Enterprise Resource Planning Modernization – Software Implementation

REQUEST FOR PROPOSAL

Project No. ITS-004-25

INFORMATION TECHNOLOGY SERVICES

FINANCE

HUMAN RESOURCES

August 25, 2025, Version

Including updates made to the Request for Proposal originally released on August 4, 2025

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 Implementation proposals for BPHC's implementation of Workday Financials (FIN) and Human Capital Management (HCM). Vendors must be Workday Certified Implementation Partners with demonstrable experience implementing Workday in the Public Sector.

Request for Proposal (RFP) Schedule *(updated as of August 25, 2025)*	
Monday, August 4, 2025	RFP notice published in The Boston Globe. RFP available at www.boston.gov/bid-listings.
Monday, August 11, 2025	Vendor questions due by 5:00 PM ET via email to RFR@bphc.org. Each vendor should consolidate questions into a single, emailed submission with the email subject being "ERP SI RFP Questions." BPHC will not respond directly to Vendor emails.
Monday, August 25, 2025	BPHC responses to Vendor questions and updated Request for Proposal posted by 5:00 PM ET at www.boston.gov/bid-listings.
Friday, August 29, 2025	Extended Vendor question period. Vendors can submit additional questions by 5:00 PM ET via email to RFR@bphc.org. Vendors should still consolidate questions into a single, emailed submission with the email subject being "ERP SI RFP Questions." BPHC will not respond directly to Vendor emails.
Wednesday, September 10, 2025	BPHC responses to Vendor questions posed by 5:00 PM ET at www.boston.gov/bid-listings.
Friday, September 26, 2025	Vendor RFP submissions due by 5:00 PM via email to RFR@bphc.org with the email subject being "ERP SI RFP Response." BPHC will not respond directly to Vendor emails.
Week of October 13, 2025	BPHC communicates down-selection decision to Vendors, including instruction for follow-up Vendor Presentations.
Weeks of October 27 & November 3, 2025	BPHC facilitates down-selected Vendor Presentations. While BPHC will work with Vendors to reasonably accommodate scheduling in this period, Vendors are expected to plan on being available during this time.
Early November, 2025	BPHC makes final decision and notifies vendor of award

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 to Vendor submission deadlines, 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 Implementation (SI) proposals for BPHC's implementation of Workday Financials (FIN) and Human Capital Management (HCM).

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 represent how BPHC executes its mission every day:

