul style="list-style-type: none"> • Support & Maintenance Services – Post-implementation support and maintenance required, including what is offered by Vendor (e.g., SLAs, helpdesk, updates) • Configurability – BPHC ability to configure solution to future needs (e.g., workflows, dashboards, reporting, integrations) • User Training – Easy-to-access user training options for new solution, increasing BPHC staff adoptability and expertise development • Product Roadmap – Includes future updates, new features, and emerging technology that will be readily useful for BPHC users |
| Solution Cost | Overall cost of the proposed solution, including any initial purchase and implementation fees, license/subscription pricing, training fees, and any additional costs (e.g., hardware, additional systems, applications, etc., needed to meet requirements). |
| Customer References | Whether Vendor has referenced customers similar to BPHC who have implemented and are using the proposed solution successfully. |
| Responsiveness to RFP | Whether Vendor was compliant in response to the RFP instructions. |

Section IV – BPHC ERP Modernization Scope

BPHC intends to invest in a modern ERP software solution to help make its HR/HCM and FIN business areas more streamlined, integrated, user-friendly, and adaptable to changing mission needs.

At a high level, that ERP solution will need to address the challenges BPHC currently faces with its current state environment, namely by:

1. Being a commercial, fully integrated, SaaS solution that is primarily supported by the Software Vendor, thereby removing the administrative burden of software fixes, upgrades, and hardware maintenance.
2. Minimizing the number of separate, third-party applications, preferring fewer, well-integrated modules within a single solution for heightened usability and user experience.
3. Enabling enterprise-level workflows that default to automated process steps and real-time data integration across relevant business processes, allow for user-driven ‘no code’ modifications to adapt to business needs, and incorporate such necessary features as noncompliance flags, approvals, automated notifications, digital signatures, and incorporating electronic forms.
4. Integrating with external systems where required or desired, easing the current administrative burden involved with certain HR/HCM and FIN processes (e.g., accounts receivable, third-party billing and cashiering systems, grant management).
5. Enabling real-time, dashboard-based monitoring of HR/HCM and FIN data across the enterprise and expedite the ability to generate reports with that data.
6. Easing BPHC’s administration and maintenance of the solution through features such as easy-to-use administrative functionality, role-based security to facilitate data access, reporting and workflow, and integration to MS AD for single-sign-on, etc.
7. Allowing for user-driven ‘no code’ modification/configuration capabilities with readily available solution training for BPHC users to easily adapt and scale the solution as business needs change.
8. Supporting near 24/7 access anywhere through both web-based and mobile-based access to all solution functionalities.
9. Providing comparable protection to an on-premises-based solution, including the need to ensure confidentiality, integrity, availability, security, and privacy.
10. Enabling BPHC’s required ability to obtain, review, and document control assessment reports performed by a recognized independent audit organization, such as SOC 2 Type II audit report.

The tables below include more detailed BPHC functional, technical, and compliance requirements.

REMINDER: Vendors will need to complete the separate Requirements Table MS Excel workbook to respond to how their proposed solution meets each of these requirements. See *RFP Section III* for those RFP instructions.

General ERP Requirements

| Requirement Details | | | |
|---------------------|---------------------------------------|--------|---|
| 1. General | 1.1 System General | 1.1.01 | System is a commercial, cloud-based Software as a Service (SaaS) system offering, with the cloud-based architecture being compliant with relevant government security and regulatory standards. |
| | 1.2 Accessibility | 1.2.01 | System adheres to the latest Web Content Accessibility Guidelines (WCAG) for ensuring web content is more accessible to people with disabilities. |
| | 1.3 Business Process Rules | 1.3.01 | Ability to set validation rules, which prevent business processes from being executed if required actions are not taken (e.g., fields completed, document uploaded) or errant actions are taken. |
| | | 1.3.02 | Ability to provide detailed reports on defined business areas' workflow statuses, such as but not limited to pending tasks, responsible parties, and the duration tasks pending. |
| | | 1.3.03 | Ability to send automated alerts and notifications to users based on defined workflows (e.g., review and approval needed, upcoming deadline, invoice received, payment made). |
| | | 1.3.04 | Ability to establish delegation functionality for all workflow roles, enabling: <ul style="list-style-type: none"> • Role-based access for multiple employees to view and act on tasks originally assigned to a primary user. • Automated reassignment of tasks or approvals to designated backup users during periods of absence. • Real-time tracking and centralized visibility of all actions performed by both primary and delegated personnel to ensure no request or approval is delayed or missed. |
| | 1.4 Communications | 1.4.01 | Ability to configure the preferred contact information, including for emergency notifications, to users, spouses, or preferred household contacts. |
| | | 1.4.02 | Ability to send notifications and messages to individuals or groups based on dates, attributes, status, or events using email, text, letters, or social media, including new hires and candidates not selected. |
| | | 1.4.03 | Ability to append communication to any record (e.g., person, vendor, asset) and create an audit trail of all notifications. |
| | 1.5 Configuration & Tenant Management | 1.5.01 | Ability to limit access to each item of a record (e.g., person, vendor, asset) based on established security rules. |
| | | 1.5.02 | Ability to migrate records and configurations from one tenant to another. |
| | | 1.5.03 | Ability to access sufficient tenants for system conversion, reporting, integration, and implementation. |
| | 1.6 Data Management | 1.6.01 | Ability to create data fields and limit definitions as needed. |
| | | 1.6.02 | Ability to mandate required fields. |
| | | 1.6.03 | Ability to support field standardization and validation to prevent data entry errors or incorrect data from being entered into the system. |
| | | 1.6.04 | Ability to support custom configurable auditing of fields to identify missing data and inconsistent data across fields. |
| | | 1.6.05 | Ability to support non-English characters and names. |

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| | | 1.6.06 | Ability to establish a unified rounding standard across all ERP modules to eliminate variances caused by inconsistent rounding parameters in existing systems. |
| | | 1.6.07 | Ability to ensure compatibility for personnel expense calculations with a standardized decimal precision to align with financial and compliance requirements. |
| | | 1.6.08 | Ability to support reconciliation processes that can detect, report, and resolve discrepancies arising from rounding differences, promoting accuracy in financial reporting. |
| | | 1.6.09 | Ability to export and archive data as needed based on established retention rules by record type. |
| | 1.7 Document Management | 1.7.01 | Ability to scan, upload, and attach documents in varying formats (e.g., PDF, MS Word, HTML, MS Excel, email) to any record (e.g., person, vendor, asset) (either individually, in batch, or as part of a workflow), and view them based on role and process. If this functionality is unavailable, specify the ability to integrate in real time with another document management system. |
| | | 1.7.02 | Ability, as a part of a workflow process or ad hoc, to generate documents that can be electronically signed, send those documents to have users internally or external parties outside of the system electronically sign the documents, receive that electronically signed document in system, and possibly take any next steps within the predefined workflow process. |
| | | 1.7.03 | Ability to upload, index, store, and retrieve photos, commonly for associating visuals with records (e.g., person, asset). If this functionality is unavailable, integrate with an external photo database. |
| | | 1.7.04 | Ability to export and archive documents as needed based on established retention rules by record type. |
| | 1.8 Identifiers | 1.8.01 | Ability to automatically generate by rule and manage unique identifiers for any record, including a non-9-digit ID, managing, and storing multiple ID types, ability to allow and limit searches and record retrieval on multiple ID types (including social security numbers), and to validate ID types at time of entry. |
| | | 1.8.02 | Ability to prevent the creation of duplicate IDs for the same record. |
| | 1.9 Interface | 1.9.01 | Ability to create custom online forms for data collection that feed automatically with configurable workflow into the system upon completion. |
| | | 1.9.02 | Ability for end users to configure online profiles. |
| | | 1.9.03 | Ability to create/configure customized online help (e.g., documents, links, help text) within forms, workflows, etc., for user instructions. |
| | 1.10 Person Data | 1.10.01 | Ability for individuals to update their personal information, including gender, preferred names, personal pronouns, titles, and legal and primary names, photos directly and in one place and without undue difficulty so that it will propagate across relevant systems. |
| | | 1.10.02 | Ability to support alternative and flexible gender types, including providing more than two options for gender/sex with at least one nonbinary option, making gender disclosure optional, and to support non-gender terms. |
| | | 1.10.03 | Ability to accommodate individuals who use a single name, who have more than three names, or who have names that cannot be classified as either a first or last name. |
| | | 1.10.04 | Ability to support personal pronouns with at least one nonbinary option and to make pronoun disclosure optional. |
| | 1.11 System Access | 1.11.01 | Ability to integrate and use MS Active Directory for enabling single sign-on. |

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| | | 1.11.02 | Ability to access and update system from any device (e.g., PC, Mac, tablet, phone) at any time (24/7/365 access) except for necessary maintenance windows using any secure browser for self-service functionality for employees and managers, including viewing data and reports and performing critical tasks based on role and function. |
| | | 1.11.03 | Ability to access and update system from any device (e.g., PC, Mac, tablet, phone) at any time (24/7/365 access) except for necessary system maintenance windows using any secure browser for administrative functions, including security access management, system administration and configuration, report development, and master data entry and update. |
| | | 1.11.04 | Ability to provide a comprehensive audit trail that tracks logins, viewing of information, and any data changes made, retaining old values. The audit trail needs to be accessible for reporting and timely export for forensics and analysis. |
| 2. Integrations | 2.1 Integrations | 2.1.01 | Ability to include inbound and outbound integrations to external systems, applications, etc., for all existing HR/HCM and FIN existing systems outlined in <i>RFP Section VI</i> . Focus for this requirement is on the systems with the “Likely Remain, Requires Integration” disposition status; however, BPHC would want to understand how the proposed solution could integrate with “Possibly Replace” systems if necessary and “Likely Remain, Opportunistic Integration” if possible. |
| | | 2.1.02 | Ability to support open application programming interfaces (API) to enable seamless integration with third-party platforms, tools, and services. Those APIs should adhere to REST or GraphQL standards and support industry standard authentication protocols such as OAuth 2.0 or API keys. |
| | | 2.1.03 | Ability to handle increasing volumes of data, requests, and concurrent users without performance degradation. |
| | | 2.1.04 | Ability to support high throughput for batch processing and real-time data synchronization. |
| | | 2.1.05 | Ability to support data exchange formats such as JSON, XML, or CSV. |
| | | 2.1.06 | Ability to enforce secure communication protocols (e.g., HTTPS, TLS) for all data exchanges. |
| | | 2.1.07 | Ability to apply role-based access control (RBAC) to restrict access to APIs and integration functionalities. |
| | | 2.1.08 | Ability to monitor integration health and log all API requests and responses. |
| | | 2.1.09 | Ability to produce detailed error messages and status codes for efficient debugging and issue resolution. |
| | | 2.1.10 | Ability to trigger automatic alerts for integration failures or anomalies. |
| 3. Security | 3.1 Security | 3.1.01 | Ability to define role-based security for users at the transactional level. Based on the assigned role, either in specific or across multiple departments, offices, bureaus, programs, etc., users may create, update, and view specific transactions and run specific processes. For audit purposes, the username and date are associated with each transaction. |
| | | 3.1.02 | Ability to refine system administration roles to ensure separation of duties and auditability. |
| | | 3.1.03 | Ability to see all data, workflows, actions, and other system functions granted to a specific user. |
| | | 3.1.04 | Ability to effectively turn off employee access to all data, workflows, actions, and other system functions (e.g., upon termination). |
| | | 3.1.05 | Ability to alert security administrator(s) of repeated unauthorized attempts to log into the system or access restricted data. |

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| | | 3.1.06 | Ability to view and report on system's security setup, including which users are in which role and to which data and processes each role has access. |
| | | 3.1.07 | Ability to grant exceptions to role-based security, such as by a.) removing an individual user from access to data, workflows, etc., granted to their assigned role, or b.) granting an individual user access to data, workflows, etc., not granted to the user's assigned role. |
| | | 3.1.08 | Ability to reassign any tasks from terminated users to other users. |
| | | 3.1.09 | Ability to delegate tasks/roles for backup purposes or as people are out of office. |
| 4. Reporting | 4.1 Reporting | 4.1.01 | Ability to establish standard dashboards and reports to display relevant data from within multiple modules of the system on one screen based on role. |
| | | 4.1.02 | Ability for users to easily create tabular, visual, and analytic dashboards and reports. |
| | | 4.1.03 | Ability for users to take action in system directly from dashboards or reports. |
| | | 4.1.04 | Ability to ingest and report against external data sources. |
| | | 4.1.05 | Ability to easily search, select, and combine data from multiple parts of the system (i.e., across any HR/HCM and FIN modules' data) into a single report, assuming the initiating user has access to that data. |
| | | 4.1.06 | Ability to secure dashboards and reports and their underlying data using role-based security at the transactional-level. |
| | | 4.1.07 | Ability to export any real-time system data (including employee data) in various formats (e.g., Excel, PDF) for transactional reporting based on role. |
| | | 4.1.08 | Ability to establish automated export or report generation and distribution based on defined schedules and recipients. |

HR/HCM ERP Requirements

| Requirement Details | | | |
|---------------------|-------------------------|--------|--|
| 5. HR/HCM | 5.1 Benefits Management | 5.1.01 | Ability to calculate employee benefit premiums and proration amounts. |
| | | 5.1.02 | Ability to manage multiple benefits groups, which could have eligibility for several types of benefits. |
| | | 5.1.03 | Ability to automatically calculate, add, update, and prorate benefit deductions with payroll. |
| | | 5.1.04 | Ability to automatically track and maintain benefits elections, dependents, premiums, and historical benefits data for employees. |
| | | 5.1.05 | Ability to track unpaid benefits premiums, notify relevant parties of overdue payments, and generate reports on outstanding premiums to ensure prompt resolution and compliance. |
| | | 5.1.06 | Ability to track benefits eligibility for non-benefitted employees over a 12-month lookback period and notify relevant stakeholders when an employee becomes eligible for benefits. Inversely, the system must be able to calculate benefits eligibility and notify Benefits Administration when an employee is no longer eligible for benefits. |

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| | | 5.1.07 | Ability to enable benefit approval processes to be tracked and managed. This should also include the ability to post online documents, links, and help text throughout the enrollment process. |
| | | 5.1.08 | Ability of reporting capability that allows for report scheduling so that reports are automatically sent to interested parties on a regular basis. Additionally, reports should have robust reporting capabilities capable of combining benefits and payroll data. |
| | | 5.1.09 | Ability of customizable role-based security so Benefits Team members can have view-only access to Payroll data and Payroll Team can have view-only access to Benefits data. |
| | 5.2 Employee Lifecycle | 5.2.01 | Ability to manage and maintain a job catalog (including job types and job families) that lists default values for compensation ranges, plans, job titles, and descriptions for jobs and positions. |
| | | 5.2.02 | Ability to enable workflow functionality that allows employee lifecycle processes to be tracked and managed. This includes conditional rules for actions such as determining if an employee is eligible for a promotion or switching organizations within BPHC (e.g., departments, offices, bureaus). |
| | | 5.2.03 | Ability to enable an employee self-service module that allows employees to manage select personal information (e.g., emergency contacts, address information, direct deposit information, preferred names). |
| | | 5.2.04 | Ability of customizable role-based security so assigned Performance Managers have view-only access to their supervised employees' data. |
| | 5.3 Hiring & Onboarding | 5.3.01 | Ability to create records for applicants before they become employees. |
| | | 5.3.02 | Ability to create customized employment documents (e.g., offer or rejection letters) and enable the electronic signing of those documents. |
| | | 5.3.03 | Ability to enable workflow functionality that allows the hiring and onboarding approval processes to be tracked and managed. This includes conditional rules for actions such as deciding what onboarding activities are required. |
| | | 5.3.04 | Ability to integrate directly with E-Verify to complete employee I-9 verification in system. |
| | | 5.3.05 | Ability to perform background check capabilities directly in the system based on integrations with necessary background check systems (e.g., Massachusetts Criminal Offender Record Information [CORI]). |
| | 5.4 Offboarding | 5.4.01 | Ability to enable workflow functionality that allows termination and retirement processes to be tracked and managed. This includes conditional rules for actions such as determining what termination activities are required. |
| | | 5.4.02 | Ability of offboarding reporting capabilities that allow for tracking historical and future-dated data. |
| | | 5.4.03 | Ability of customizable role-based security so that various teams and specific roles have view-only access to termination and retiree data. |
| | 5.5 Compensation & Payroll Management | 5.5.01 | Ability to automatically process and distribute reports for upcoming raises, payroll audits, costing data, and action reports. |
| | | 5.5.02 | Ability to pay shift differentials, holiday pay, and on-call pay. |
| | | 5.5.03 | Ability to have mass pay actions for merit payments, one-time payments, or retroactive payments with automatic adjustments in payroll. |