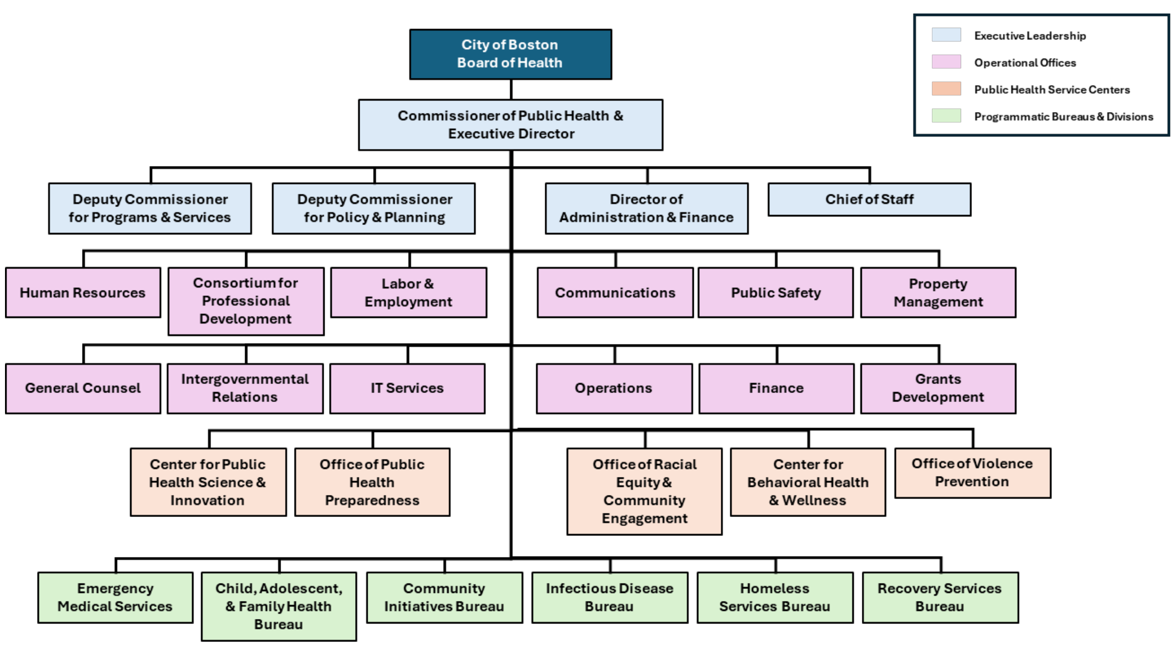

Figure 1 – BPHC Organizational Structure

- 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 by 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 informed the procurement of Workday based on the requirements across these areas (see *RFP Attachment 2* for more detail on the requirements used to procure an ERP software solution):

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

    - 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

With BPHC's selection of Workday, it is now releasing this RFP to procure the professional services necessary to implement that chosen software solution.

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

To be ready for kicking off implementation, BPHC is currently engaged in additional implementation readiness activities. The intended result of this work is not to wholly replace necessary implementation activities, but to help BPHC and its to-be-selected SI Vendor get a quick start in early 2026 on defining BPHC's needs in more complicated business and technical areas and identify potential key design decisions or issues the SI will likely need to include in its implementation scope and planning. Those readiness activities include:

- Preparing ERP Implementation program governance and BPHC project team structure and procedures
- Mapping standardized, future state business processes for some select business processes it knows will be more complicated or unique to BPHC
- Assessing current data quality and management practices, including inventorying key data domains, data owners and governance standards for master and reference data
- Confirming system and integration landscape for current systems, applications, etc., that will require new interfaces and data flows to the to-be-implemented Workday solution

Section II – BPHC's Current ERP Environment

BPHC currently operates its human resource / human capital management (HCM) and financial management (FIN) business processes using 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 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.

HCM Current State

The BPHC HR team covers 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.

BPHC's full-time employee size is 1,300+ full time employees including 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

FIN Current State

BPHC's Finance team manages services 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 Microsoft (MS) Dynamics Great Plans (GP) and ReQlogic for its core financial management processes.

Additional Details of Current BPHC ERP Technical Architecture

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

In addition to the 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.