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| | | 5.5.04 | Ability to manage multiple pay schedules for union and non-union employees. |
| | | 5.5.05 | Ability to identify types of protected income (e.g., Social Security, disability benefits) and ensure that deductions, garnishments, or other reductions are not mistakenly applied to these protected amounts. |
| | | 5.5.06 | Ability to process retroactive payments and accruals. |
| | | 5.5.07 | Ability of customizable role-based security so Payroll Team members have view-only access to relevant financial data. |
| | | 5.5.08 | Ability to calculate hourly rates based on weekly / annual rates. |
| | | 5.5.09 | Ability to manage multiple earnings and deductions codes for union and non-union employees. |
| | | 5.5.10 | Ability to configure multiple types of compensation plans including salary, hourly, one-time payments, etc. Additionally, these compensation plans should tie to specific job profiles. |
| | | 5.5.11 | Able to manage multiple step progressions for unions with limited manual interaction. |
| | | 5.5.12 | Ability to integrate with a third party for payroll processing, potentially the current ADP system and services supporting BPHC's payroll processes. |
| | | 5.5.13 | Ability to run payroll independently without a third party for pay distribution, check writing, W2 reporting, 1099 management, etc. ¹ |
| | 5.6 Performance Management | 5.6.01 | Ability to enable workflow functionality and reporting capabilities that allow performance processes to be tracked and managed. This includes conditional rules for additional approvals based on an employee's union membership and allowing multiple different templates for Performance Plans, Performance Improvement Plans (PIP), etc. |
| | | 5.6.02 | Ability to store, view, and report on current and historical employee performance data, such as performance improvement plans and performance reviews. |
| | | 5.6.03 | Ability to generate and send automatic notifications to employees and their performance managers. |
| | | 5.6.04 | Ability to support goal setting and tracking so that employees can establish clear, measurable criteria for performance reviews. |
| | | 5.6.05 | Ability to support multiple templates (e.g., performance review, PIP, disciplinary action, verbal warning, written warnings) and generate the correct one based on user selection and employee-specific condition rules (e.g., non-union or a specific union). |
| | 5.7 Recruiting | 5.7.01 | Ability to enable workflow functionality and reporting capabilities that allow for approvals and tracking of position requests, requisitions, job postings, and job offers. |
| | | 5.7.02 | Ability to create automated documents including offer letters, rejection letters, and electronically signed documents. |
| | | 5.7.03 | Ability for Applicant Tracking System (ATS) capabilities that allow for candidate profiles to be associated with multiple job requisitions. |

¹ BPHC will assess how Vendors' solutions meet its payroll processing needs, either by integrating with a third party (potentially its current ADP-based system and services) or providing that functionality directly for BPHC to execute in tool, and the costs associated with those options. For the purposes of this RFP, Vendors should address each requirement – 5.5.12 and 5.5.13 – separately and directly.

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| | | 5.7.04 | Ability to search candidate applications and resumes using keywords and ability to bring these candidates into another role. |
| | | 5.7.05 | Ability to differentiate between internal and external applicants and configure conditional rules for business processes based on this distinction. |
| | | 5.7.06 | Ability to enable Optical Character Recognition (OCR) capabilities to streamline candidate tracking, management, and data searchability. |
| | | 5.7.07 | Ability to have recruits automatically move into the hire process. |
| | 5.8 Talent & Learning Management | 5.8.01 | Ability for users to set, track, and edit professional and personal goals, employee certifications, and education information. |
| | | 5.8.02 | Ability to enable workflow functionality and reporting capabilities that allow talent and learning processes to be tracked and managed. This includes conditional rules for additional approvals based on an employee's union membership and allowing multiple different templates for Training Plans, etc. |
| | | 5.8.03 | Ability to capture employees' credentials, certifications, etc., potentially through integration with external credentialing systems (e.g., Relias). |
| | 5.9 Time & Absence Management | 5.9.01 | Ability to enable seamless integration between payroll and timekeeping elements of the system. |
| | | 5.9.02 | Ability for employees to track time by period associated with specified roles, projects, tasks, etc. |
| | | 5.9.03 | Ability for users to monitor and generate reports based on employees' tracked time by period and specific roles, projects, tasks, etc. |
| | | 5.9.04 | Ability to integrate with third-party scheduling systems (e.g., BEMS staff's inputs in Telestaff). |
| | | 5.9.05 | Ability to integrate with physical time clocks to capture employee time entry. |
| | | 5.9.06 | Ability for automated reminders, notifications, and warnings for employees with missing timesheets. |
| | | 5.9.07 | Ability to limit who can change and correct time entries and PTO balances through role-based security. |
| | | 5.9.08 | Ability to track and apply different leave and accrual policies (including PTO accrual) based on job type and job family. |
| | | 5.9.09 | Ability to retroactively correct timesheets that have already automatically flowed into payroll. |
| | | 5.9.10 | Ability to retroactively track and apply PTO balances. |
| | | 5.9.11 | Ability to submit future-dated timesheets, dependent on time codes and types. |
| | | 5.9.12 | Ability to automatically update leave balances when retroactively adding hours worked. Notify interested parties when balances are updated. |
| | | 5.9.13 | Ability for excess PTO to be donated by employees to a shared bank, and their PTO balances updated automatically. |
| | | 5.9.14 | Ability for employees to submit and managers can approve time off requests directly in system. PTO requests will not be able to exceed employee's available PTO balance. |
| | | 5.9.15 | Either have ability to enable leave and absence management functionality in tool or integrate with a to-be-determined third-party system specializing in leave and absence management. |

FIN ERP Requirements

| Requirement Details | | | |
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| 6. FIN | 6.1 General Accounting | 6.1.01 | Support BPHC compliance with Governmental Accounting Standards Board (GASB) standards. |
| | | 6.1.02 | Ability to have a complex yet flexible Chart of Accounts. |
| | | 6.1.03 | Ability to share in an automated, standard, and repeatable way financial data and other required data with the City of Boston based on city requirements. |
| | | 6.1.04 | Ability to have an integrated payroll costing allocation system that can allocate costs back to various entities including cost centers with robust reporting capabilities. |
| | | 6.1.05 | Ability of workflow driven process to streamline key year-end closing processes, such as reconciling accounts, finalizing prior year entries, and rolling forward balances into the new fiscal year. |
| | | 6.1.06 | Ability to host centralized, real-time dashboards that consolidate financial metrics, enabling stakeholders to monitor performance, compliance, and progress across all departments and projects. Dashboards should be customizable to meet specific organizational needs. |
| | | 6.1.07 | Ability to automate the generation of monthly, quarterly, and annual financial reports, ensuring accuracy and reducing reliance on manual effort. This includes configurable templates and scheduled reporting capabilities to streamline periodic reviews. |
| | | 6.1.08 | Ability to provide comprehensive audit trails for all year-end adjustments, enabling transparent and compliant financial reporting. |
| | 6.2 General Ledger Data Model | 6.2.01 | Ability to create validation rules that ensure that all required fields are completed and correct information is entered when creating or modifying accounting set-up items (e.g. cost centers, journal sources, cost categories, etc.). |
| | | 6.2.02 | Ability for customizable segments (e.g. departments, cost centers, projects, grants, et.al.) to support multiple funding sources and streamline financial reporting. |
| | | 6.2.03 | Ability to support parent-child account structures for aggregated financial reporting and roll-ups. |
| | | 6.2.04 | Ability to support the automated classification of accounts into Asset, Liability, Net Position, Revenue, and Expense for accurate financial reporting. |
| | | 6.2.05 | Ability to import financial data from various sources, potentially through integration. |
| | | 6.2.06 | Ability for real-time tracking of account changes with audit trails to simplify compliance reporting and audit preparation. |
| | | 6.2.07 | Ability to set up validation rules, track approval statuses, and streamline the process of creating and modifying accounts. |
| | 6.3 Accounts Receivable | 6.3.01 | Ability to support proper and accurate recording of AR, issue invoices, and track AR aging. |

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| | | 6.3.02 | Ability to support billing for grants, including advance grants, fixed price grants, fee-for-service grants, cost reimbursable grants, and hybrid grants (i.e., advance and cost reimbursement) integrated with a grants module and administered directly within that module. |
| | | 6.3.03 | Ability to integrate seamlessly with all current BPHC third-party billing and cashiering systems, including Amano McGann, Twin Oaks, HS GovTech, Inovalon, Carelogic, Digitech, Off Duty Management, and any other AR system that BPHC intends to continue to use as supplementary AR systems. |
| | | 6.3.04 | Ability to issue refunds in an automated and efficient manner. |
| | | 6.3.05 | Ability to record cash, cash equivalents, and non-cash in-kind donations as revenue and generate acknowledgment letters for donors. |
| | | 6.3.06 | Ability to enable automated approval workflows and reporting that: <ul style="list-style-type: none"> • Allow separate rules for various organizations (e.g., BPHC departments, offices, bureaus, programs) while maintaining core principles (e.g., capture all billing systems' invoiced payments, not just received payments). • Set different approval workflow paths based on dollar thresholds. • Define different rules for distinct types of AR. • Force all credit invoices to go through an appropriate approval workflow before being posted. |
| | | 6.3.07 | Ability for flexibility in invoice formatting to meet diverse invoicing needs. |
| | | 6.3.08 | Ability to handle billing across commissions and departments as well as receivables and any accounting between the two. |
| | 6.4 Asset Management | 6.4.01 | Ability to track and manage capital and non-capital assets and depreciate capital assets. For capital assets, that tracking and management will need to meet 2 CFR 200.313 - Equipment requirements as well automatic capitalization of completed projects |
| | | 6.4.02 | Ability to automate asset tagging workflows at the point of acquisition, integrating with purchase orders and approval processes. Asset tags should include bar codes so they may be scanned for physical inventory. |
| | | 6.4.03 | Ability to manage several “number ranges” of asset tags. E.g., Capital assets may be 1XXXXX, IT inventory may be 2XXXXX, etc. |
| | | 6.4.04 | Ability to enable virtual asset tag numbers for assets that cannot be physically tagged, such as software or if several individual components are purchased separately and will be assembled to create one capital asset. |
| | | 6.4.05 | Ability to link assets together (e.g., parent/child or parent/children relationships). |
| | | 6.4.06 | Ability for regular scheduling and execution of physical asset audits with role-based access for reconciliations and validation. |
| | | 6.4.07 | Ability to track IT equipment and other non-capitalized assets (below the \$10,000 threshold) within the same system of record, but with a different range of asset tag numbers. |
| | | 6.4.08 | Ability to provide costing data, serial numbers, model numbers, and inventory control for non-depreciable assets across BPHC departments, offices, bureaus, etc. |