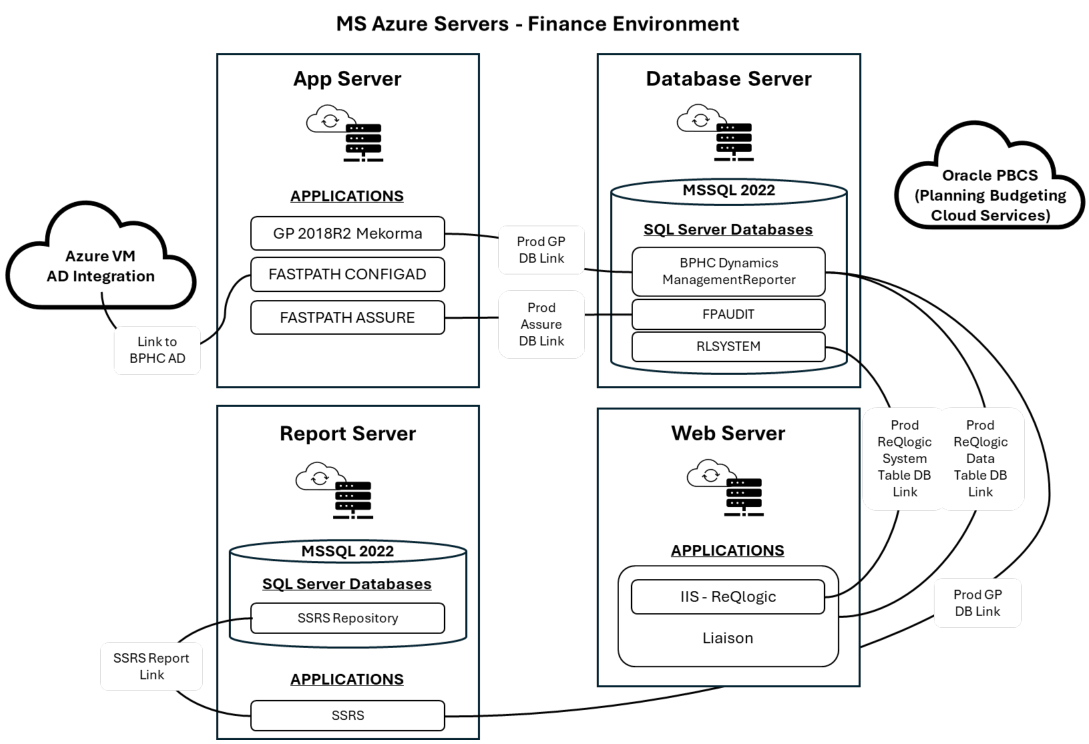

Figure 2 – BPHC MS Azure Servers for FIN Environment

BPHC invested in a dedicated MS Azure Gov cloud-based server set up, with four servers as outlined in the diagram above 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.

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 – Anticipated Implementation Scope of Work

This section outlines BPHC's anticipated scope of work for its implementation of Workday. Software Implementation Vendors ("Vendors") should reference this section directly within their proposals.

This section's content is based on BPHC's work to date assessing and defining its requirements for the to-be-implemented Workday solution. Based on their expertise, experience, and industry best practices, BPHC expects that Vendors will recommend any modifications or additions to this implementation scope and the current technical and business function requirements there-in starting in their proposal and once implementation begins.

BPHC reserves the right to modify this scope of work based on this procurement process and ongoing implementation readiness activities and will work with the to-be-selected SI Vendor to include a final version of it in its contract with BPHC.

Implementation Timeline

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. BPHC is open to either a phased go-live or a single "big bang" go-live approach for the Workday implementation. Post-go-live hypercare would commence immediately for ~1-2 months, followed by post-hypercare solution support.

BPHC expects Vendors to propose the deployment strategy and associated timeline they believe will best support BPHC's needs, including clear rationale for their recommendation in their proposal.

If proposing a phased go-live, Vendors must describe the structure of the phases (e.g., by functional area, department, or by HCM vs. FIN), including the sequencing of each phase, anticipated timelines, and any dependencies. Vendors must also explain how they will manage integration points, maintain data continuity, and minimize disruption to BPHC operations during the phased rollout.

If proposing a big bang go-live, Vendors must describe how they will ensure organizational readiness across all functional areas for a single, coordinated launch. This should include their approach to user training, cutover planning, data conversion, testing, and post-go-live support.

Regardless of the approach proposed, Vendors must address the pros and cons of their chosen strategy in the context of BPHC's known constraints, particularly the limited availability of BPHC staff to support implementation activities alongside their operational responsibilities. Vendors should also explain how their approach mitigates risks related to system adoption, business continuity, and change management.

BPHC Project Roles

BPHC has begun to structure its planned implementation project team and will work with the SI to refine that structure upon implementation kick-off and planning.

BPHC Finance, HR, and ITS will each have a Solution Area Lead (SAL) responsible for decision-making within their respective areas. Under each SAL will be Functional Area Leads (FAL) who will be dedicated to discovery and design and coordinating other BPHC subject matter experts and general staff participation in discovery, testing, and training for their respective functional areas. Given the size of the organization, those FALs may cover multiple functional areas.

BPHC ITS plans to have select staff obtain Workday certifications and allocate up to 40% of their time to support administrative and business functionality, integration, and reporting development during the implementation. This approach is intended to (1) provide direct support to the implementation effort, (2) build deep, hands-on understanding of the solution's design and configuration, and (3) position internal staff to provide effective post-go-live support for ongoing operations and steady-state maintenance.