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| | | 6.4.09 | Ability to upload and attach photos to asset records. |
| | | 6.4.10 | Ability to support a formalized disposal process, including automated workflows for stakeholder notifications and approvals as well as updates to asset records. |
| | | 6.4.11 | Ability to automatically capture financial adjustments for asset disposals, such as gains or losses, and update General Ledger entries. |
| | | 6.4.12 | Ability to allow an addition to an existing asset and depreciate accordingly. |
| | | 6.4.13 | Ability to ensure compliance with applicable regulations, such as GASB and OMB 2 CFR Part 200, for accurate recording and reporting of capital assets and depreciation. |
| | | 6.4.14 | Ability to record and manage assets using either physical or virtual tags located at remote sites, maintaining complete inventory visibility across different locations. |
| | | 6.4.15 | Ability to integrate seamlessly with procurement, finance, and compliance features (e.g., audit trails, regulatory reporting, policy enforcement, risk management) to enable unified data sharing and workflow automation. |
| | 6.5 Banking | 6.5.01 | Ability to enable integrations that automate the uploading of bank statements from Bank of America (BOA) and receive cashiering and payment data from BOA (lockbox payments) and third-party billing and cashiering systems, including Amano McGann, Twin Oaks, HS GovTech, Inovalon, Carelogic, Digitech, Off Duty Management, and any other AR system that BPHC intends to continue to use as supplementary AR systems. |
| | | 6.5.02 | Ability to enable two-way, real-time integration with multiple banking institutions (e.g., BOA) to receive data on banking activities, provide real-time updates on EFT payments and check registers to inform check management, and automate the reconciliation of bank statements with internal records to ensure accuracy. Highlight discrepancies and provide tools for quick resolution. |
| | | 6.5.03 | Ability to enable automated approval workflows and reporting capabilities for banking and routing tasks. This may include reconciliation, cost transfers, cash sweeping, etc. |
| | | 6.5.04 | Ability to facilitate secure, automated processing of payments, including checks, wire transfers, and ACH. |
| | | 6.5.05 | Ability to support multi-currency transactions and compliance with local regulations. |
| | | 6.5.06 | Ability to provide audit trails for all payment activities. |
| | | 6.5.07 | Ability to provide real-time tracking of cash inflows and outflows to maintain an accurate view of liquidity. |
| | | 6.5.08 | Ability to generate detailed reports on cash flows, bank transactions, and account balances. Support customizable dashboards and real-time analytics. Ensure all records meet audit and compliance standards. |
| | 6.6 Budget Management | 6.6.01 | Ability to create and track annual, quarterly, and monthly budgets. |
| | | 6.6.02 | Ability to support multi-level budget hierarchies (e.g., organization-wide, department, project). |
| | | 6.6.03 | Ability to track detailed budgeting at staff levels for personnel budgeting based on position level data using rules dictated by multiple union collective bargaining agreements. |
| | | 6.6.04 | Ability to allocate budgets at the expense account level. |

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| | | 6.6.05 | Ability to calculate fringe benefit and indirect costs in budgets automatically Based on variable awarded rates that may change annually. |
| | | 6.6.06 | Ability to track cost allocation changes of employees over time. |
| | | 6.6.07 | Ability to enable collaborative budgeting using predefined and customizable templates for budget creation with role-based access and version control. |
| | | 6.6.08 | Ability to perform budget checks with system-driven adherence to ensure spending is kept within budgeted levels. |
| | | 6.6.09 | Ability to create workflows to manage and track budget amendment requests, approvals, and updates. |
| | | 6.6.10 | Ability to budget for union costing, including staggered COLA applications. |
| | | 6.6.11 | Ability to monitor activity in an integrated system using real-time expense and payroll data. |
| | | 6.6.12 | Ability to set up dashboards with key performance indicators and trend visualization for real-time monitoring. |
| | | 6.6.13 | Ability to generate variance reports (e.g., actual vs. budgeted vs. forecasted). |
| | | 6.6.14 | Ability to support drill-down capabilities to analyze variances by account, department, project, etc. |
| | | 6.6.15 | Ability to integrate with general ledger (GL) for real-time financial updates, as well as enabling API or other option(s) for enabling the seamless export and import of data to and from external tools (e.g., MS Excel). |
| | | 6.6.16 | Ability to provide audit trails for changes made in budgeting or planning processes. |
| | 6.7 Non-PO Expense Management | 6.7.01 | Ability to support real-time employee reimbursement expense tracking by integrating expense management with core financial systems, ensuring timely updates and visibility into expense data. |
| | | 6.7.02 | Ability to enable workflow functionality and reporting capabilities for employee expense management from initial request to receipt and payment. |
| | | 6.7.03 | Ability to receive electronic submission of employee reimbursement expense reports from employees and related documents, including the ability for users to submit expense receipts and reports through mobile accessibility (e.g., phone, tablet). |
| | | 6.7.04 | Ability for pre-authorization controls, including pre-authorization for purchases and built-in, real-time budget checks before employees complete transactions for employee reimbursement. |
| | | 6.7.05 | Ability to automatically allocate approved employee expenses, including Purchase card (PCard) transactions, into the General Ledger and predefined categories like cost centers, projects, or grants to improve reporting accuracy. |
| | | 6.7.06 | <p>Ability to support PCard processes. This includes:</p> <ul style="list-style-type: none"> • Request, issuance, and tracking of distributed PCards usage • Automatic reconciliation of transactions • Enables direct bank integration (i.e., BOA) for automating PCard statement imports and transaction reconciliation • Supports vendor-specific details in the GL entry for PCard purchases (e.g., instead of displaying "Bank of America VISA," the entry would reflect the actual vendor such as "Amazon" or "Target") |

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| | | 6.7.07 | <p>Ability to support end-to-end gift card management processes to streamline the request-to-distribution process, reduce manual effort, and mitigate risks. This includes:</p> <ul style="list-style-type: none"> Automated workflows for submitting, reviewing, and approving gift card requests with role-based approvals and status tracking. Budget validation to ensure gift card purchases are pre-authorized and align with allocated budgets. Real-time, centralized tracking and monitoring of distributed and unused gift cards, including quantities, recipients, and purpose. Tools to facilitate gift card reconciliation, including matching purchases to approved requests and verifying distribution records. Alerting BPHC FIN users if the total value of gift cards distributed to individual recipients exceeded the annual \$600 threshold, starting the issuance of a 1099-K form for that individual recipient Supports generation of reports and maintains an audit trail of gift card requests, approvals, purchases, and usage to ensure transparency and compliance. |
| | | 6.7.08 | Ability to ensure comprehensive compliance in expense tracking and reporting to align with city, state, and federal audit standards. |
| | 6.8 Financial Forecasting | 6.8.01 | Ability for data structure to support forecasts that accommodate position budgets, costing allocation changes, fringe, indirect costs, overtime, union costing, shift differentials, step progression, and other data points, ensuring the proper encumbrance of funds. |
| | | 6.8.02 | Ability to easily forecast budgets with various assumptions. |
| | | 6.8.03 | Ability to forecast pay with overtime and shift differentials. |
| | | 6.8.04 | Ability to adapt forecasts based on spending patterns respective to individual budgets for departments, cost centers etc. |
| | | 6.8.05 | Ability to enable creation of multiple planning scenarios (e.g., what-if analysis). |
| | | 6.8.06 | Ability to use historical data for predictive analytics and trend analysis. |
| | | 6.8.07 | Ability for rolling forecasts with dynamic updates based on real-time inputs. |
| | | 6.8.08 | Ability to support driver-based planning for linking budgets to operational metrics. |
| | | 6.8.09 | Ability to provide robust reporting and data import/export (e.g., API) capabilities to enable seamless data integration with external forecasting systems managed outside the system. |
| | 6.9 Financial Reporting | 6.9.01 | Ability to produce timely financial statements and dashboards monthly, quarterly, annually, and as needed. |
| | | 6.9.02 | Ability to produce robust integrated reporting of financial data. |
| | 6.10 Grant Management | 6.10.01 | Ability to support a centralized repository to log and track grant applications, capturing key details such as submission dates, funder information, and approval status. |

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| | | 6.10.02 | Ability to support a role-based workflow for tracking and securing approvals (e.g., indirect cost [IDC] and/or fringe benefit waiver) with the capability to attach related documents directly to grants. Some documents may be completed for internal records only while others may be required to be submitted with the grant application. |
| | | 6.10.03 | Ability to automate email notifications for grant-related deadlines to improve coordination and ensure timely submission. |
| | | 6.10.04 | Ability for dashboards and reporting features, possibly with access for external users outside BPHC, to track the status of applications (e.g., funded, unfunded, to be determined) enabling better visibility for internal and external stakeholders. |
| | | 6.10.05 | Ability for a centralized calendar to store and track key dates for grant application submissions, reporting, and compliance deadlines. |
| | | 6.10.06 | Ability to define hierarchical relationships (e.g., parent/child) within grants and awards, particularly with resulting projects or subrecipient grants, to streamline financial reporting and provide comprehensive roll-up summaries. |
| | | 6.10.07 | Ability to support automated budget setup capabilities linked to grant awards, enabling efficient allocation of funds across multiple fiscal years without manual adjustments. |
| | | 6.10.08 | Ability for real-time monitoring and reporting capabilities on grant status and spending (e.g., spending vs. budget, expenditure detail, outstanding AR, IDC allocations) for compliance purposes, including mandated reporting to grantor entities (e.g., federal, state, city, private institutions). |
| | | 6.10.09 | Ability to manage indirect cost (IDC) allocation, including adjusting IDC retroactively when warranted and approved, and reporting in accordance with established funder policies. |
| | | 6.10.10 | Ability for seamless integration with BPHC AP/AR processes to enable real-time tracking and management of expenses and revenues associated with grants. |
| | | 6.10.11 | Ability to prepare spending reports that demonstrate the amount eligible to draw for Federal grants. Funds are drawn through the Payment Management System (PMS) and Automated Standard Application for Payments (ASAP). |
| | | 6.10.12 | Ability to provide a streamlined platform for tracking and reporting staff effort allocated to specific grants (i.e., timekeeping), ensuring compliance with funding agency regulations. Time and effort reporting must be approved each month by an authorized person on the grant and it often must be in a specific format required by the grantor entity. If timesheet adjustments impact prior months, the Time and Effort reports for all months impacted need to be rerun and approved. |
| | | 6.10.13 | Ability to generate and submit compliance reports to grantor entities, possibly through direct integrations with those systems (e.g., Federal Subaward Reporting System [FSRS], Massachusetts Enterprise Invoice Management System [EIM]). |
| | | 6.10.14 | Ability to automate grant invoicing functions that align with state-level invoicing practices and Uniform Financial Reporting (UFR) standards. |
| | | 6.10.15 | Ability to support enhanced grant closeout management, including automated compliance checklists and final reconciliation processes. |

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| | | 6.10.16 | Ability to manage federal subrecipient contracts, expense management, payment and reporting. |
| | | 6.10.17 | Ability to establish a portal that supports automated data collection for federal subrecipient invoicing, compliance reporting, annual Uniform Guidance Reports, and streamlined management of subawards. |
| | | 6.10.18 | Ability to aggregate financial data from federal subrecipient accounts for consolidated grant budget and expenditure analysis. |
| | | 6.10.19 | Ability to generate the final financial reporting for Grants when grants end including the required FFR reporting for grants expenditures. |
| | | 6.10.20 | BPHC acts as a grantor to other organizations. This is in addition to having sub-recipients for Federal grants. Ability for BPHC to operate as a grantor to other organization(s) including receiving and tracking applications, making awards, monitoring funding, and paying grantees as required. |
| | | 6.10.21 | Ability to automatically generate the annual Schedule of Expenditures of Federal Awards (SEFA). This is a report that lists all expenses funded with federal funds for the entire fiscal year. |
| | 6.11 Inventory Management | 6.11.01 | Ability to record, manage, track, and, if deemed necessary, tag or label inventory (i.e., goods typically used in short term, e.g., medical supplies like personal protective equipment [PPE]). |
| | | 6.11.02 | Ability to ingest requisite data from external inventory management systems (e.g., BEMS Operative IQ). |
| | | 6.11.03 | Ability for regular scheduling and execution of inventory audits with role-based access for reconciliations and validation. |
| | | 6.11.04 | Ability to record and manage inventory using either physical or virtual tags located at remote sites, maintaining complete inventory visibility across different locations. |
| | 6.12 Procurement & Payables (P2P) | 6.12.01 | Ability to provide a unified system for contracts, contract amendments, requisitions, purchase orders (PO), PO change orders, and supplier invoices and payments with ability to make credit adjustments |
| | | 6.12.02 | Ability to provide a contract management system that seamlessly integrates with requisitioning, invoicing, and financial systems and improves visibility into contract statuses and compliance with BPHC policies. |
| | | 6.12.03 | Ability to support real-time budget checks throughout the procurement and payables processes. |
| | | 6.12.04 | Ability to enable automated approval workflows and reporting capabilities for requisitions, POs, contracts, change orders, and supplier invoices and payments with task tracking and escalation features based on dollar thresholds, organizations, roles, etc. |
| | | 6.12.05 | Ability for BPHC departments, offices, bureaus, etc., to have their own automated approval workflows and reporting capabilities that may differ from yet still feed into the BPHC FIN team's workflows and reporting. |
| | | 6.12.06 | Allows the ability to support debits and credits against a PO. |
| | | 6.12.07 | Ability to enable partial payments on invoices (e.g., BPHC has been inadvertently charged sales tax, insufficient documentation on invoiced services). |
| | | 6.12.08 | Ability for check voids, either to process a straight "void" or process a "void and replace" with ability to start the void in either the ERP or Banking system. |
| | | 6.12.09 | Ability to automatically encumber funds upon requisition approval. |
| | | 6.12.10 | Ability to integrate with BOA for PCard payments, automating payment file transfers and updates. |

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| | | 6.12.11 | Ability to receive order information into AP and Asset Management modules. |
| | | 6.12.12 | Ability for BPHC to set up and modify vendor information. |
| | | 6.12.13 | Ability to set up specific user permission for accessing and modifying vendor bank information. |
| | | 6.12.14 | Ability to store contracts, W-9s, and other related documents within the system. |
| | | 6.12.15 | Ability for external vendors via a self-service portal to update profiles, submit documentation (e.g., W-9s), track payments, enter supplier codes, submit invoices online, etc. |
| | | 6.12.16 | Ability to individually or mass deactivate or archive vendors. |
| | | 6.12.17 | Ability for one point of entry for vendor-submitted invoices and routing. |
| | | 6.12.18 | Ability to flag checks and balances for pending payment issues. |
| | | 6.12.19 | Ability to support Request for Proposal and Request for Information procurement process. |
| | | 6.12.20 | Ability for multiple payment inputs (e.g., scanning, OR, online, EDI, web, email) for high-volume payment processing and two- and three-way matching with receiving process options. |
| | | 6.12.21 | Ability for management and auditor reporting tools, such as fiscal year check registers, AP Historical Reports, and AP Aging Reports. |

Section V – BPHC ERP Use Cases for Demonstrations

This section includes specific business area use cases and questions that BPHC will ultimately request down-selected Vendors address in their solution demonstrations. BPHC included this section both to give more context to BPHC’s future state requirements, as well as help Vendors prepare in anticipation of being down-selected and needing to prepare that solution demonstration.

HR/HCM Use Cases

HR/HCM Data Model

BPHC has 1,300+ full-time employees, including 800+ union employees represented by 8 unions, working in 12 operational offices, 5 public health service centers, and 6 programmatic bureaus and divisions. This complexity has made it difficult to manage HR processes for the different populations of employees, therefore many processes require heavy manual interventions.

Items for Vendor Demonstration

1. **HR/HCM Data Model Setup:** Show how the solution’s HR/HCM data model is set up.
2. **Managing Positions:** Show how to manage and maintain a job catalog within the system that lists default values for compensation ranges, plans, job titles, and descriptions for jobs and positions.
3. **Compensation Plans:** Show how to establish compensation plans for multiple employee types, including configuring for salary, hourly, and one-time payment compensation plans.
4. **Union Management:** Show how to manage multiple step progressions for BPHC’s 8 unions with limited manual interaction.
5. **Time and Absence:** Show how to manage time tracking and absences across multiple job types and unions, each with a distinct set of rules.