Planned Program Governance Structure

BPHC will utilize a program governance structure for this implementation effort that includes an Executive Steering Committee and Project Leadership Team. This structure will be refined with the selected Vendor as needed. It includes clear executive steering, program, solution, and functional area level decision-making roles. BPHC leaders will work to make BPHC subject matter experts and staff available to participate in all implementation phases. In turn, BPHC expects SI vendors' methodology and approach, management, deliverables, meeting facilitation, etc., to consistently support the collaboration, transparency, shared ownership, and timely, effective decision-making required by this effort.

Implementation Work Areas

The Vendor will be responsible for providing the following Work Area professional services during implementation based on the Vendor's methodology:

Work Area	Sample Activities & Deliverables
Project Management **(Required)** *Note: Will work in conjunction with BPHC Program Manager*	• Establish and manage detailed implementation project plan, including all work areas, project phases and schedule, and milestones • Conduct regular status meetings with BPHC Project Leadership Team and briefings to BPHC Executive Steering Committee • Manage scope, risks, issues, decision, and change control • Track budget, resources, and deliverables • Plan and execute project communication plans • Coordinate across functional and technical teams • Coordinate phase gate, readiness, and testing result acceptance reviews • Support leadership alignment and sponsorship

Work Area	Sample Activities & Deliverables
Functional Design and Configuration **(Required)**	• Conduct business process discovery to document and refine future-state process flows • Define functional requirements and use cases • Schedule and facilitate discovery, design, and configuration workshops and solution or functional area-specific meetings • Identify, inform, and facilitate BPHC decision-making on design decisions, including final planned scope for BPHC's initial and any follow-on implementations and any necessary escalations to BPHC Executive Steering Committee • Document and facilitate BPHC SAL and FAL review and approval of configuration design documents • Configure system modules based on approved designs • Coordinate regular demonstrations of configured workflows for gradual validation prior to formal End-to-End (E2E) and User Acceptance Testing (UAT) • Conduct unit and string testing, as necessary • Plan and coordinate UAT of configured modules, providing results to BPHC for review and acceptance • Track, resolve, and report on configuration issues using a RAID Log
Technical and Solution Architecture – Integration, Reporting, and Security **(Required)** *Note: Will work in conjunction with BPHC ITS*	• Define integration inventory and data sources • Design, build, and test inbound and outbound system integrations • Document detailed technical architecture for Workday and integrations into third-party systems, including any middleware specifications • Define an inventory of required reports • Design, build, and test the required reports • Implement Single Sign-On (SSO) and identity management • Develop role-based security and access control matrix • Design and develop operational and analytical reports • Set up environments and manage tenant refresh cycles • Conduct integration and E2E testing, providing results to BPHC for review and acceptance • Conduct security and audit compliance reviews
Data Conversion **(Required)** *Note: Will work in conjunction with BPHC ITS*	• Define data scope and mapping (legacy to target) • Advise BPHC on data architecture, governance, and management • Develop data conversion plan in conjunction with BPHC ITS • Coordinate with BPHC ITS on data extraction from legacy systems • Execute mock data conversions and validation cycles • Cleanse and enrich legacy data as needed • Perform data reconciliation and audit checks • Conduct final cutover data conversion and freeze • Document conversion rules and assumptions • Obtain business sign-off for data loads

Work Area	Sample Activities & Deliverables
System Go-Live Planning & Execution **(Required)** *Note: Will work in conjunction with BPHC Program Manager*	• Define go-live criteria and readiness checklist • Develop cutover and contingency plans • Establish blackout period and communication timeline • Finalize production configuration and tenant setup • Execute final data conversion and system validation, providing results to BPHC for review and acceptance in go/no-go review • Conduct go/no-go review with BPHC Executive Steering Committee • Establish and monitor progress on triaged 'punch list' items • Monitor system performance and error logs • Provide command center support during go-live window • Document lessons learned from cutover activities
System Hypercare Support (for currently estimated 1-2 months) **(Required)**	• Launch hypercare support structure and staffing • Track and triage production issues and defects • Complete any pending 'punch list' items based on prioritization • Monitor integrations, security, and data integrity • Communicate resolution plans and service level agreements to users • Conduct daily support standups during hypercare • Provide real-time configuration or report updates • Collect feedback for enhancements and follow-up • Transition open issues to long-term support team
Organizational Change Management **(Required)**	• Develop OCM strategy and stakeholder engagement plan • Conduct change readiness assessments • Identify change champions and key influencers • Define and track change impacts by function • Create and deliver regular stakeholder communications and newsletters • Facilitate end-user feedback and sentiment tracking • Align policy and procedural changes with system changes
User Training **(Required)**	• Develop training strategy and curriculum leading up to and through cutover and in follow-on hypercare periods • Design user-friendly training materials and detailed job aids • Build and deliver training environment and scenarios • Facilitate instructor-led and self-paced training sessions • Track training attendance and competency assessments • Collect post-training feedback for improvements • Offer refresher and just-in-time training as needed
Managed Services **(Optional)** *Note: Will work in conjunction with BPHC ITS*	• Transition to long-term support and operations team • Establish service desk protocols and escalation paths • Implement change control and release management • Maintain training materials and knowledge base • Monitor system usage, adoption, and satisfaction • Conduct quarterly reviews for continuous improvement • Plan future releases, enhancements, and optimization • Maintain vendor relationships and support contracts

Implementation Scope of Work – Technical Scope

The following sub-sections outline the BPHC's technical objectives for this implementation of Workday. Based on expertise and industry best practices, BPHC asks that Vendors recommend any additional implementation scope items in their proposal that may be beneficial but are not currently listed.

Workday Modules in Scope for Implementation

BPHC intends to implement the following Workday modules through Workday Commercial Cloud:

- Core Human Capital Management
- Talent Optimization
- Cloud Connect for Benefits
- Payroll for United States
- Learning, Media Cloud – No Fee
- Cloud Connect for Learning
- Recruiting
- Core Financials
- Prism Analytics Essentials
- Projects
- Time Tracking
- Expenses
- Procurement
- Inventory
- Grants Management
- Strategic Sourcing
- Contract Lifecycle Management
- Adaptive Planning – Planned for a later phase (e.g., Phase 2), with implementation to notionally begin in summer 2027

Integration into Existing BPHC Technical Architecture & Operations

BPHC intends to integrate the Workday solution as fully into its existing technical architecture as possible. Additionally, it intends to leverage core elements of Workday to improve user usability, accessibility, and security of its HCM and FIN business processes. This includes:

- Integrating and using MS Active Directory for enabling user identify management and single sign-on; BPHC will look to the Vendor to evaluate the best path forward, including whether retaining Aquera will provide a better option than using Workday-to-MS Active Directory user provisioning and Workday writeback.
- Integrating and using MS applications for file creation (e.g., MS Word, MS Excel) and communications and action coordination (e.g., MS Teams, MS Outlook)
- Setting up access and use of Workday functionality from any device (e.g., PC, Mac, tablet, phone) at any time (24/7/265) except for necessary system maintenance windows

- Setting up role-based security for all users at the transactional level
- Setting up requisite system administration roles, processes, workflows, alerts, and reports for standard and ad hoc solution monitoring and action

System Inventory & Integration

RFP Section V lists BPHC's current systems and applications being used for HCM and FIN business processes, as well as BPHC's anticipated plans for the following:

- Disposition Status: Whether BPHC intends to have the system or application remain operational working in conjunction with the to-be-implemented Workday solution in a future state environment
- Integration: Whether BPHC intends to have the system or application integrate to Workday
- Data Conversion: Whether BPHC intends to convert data existing in the system or application into Workday or Workday Prism

Data Conversion Scope

BPHC understands that effective data conversion is critical to the success of the Workday implementation. The sections below outline BPHC's current scope for this conversion of HCM and FIN data, pending consultation with the Vendor.