Employee Lifecycle

Many parts of the current employee lifecycle are manual and involve on-paper, BPHC is looking to automate and create electronic employee files in the new ERP.

Items for Vendor Demonstration

1. **Recruiting:**
 - a. Show how to create, approve, and track position requests, requisitions, job postings, and job offers.
 - b. Show how to automate the creation of documents, including offer letter and rejection letters, and have electronic signatures of documents.
 - c. Show how to search candidate applications and resumes using keywords and ability to bring these candidates into another search.
 - d. Show any reports and dashboards that are available.
2. **Hiring and Onboarding:**

- a. Complete the hiring and onboarding of an employee, demonstrating the approval process and tracking of hiring step.
- b. Show how different actions can be assigned based on employee attributes (e.g., union members, or position type).
- c. Show how to complete a W-4 and I-9.
- d. Show any reports and dashboards that are available.

3. Benefits Enrollment:

- a. Complete benefits enrollment for an employee, demonstrating the approval process and tracking of benefits steps.
- b. Show how the system can track benefits eligibility for non-benefitted employees over a 12-month lookback period. Notifying the benefits team when an employee becomes eligible.
- c. Show any reports and dashboards that are available.

4. Termination:

- a. Complete the voluntary or involuntary termination of an employee, including the process for initiating, approving, and tracking the termination.
- b. Show any reports and dashboards that are available.

Payroll

BPHC pays all employees on a weekly basis. In addition, payroll requires significant manual effort. This weekly schedule and manual work create a burden for staff. The organization is seeking to reduce that burden on staff with the new ERP.

Items for Vendor Demonstration

1. Time Reporting:

- a. Show time entry, approval, and tracking.
- b. Show the management process for ensuring time is reported, identifying and resolving exceptions, and closing the time period.
- c. Discuss how physical time clocks could be integrated with this solution.
- d. Show any reports and dashboards that are available.

2. PTO and Leave Management:

- a. Show how PTO and Leave Accrual is managed and discuss how it can be different for separate employee populations and different leave types.
- b. Show any reports and dashboards that are available.

3. Payroll:

- a. Show the process for completing payroll, including error checks and resolutions.
- b. Discuss and show how tax and benefit deductions are automatically calculated during the payroll process.
- c. Show any reports and dashboards that are available.

Performance Management

BPHC is seeking to improve the ability to perform performance management within their HR/HCM system. This includes performance reviews and disciplinary actions (e.g., performance improvement plans, verbal warning). Due to the large number of unions, multiple templates and approval processes may be required.

Items for Vendor Demonstration

1. Performance Reviews:

- a. Show how to create and manage performance review template(s).
- b. Discuss how multiple templates and approval routing can be created.
- c. Complete a performance review demonstrating the workflow, tracking, and electronic signatures.
- d. Show any reports and dashboards that are available.

2. Disciplinary Actions:

- a. Show how to create and manage disciplinary actions template(s).
- b. Complete a performance improvement plan demonstrating the workflow, tracking, and electronic signatures.
- c. Show how tasks can be assigned.
- d. Show any reports and dashboards that are available.

FIN Use Cases

Financial Data Model Management

A critical factor in selecting a new ERP system will be its ability to simplify the financial data model, reducing setup burden and improving the organization's capacity to track and forecast year-over-year expenses.

Items for Vendor Demonstration

1. Finance Organization and Other Setup:

- a. Show the available options for setting up finance organizations in the system.
- b. Show how the system enables a single organization to manage multiple funding sources.
- c. Demonstrate set-up of other important items, such as cost categories, funds, journal sources, function code, class, etc.

2. Fiscal Year Transitions:

Show how the system handles the start of a new fiscal year and if there is any required additional setup for continuing projects or related financial elements.

3. Project and Grant Management:

Show the system's capabilities for managing projects (both capital and non-capital), grants, and gifts. Provide specific details on how finance organizations relate to these elements.

General Accounting

BPHC is seeking to have a streamlined process for the creation and management of journals, strong tools that support reconciliation and period closing, as well as the ability to easily generate financial statements.

Items for Vendor Demonstration

1. **Journals:** Show how to View, Create, Modify, and reverse journal entries.
2. **Reconciliation and Period Close:**
 - a. Show how your system helps in streamlining reconciliation.
 - b. Show how workflows can be used for closing fiscal periods.
 - c. Show how adjustments are made after a period is closed.
3. **Grants Accounting**
 - a. Demonstrate how to post a cost transfer to a grant.
4. **Payroll Costing Adjustments**
 - a. Demonstrate making a retroactive and future payroll costing allocation adjustment.
5. **Reports and Dashboards:**
 - a. Show the creation of financial statements.
 - b. Show any reports and dashboards that are available.

Procure to Pay (P2P)

There are currently 5,400+ active vendors supporting BPHC, including 550+ contingent workers (i.e., 1099 contractors). In FY2024, BPHC processed and paid 14,400+ vendor invoices. BPHC is interested in understanding how the solution handles procurement and accounts payable (i.e., P2P). The focus would be on the core processes, allowing BPHC to ask specific questions about other business areas that would leverage those features (e.g., grant management).

1. **Vendor Set-up and Maintenance**
 - a. Demonstrate setting-up a vendor, including things such as name, address, and banking information.
2. **Contract Creation, Purchase Requisition and PO Management:**
 - a. Show how to create, approve, and maintain contracts for purchasing, including retention and management of those contract files in a central management system.
 - b. Show how to create and approve purchasing requisitions.
 - c. Show how to create and approve purchase orders (PO).
 - d. Show any reports and dashboards that are available.
3. **Receiving and Invoice Matching:**
 - a. Show how to track the receipt of goods or delivery of services.
 - b. Show any automated two- and three-way invoice matching.
 - c. Show any reports and dashboards that are available.
4. **Supplier Invoice Payment Processing:**
 - a. Show how to approve, track, and pay supplier invoices.

- b. Show any reports and dashboards that are available.
- 5. **Returns and Credits:** Show the process for handling returns and the application of credits to POs.
- 6. **Partial and Pre-Payments:** Show the process for making partial payments and pre-payments.
- 7. **Blanket POs and Scheduling Payments:** Show how to create blanket POs and schedule automatic payments for expenses such as rent or utilities.
- 8. **Reporting and Dashboards:** Show any reports or dashboards that are available.

Grants Management

BPHC manages a complex portfolio of grants received from Federal, state, city, and private institutions, resulting in \$60–\$80 million in average annual revenue from up to 65 separate grants funding 110–140 projects. BPHC seeks a robust ERP solution to handle pre-award, post-award, and grantor management.

Items for Vendor Demonstration

Pre-Award

- 1. **Tracking of Applications and Renewals:**
 - a. Demonstrate how to log and track grant applications, capturing key details such as submission dates, funder information, and approval status.
 - b. Show the workflow for tracking and securing approvals (e.g., indirect cost [IDC] and/or fringe benefit waiver).
 - c. Demonstrate automated notifications for grant-related deadlines to improve coordination and ensure timely submission.
- 2. **Reporting and Dashboards:**
 - a. Demonstrate any reports or dashboards that are available.
 - b. Show a centralized calendar to store and track key dates for grant application submissions, reporting, and compliance deadlines.

Post-Award

- 1. **Grant Setup, Award Management, and Accounting:**
 - a. Show how to set up and maintain grant applications, awards, and federal sub-recipient agreements.
 - b. Show how to track grant-specific rules, such as fund allocation, performance metrics, and compliance requirements.
 - c. Show how to distinguish between the different types of grants when setting them up in the ERP,
 - d. Show the process to post fringe benefit and indirect cost allocations.
 - e. Show any reports and dashboards that are available.
- 2. **P2P Management of Grant Contracts, Requisitions, POs, and Invoices:**

- a. Show how to manage the grant-related contracts, requisitions, POs, and invoices, particularly if there are features specific to grants management that add unique value.

3. Time & Effort Certification and Compliance:

- a. Show the process for time & effort certification for employees whose salary was paid by grant funds.
- b. Show any reports and dashboards that are available.

4. Invoice and Billing:

- a. Show how to create an invoice for the grantor to provide fundings for paid expenses.
- b. Demonstrate Letter of Credit (LOC) draws.
- c. Show any reports and dashboards that are available.

5. Financial Grant Reporting:

- a. Demonstrate the ability to generate required Federal Financial Report (FFR)
- b. Demonstrate the ability to forecast a grants personnel spending for the grant year or the remainder of a fiscal year.
- c. Demonstrate the ability to automatically generate the annual Schedule of Expenditures of Federal Awards (SEFA), listing all expenses funded with federal funds for the entire fiscal year.