HCM Data Conversion

The HCM data conversion process will focus on securely and accurately migrating relevant human capital data from ADP Enterprise HR, ADP DocCloud, and PerformYard into Workday and Workday Prism to support a seamless transition and operational continuity at go-live.

1. Population: The HCM data conversion will include all active employees and currently inactive employes who were last active within one year prior to go-live. Pre-hires will be excluded from the data conversion scope.

2. Data Scope for ADP Conversion: The data set will include historical and current records for the following HCM components, capturing both static values and, where applicable, change history to preserve auditability and support reporting:

    - Personal Information: Legal name, date of birth, Social Security Number, residential address, phone number, email, and emergency contact details.
    - Position Data: Information on position title, business title, job profile, supervisory organization, FTE status, position start date, and position status.
    - Benefits: Details on employee benefit selections such as medical, dental, vision coverage, enrollment dates, and associated dependents and beneficiaries.
    - Compensation: Records of base salary or hourly pay, pay type, compensation grade, merit adjustments, and one-time or variable payments.
    - Time and Absence: Timesheets, attendance logs, scheduled shifts, types of absences (e.g., vacation, sick leave), and leave balances.

- Pay History: Historical payroll data including earnings, pay dates, gross and net pay, tax withholdings, retro pay and deduction amounts.
- Tax Documents: Federal and state tax withholding elections (e.g., W-4 forms), tax IDs, and previously issued documents such as W-2 and 1095-C forms.

3. Data Scope for PerformYard Conversion: The data set will include performance review data for the same population of active employees and currently inactive employees who were last active within one year prior to go-live. The specific scope of this data set will be finalized during discovery sessions with the selected Vendor.
4. Historic Data for Reporting: For inactive employees whose termination dates fall between one and three years prior to go-live, limited data will be migrated from ADP and PerformYard into Workday Prism. This will include a subset of fields from the data categories outlined above. The specific scope of this data set will be finalized during discovery sessions with the selected Vendor.
5. Tax Documents for Employee Who Are Not Converted: BPHC prefers to make tax documents accessible to former employees in this population through Workday. The documents are currently available in ADP. To enable this, we understand a minimal set of personal information will need to be converted to create user accounts for these individuals. In your response, please describe how this can be achieved, including any technical or process considerations.

   NOTE: Most legacy personnel files exist in hard copy, paper format and will need to be manually uploaded to Workday employee records post go-live by BPHC. That manual upload is currently outside the scope of the SI's data conversion responsibilities.

FIN Data Conversion

The FIN data conversion effort will prioritize the accurate and secure transfer of critical financial records from MS Dynamics GP and ReQlogic into Workday and Workday Prism, enabling consistent financial operations and reliable reporting from the start of the new system.

1. Population: The FIN data conversion will include all financial transactions and records from the current and prior two fiscal years.
2. Data Scope: The conversion will include both current and historical data elements necessary to support transactional processing, reporting, and audit compliance. Key data categories are expected to include:
   - General Ledger: Ledger balances, journal entries, and accounting period statuses, including opening balances and adjustments to ensure continuity of financial position.
   - Accounts Payable: Supplier master data, unpaid invoices, payment history, and outstanding liabilities.
   - Accounts Receivable: Customer records, open receivables, unapplied payments, and historical billing information.

- Grants and Projects: Active and recent grants/projects, budget balances, expenditures, sponsor details, and award attributes.
- Procure-to-Pay (P2P): Vendors, requisitions, purchase orders, receipts, and supplier contracts.
- Asset Management: Fixed asset records, acquisition dates, depreciation schedules, and asset classifications.
- Bank and Cash Management: Bank account setups.
- Budgeting: Approved budgets for current and prior fiscal years, and budget amendments.

Where relevant, change history will be preserved to ensure traceability and compliance with audit standards.

3. Historic Data for Reporting: Data that is more than three years but less than six years prior to the current fiscal year will be migrated to Workday Prism. This data set will include a targeted subset of fields from the data categories listed above. The exact scope and field selection will be defined during discovery sessions with the selected Vendor.

Future State Data Architecture

The Vendor will also support BPHC's planning and initial institution of its new future state data architecture including Workday and Workday Prism. The Vendor will work with BPHC ITS to ensure BPHC can meet its necessary analysis, reporting, and record management needs with newly converted data in the Workday solution and legacy data remaining out-of-system. BPHC's intent is to continue to leverage its existing data architecture (outlined in *RFP Section II*) in alignment with the Workday solution in that future state but will look to the Vendor to consult it on the best options available.

Implementation Scope of Work – HCM Functional Scope

The following sub-sections outline BPHC's HCM business function scope. The sections are organized by BPHC's business processes and may not align directly with specific Workday modules. As such, Vendors should ensure scoping includes any necessary configuration of the underlying data model to support these processes.

Additionally, the sub-sections' content is based on BPHC's work to date assessing and defining its requirements for the to-be-implemented Workday solution. Based on their expertise, experience, and industry best practices, BPHC expects that Vendors will recommend any modifications or additions to these current business function requirements starting at a higher level in their proposal and in more detail once implementation begins.

Benefits Management

1. **System Configuration for Benefits Enrollment and Integration**

   Configure the system to enable employees to enroll in benefits during the hiring process and to make benefit changes due to qualifying life events. For initial scoping purposes, there will be a minimum of nine (9) different workflows to accommodate the eight (8) unions and non-union employees. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Automated Benefit Deduction Management: Configure the system to automatically calculate, update, and prorate benefit deductions in alignment with payroll processing.
b) Unpaid Premium Tracking and Reporting: Implement functionality to track unpaid benefits premiums, issue notifications to relevant stakeholders for overdue payments, and generate reports on outstanding premiums to support timely resolution and maintain compliance.
c) Eligibility Monitoring and Notifications: Enable system notifications to alert Benefits Administrators when an employee loses eligibility for benefits. Additionally, track hours worked for non-benefitted employees over a 12-month lookback period and notify administrators when they become eligible for benefits.
d) 1095 Form Generation: Automate the generation of IRS Forms 1095-A, 1095-B, and 1095-C.
e) Accommodations: Configure the system to capture and manage accommodations.

2. **Integrations:**

Configure bi-directional integrations with the following providers and systems:

- Massachusetts State Employees' Retirement System (MSERS)
- BlueCross BlueShield Portal
- MA Public Employees Fund
- Insurance provider systems:
    - AFLAC
    - Boston Mutual
    - Colonial
    - Flynn Insurance Company
    - Employee Assistance Program

3. **Reporting and Dashboards**

Configure a benefits dashboard and benefits-related reports.

Recruiting

1. **System Configuration for Position and Requisition Management**

Configure the system to support the creation of positions, job descriptions, and job requisitions. Each requisition will route through a dynamic approval workflow based on variables such as funding source, cost center, position type, and bargaining unit. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Position Management Configuration: Establish position management to support the creation, tracking, and maintenance of positions independent of employees. This includes position requirements, such as required experience, degrees, or residency in the City of Boston. Configure business processes and rules to govern position creation, budgeting, approvals, and visibility across supervisory organizations. Ensure alignment with headcount planning and support for vacant, filled, and proposed positions.

b) Job Posting to BPHC Career Site: Enable automated posting of approved requisitions to the BPHC internal and external job boards. Configuration will allow posting rules based on requisition type, department, and visibility requirements (e.g., internal-only, public).

c) Application Processing and Integration: Implement an application intake process that accommodates both internal and external candidates. Configured to be able to associate individual candidate profiles with multiple job requisitions.

d) Candidate Review and Scoring Workflow: Design and enable configurable review workflows for screening and scoring candidates. This includes structured rating criteria, review assignments, and visibility controls to ensure equitable and data-informed hiring decisions.

e) Automated Document Generation and Electronic Signatures: Enable automatic generation of candidate-facing documents such as offer letters and rejection notices. Configure templates and workflows for electronic signature routing and secure storage of signed documents.