Grantor

BPHC acts as a grantor to other organizations. This is in addition to having sub-recipients for Federal grants. An efficient manner to receive and track applications, make awards, monitor funding, and pay grantees is needed.

1. Applications:

- a. Show how organizations could submit applications.
- b. Show how workflow could be used to track and review applications.

2. Award, Pay, and Track Funding:

- a. Show the process that could be used to make award, pay grantees, track invoices, or track advance payments and track expenses.
- b. Discuss how advanced payments, payments before expenses are incurred, can be tracked.

3. Reporting and Dashboards:

- c. Show any reports or dashboards that are available.

Gift Card Management

BPHC manages several programs that distribute gift cards to support at-risk communities. As part of the ERP replacement, the organization is seeking to streamline the management of gift card processes. This includes the workflows for requesting, purchasing, tracking inventory, distributing, and addressing any lost or stolen gift cards. Vendors are encouraged to explain their solution's capabilities and demonstrate how the system could address BPHC's needs.

Current High-Level Process

- 1. Request Submission and Approval:** Business units submit requests to purchase gift cards. These requests go through a multi-layer approval process based on the requesting business unit and the total dollar amount of gift cards to be purchased.
- 2. Inventory Tracking:** Gift cards are received and logged in a central inventory (currently MS Excel) for tracking purposes.
- 3. Distribution:** Gift cards are distributed to the relevant programs, who then distribute the gift cards to recipients and track the process using a paper distribution log.
- 4. Return and Reconciliation:** Distribution logs and any unused gift cards are returned to the BPHC Finance department, where a reconciliation process is conducted.
- 5. Tax Compliance:** A 1099-K form is issued to any recipient receiving gift cards totaling more than \$600 in a year.

Items for Vendor Demonstration

- 1. Automation of Gift Card Request, Approval, and Purchase Process:**
 - a. Show how the system can handle the end-to-end workflow for submitting, reviewing, and approving gift card requests, including role-based approvals.
 - b. Show how the system provides real-time status tracking of requests and sends automated notifications for pending or overdue approvals.
 - c. Show how the system can validate gift card requests against available budgets in real time.
- 2. Inventory Management of Gift Cards:**
 - a. Show how the system could support tracking of gift card inventory, including custody tracking, and recipient information, including any functionality for capturing digital signatures and automating the logging of distribution details.
 - b. Show any mobile (e.g., phone or tablet-based applications) functionality available for completing distribution logs.
- 3. Automating Reconciliation:**
 - a. Show how the system can automatically reconcile issued gift cards with approved requests.
 - b. Show options for generating detailed audit trails that capture all gift card activities, including requests, approvals, custody, and usage.
- 4. Reporting and Forms for Lost or Stolen Gift Cards:**
 - a. Show system options for users to submit and track forms for reporting lost or stolen gift cards.
- 5. Compliance with Tax Reporting Requirements:**
 - a. Show how the system could track the total value of gift cards distributed to individual recipients and automatically issue a 1099-K form for recipients who exceed the annual \$600 threshold.
- 6. E-Gift Cards:**
 - a. Discuss or demonstrate how e-gift cards can be supported.

Employee Expense Reporting

BPHC intends to move employee expense reporting into a more standard and streamlined set up within the ERP solution, instead of the current state process requiring employees set up as vendors within the MS Dynamics GP AP module.

Items for Vendor Demonstration

1. Employee Expense Submission and Workflow Management:

- a. Show how the system supports automated expense submission directly tied to employee records, eliminating the need to set up employees as vendors. Include any pre-spend authorization functionality that would ensure expenses are budget-checked before being incurred.
- b. Show how the system supports mobile submissions, allowing employees to submit receipts and expenses via mobile device.
- c. Show any reports and dashboards that are available.

2. Approval Processes and Delegation:

- a. Show the approval workflow process for expense reports.
- b. Show any reports or dashboard that are available to manage the process.

PCard Management

There are approximately 50 employees with PCards, used for authorized business expenses. BPHC requires an efficient process for requesting cards and reconciling expenses.

Items for Vendor Demonstration

1. Verification of PCard Charges:

- a. Show how PCard charges can be brought into the system (e.g. Integration, file loads)
- b. Show how the PCard holder can certify charges, code to correct account, and provide receipts.
- c. Show the approval process, workflow, and tracking of submitted expenditure reconciliation.
- d. Show any reports or dashboard that are available to manage the process.

AR Management

BPHC manages a wide range of Accounts Receivable (AR) types, including grants, BEMS transport billing, medical billing, and more. AR is processed through multiple systems such as MS Dynamics GP, HS GovTech, Digitech, CareLogic, Twin Oaks, and others listed in *RFP Section VI*. BPHC seeks a modern ERP solution to centralize AR functions, improve reporting, and streamline workflows.

Current High-Level Process

1. Invoice Creation and Billing:

- a. Grants: Invoices for cost-reimbursable grants are created by the BPHC Grants team. For advanced grants, no invoices are generated, but entries are made in the General Ledger (GL) to record expenses.
- b. BEMS Transport: Digitech, a third-party vendor, handles billing for BEMS transport, including insurance claims. Each month, once the BPHC accounting team is provided with a file from Digitech, invoices and payment details are uploaded into MS Dynamics GP.
- c. Medical Billing: Invoices are created in CareLogic, with data reviewed for compliance before submission. Payment details are matched electronically to invoices.

2. Revenue Recognition and Payments:

- a. Payments are received via EFT, paper checks, or credit cards and processed through systems such as Bank of America lockboxes or directly into MS Dynamics GP.
- b. Refunds are processed through AP, with Digitech handling BEMS-related refunds and billing BPHC for reimbursement.

3. Reporting and Reconciliation:

- a. AR aging and historical reports are limited, making it difficult to track overdue accounts or monitor trends.
- b. Manual reconciliations are performed in MS Excel, increasing the risk of errors and delays.

Items for Vendor Demonstration

1. Creation of Invoice:

- a. Show the process for creation and approving an invoice.
- b. Show process for creating a billable event between internal departments at BPHC.
- c. Show any reports or dashboard that are available to manage the process.

2. Tracking and Receiving Payment:

- a. Show the method for aging receivables.
- b. Show how a record of payment is received.
- c. Show the process for issuing a partial credit or writing off a receivable.
- d. Show any reports or dashboard that are available to manage the process.
- e. Show process for importing/uploading AR data from a third party (Ex. Digitech, Carelogic, etc.)

Budgets and Forecasts

The budgeting and forecasting functionality currently managed through sophisticated MS Excel documents would ideally be demonstrated as a native feature of the ERP solution. This includes showing real-time budget monitoring and sophisticated forecasting capabilities.

Items for Vendor Demonstration

1. Budget Creation and Management:

- a. Show how to create and maintain budgets.
- b. Show any reports or dashboard that are available to manage the process.

2. Budget Monitoring and Constraints:

- a. Show examples of how the system enforces real-time budgeting constraints, including the process for budget overrides, and amendments.
- b. Show the approval process, tracking, and management of budget overrides and amendments.
- c. Show any reports or dashboard that are available to manage the process.

3. Forecasting and Scenario Planning:

- a. Show the ability to project revenue and non-personal related expenses.
- b. Show how the system can track unfilled or underutilized budgeted positions.
- c. Show how the system automatically tracks costing allocation changes for employees.
- d. Show how the system has fringe automatically included and calculated in budgeting and planning.
- e. Show how the system forecasts overtime, shift differential, and on-call in an automated way.
- f. Show how the system budgets for union costing with step progressions or COLA increases.
- g. Show how these tools can be used to forecast expenses for managing a grant's budget.
- h. Show how the system data can be connected to outside data sources for forecasting.

Capital Projects

BPHC oversees numerous capital projects that involve significant investments in long-term assets, such as building improvements, infrastructure upgrades, and major equipment purchases. These projects begin as work-in-progress (tracked under Construction in Progress, or CIP) and transition to fixed assets upon completion.

Items for Vendor Demonstration

1. Project Tracking and Expense Management:

- a. Show how the system sets up a capital project.
- b. Show how to configure a budget and approvals required for the project.
- c. Show any reports or dashboard that are available to manage the process.

2. Make Purchase:

- a. Show how to complete a procurement for the project.
- b. Show any reports or dashboard that are available to manage the process.

3. Capitalization and Depreciation:

- a. Show how an asset is recorded.

- b. Show how the system calculates construction-in-progress and depreciation schedules.
- c. Show any reports or dashboard that are available to manage the process.
- d. Show how depreciation rules are set up in the ERP

Section VI – Anticipated Current System & Integration Disposition

This section includes information about the existing HR/HCM and FIN systems, applications, etc., in BPHC’s current state environment.

BPHC has outlined an anticipated “Disposition Status” of each system to inform Vendors’ scoping of work for their RFP response, notably what systems or systems’ functionality would be replaced, what integrations will be necessary between the proposed solution and existing systems that will remain in place, and the data conversion and migration required when moving legacy data from to-be-replaced systems to the proposed solution. This is meant to be directionally correct and will need to be validated upon following SW selection, SI selection, and implementation planning phases.

The “Disposition Status” column entries include:

- **Likely Replace** – BPHC expects to replace this system with the new SW solution, requiring data migration, but no integrations
- **Possibly Replace** – BPHC may replace this system based on the new SW solution’s ability to meet the functionality it currently provides. If it is replaced BPHC might need to migrate its data and no integration would be necessary. If it is not replaced and remains active, the new SW solution will need to integrate to it.
- **Likely Remain, Requires Integration** – BPHC expects this system to remain alongside the new SW solution and it requires an integration to that new SW solution.
- **Likely Remain, Opportunistic Integration** – BPHC expects this system to remain alongside the new SW solution and it would want to consider the value and cost associated with integrating it with the new SW solution.

Current HR/HCM Systems

| System / Application Name | Current Use | Disposition Status |
|--|---|-----------------------------|
| ADP Enterprise HR (version 5.22.26) | General HCM, including employee management, compensation, and payroll. | Likely replace |
| ADP Workforce Management Hiring | Talent acquisition, recruitment, and hiring management. | Likely replace |
| ADP E-Time & Time Clocks | Employee time tracking, currently enables web-based time tracking and integration with physical time clocks that ~300 BPHC employees use. | Likely replace ² |

² Physical time clocks will remain a requirement given BPHC staff needs (see requirement 5.9.05 in *RFP Section IV*). BPHC will want to understand how the proposed solution supports this requirement and if it cannot directly replace existing physical time clocks, how it could integrate with those existing physical time clocks or coordinate with another service to do so.

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| System / Application Name | Current Use | Disposition Status |
|--|---|--|
| Telestaff | BEMS employee scheduling; currently manually loaded into E-Time for timekeeping. | Likely remain, require integration |
| Aquera | User identity management. An ADP-to-MS Active Directory (AD) feed runs twice daily to create new employee accounts and update existing employee accounts. There is a weekly writeback from MS AD-to-ADP to update email address information in ADP for employees. | Likely replace |
| Cornerstone | Learning management system | Likely remain, requires integration |
| PerformYard | Performance management system for non-union employees | Likely remain, requires integration |
| Empower | System for managing Massachusetts' SMART Plan, 457b retirement savings program for public employees | Likely remain, requires integration |
| Relias | Credentialing system that provides accredited courses to meet continuing education requirements for professional licenses. | Likely remain, requires integration |
| E-Verify | Employee I9 verification | Likely remain, requires integration |
| Massachusetts Commission Against Discrimination (MCAD) | Employee learning tool (e.g., anti-harassment) | Likely remain, opportunistic integration |
| Massachusetts Criminal Offender Record Information (CORI) | Background check system exclusive to the State of Massachusetts. | Likely remain, opportunistic integration |
| Massachusetts State Employees' Retirement System (MSERS) | Retirement benefits system managed by Massachusetts State Retirement Board | Likely remain, opportunistic integration |
| Hamlet | State unemployment management portal; BPHC HR inputs requested data | Likely remain, opportunistic integration |
| Reliance | Leave management tool, i.e., identifying and receiving payment for unpaid premiums | Likely replace |
| LinkedIn Recruiter | External candidate recruitment | Likely remain, opportunistic integration |
| Handshake | External candidate recruitment | Likely remain, opportunistic integration |
| Idealist | External candidate recruitment | Likely remain, opportunistic integration |

Current FIN Systems

| System / Application Name | Current Use | Disposition Status |
|---|---|--|
| MS Dynamics Great Plains (GP) 2022 (version 18.5.1661) | Core financial management system, including finance and accounting, grants, procurement, accounts payable, accounts receivable, analytics and reporting, and capital assets. GP system utilities include: <ul style="list-style-type: none"> • Rockton Smartfill – Autofill population • Greenshades Center for Federal 1099s – 1099 integration • Ethotech Next Numeric Collection – Create customer, vendor, item, fixed asset, employee, etc., ID • Mekorma MICR – Check printing • LIAMCLI (formerly Liaison) – Payment notification | Likely replace |
| ReQlogic (version 12) | Core financial management system, including grants, procurement, accounts payable, and accounts receivable. | Likely replace |
| FastPath Assure (v24.22 cloud) | Fast Path Assure module provides auditing capabilities. | Likely replace |
| MS Excel Budgeting & Forecasting Tool | MS Excel-based tool for planning, budgeting, and forecasting | Likely replace |
| Oracle Planning Budget Cloud services (PBCS), formerly Oracle Hyperion | Originally planning and budgeting tool, but currently serves more for data storage. | Likely replace |
| Bank of America | Banking account management, including payments and transfers | Likely remain, requires integration |
| Massachusetts Municipal Depository Trust (MMDT) | Savings account management | Likely remain, opportunistic integration |
| Amano McGann | Billing and fees system for parking revenue. | Likely remain, requires integration |
| Twin Oaks | Billing and fees system for fitness center revenue. | Likely remain, requires integration |
| HS GovTech | Billing and fees system for permit revenue (e.g., nail salons, tobacco, burial). BPHC recently migrated to HS GovTech from Accela. | Likely remain, requires integration |
| Inovalon | Billing and fees system for healthcare claims, serving as a clearinghouse to streamline the claim processing process for BPHC by providing one platform for handling all claim submissions. | Likely remain, requires integration |
| Carelogic | Billing and fees system for generating insurance billing for patients. | Likely remain, requires integration |
| Digitech | Third-party partner facilitating BEMS transport billing. | Likely remain, requires integration |

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| System / Application Name | Current Use | Disposition Status |
|---|---|--|
| Off Duty Management | Third-party partner handling billing and fees system for BEMS details. | Likely remain, requires integration |
| Operative IQ | BEMS inventory management system. | Likely remain, opportunistic integration |
| Massachusetts Enterprise Invoice Management System (EIM) | State grants compliance and reporting | Likely remain, opportunistic integration |
| ASAP.gov | Federal grants compliance and reporting for Department of Justice (DOJ) grants. | Likely remain, opportunistic integration |
| Just Grants | Federal grants compliance and reporting for DOJ. | Likely remain, opportunistic integration |
| Federal Audit Clearing House | Federal grants compliance and reporting for grants that expend \$750,000 or more in federal funds annually. | Likely remain, opportunistic integration |
| Federal Subaward Reporting System (FSRS) | Federal grants compliance and reporting for Department of Transportation and Department of Homeland Security (DHS). | Likely remain, opportunistic integration |
| Grant Solutions | Federal grants compliance and reporting for non-DOJ entities such as Health and Human Services (HHS) and DHS. | Likely remain, opportunistic integration |
| Payment Management System (PMS) | Federal grants compliance and reporting for HHS. | Likely remain, opportunistic integration |

Other Current Systems

The table below includes additional systems used across HR/HCM and FIN. As noted throughout this RFP, much of BPHC's current state business processes involve workarounds leveraging enterprise systems, particularly Microsoft products. Those products will of course remain and could even be leveraged further in the future, but BPHC expects their current use to execute core HR/HCM and FIN business needs to diminish with a new ERP solution.

| System / Application Name | Current Use | Disposition Status |
|--|--|--|
| BPHC Intranet | Internal communications platform, often used to help coordinate business processes | Likely remain, opportunistic integration |
| MS Active Directory | Directory service managed by BPHC IT | Likely remain, requires integration |
| FastPath Config Active Directory Desktop (V5.4.7.0) | Enables AD SSO for GP users | Likely replace |

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| System / Application Name | Current Use | Disposition Status |
|--|---|--|
| MS SQL Server Reporting Services (SSRS) | Variety of uses, including supporting BPHC FIN data and system structure and reporting | Likely replace use in core ERP processes |
| MS Access | Managing HR/HCM and FIN related data, such as vendor identification numbers. | Likely replace use in core ERP processes |
| MS Excel | Serving as tools outside of existing systems, particularly for BPHC planning, budgeting, and forecasting, as well as manual data transfers. | Likely replace use in core ERP processes |
| MS SharePoint | Storing HR/HCM and FIN documentation, such as vendor contracts. | Likely replace use in core ERP processes |
| MS Outlook | Monitoring and managing HR/HCM and FIN processes, such as PCard or Gift card requests, Bank of America notifications, etc. | Likely replace use in core ERP processes |
| Network Drives (e.g., H: Drive) | Store HR/HCM and FIN related documents. E.g., BPHC Grants uses the H: Drive to store grant-related documents such as cost transfers, budget amendments, timesheet adjustments, etc. | Likely replace use in core ERP processes |
| SignNow | Document signature and approval workflows across both HR/HCM and FIN. | Likely replace use in core ERP processes |