2. **Integrations:**

Configure bi-directional integrations with:

- Massachusetts Criminal Offender Record Information (CORI): Necessary for conducting mandatory background checks
- E-Verify: Necessary for completing I-9 verification
- Job board Integrations: LinkedIn, Handshake, and Idealist

3. **Reporting and Dashboards**

Configure dashboard views to support recruiting, compliance, and performance monitoring. Dashboards may include metrics such as time-to-fill, candidate pipeline status, requisition volume, and EEO tracking.

Hiring & Onboarding

1. **System Configuration for Hiring**

Configure the system to support hiring by creating business processes and workflows to ensure the following components are in place:

a) Personal Information: Collect, or ensure it was previously collected, all personal information such as legal name, date of birth, government identification (e.g., SSN or Alien Registration Number).

b) Position and Job Details: Capture or validate key job information including job title, job profile, supervisory organization, employee type, and position status.

c) Compensation: Establish compensation details such as base pay (hourly or salaried), applicable allowances, and eligibility for bonuses or one-time payments.

d) Assigned Costing Allocation: Define and validate costing allocations for each position or employee, ensuring correct linkage to cost centers, grants, or other financial structures.
e) Assigned Organizational Roles: Assign each worker to appropriate organizational roles including company, cost center, location, and supervisory hierarchy.
f) Proposed or Assigned Work Schedule: Define standard or custom work schedules, including work hours, shift patterns, and any exceptions or flex arrangements.
g) Compliance Requirements: Record or verify compliance information such as Equal Employment Opportunity (EEO) classifications, veteran status, and disability self-identification.

2. System Configuration for Onboarding

Set up the system to support the onboarding process by designing business workflows that ensure the completion of the following steps.

a) Provide Required Documents: Collect, or confirm the collection of, all necessary documentation such as identification forms, tax forms, and employment eligibility verification (e.g., I-9, W-4).
b) Add Certifications and Education: Record, or verify the entry of, all relevant educational background and professional certifications required for the position.
c) List People to Meet: Identify and assign key individuals the new hire should meet, such as supervisors, team members, and HR representatives.
d) Complete Benefit Steps: Ensure the employee reviews, selects, and submits all applicable benefit elections within the designated enrollment window.

3. System Configuration for Change Job, Adding a Job, and Manager Changes

Set up the system to support personnel changing jobs, adding a job, or manager change processes by designing business workflows that would meet the following scenarios:

a) Change Job: Initiate and complete the job change process by updating key details such as job title, location, cost center, compensation, and business title, while ensuring all approvals and compliance steps are met.
b) Adding a Job: Enter and validate details for a new additional job assignment or additional duties, including position, supervisory organization, compensation, and work schedule, ensuring alignment with primary job and organizational policies.
c) Manager Changes: Update the supervisory organization to reflect a change in management, ensuring that the new manager has appropriate security access and visibility into their team's data and tasks.

4. Reporting and Dashboards

Configure dashboard views and related reports. Including items such as:

- DEI / Pay-Equity & Workforce-Analytics
- Employee-Engagement / Pulse Surveys
- Workforce Needs Assessment

- Succession Planning

Offboarding

1. **System Configuration for Offboarding**

   Set up the system to support the offboarding process by designing business workflows that would meet the following scenarios and include exit interviews:

   a) Voluntary Termination: Initiate and process the termination based on the employee's resignation, ensuring all required documentation is submitted, final pay and benefits are calculated, and exit steps are completed.
   b) Involuntary Termination: Execute the termination process due to organizational or performance-related reasons, ensuring compliance with internal policies, documentation of justification, and completion of offboarding procedures.
   c) Retirement: Process the employee's retirement by confirming eligibility, coordinating with applicable retirement systems, and completing necessary benefit and offboarding steps.

2. **Reporting and Dashboards**

   Configure dashboard views and related reports.

Talent & Performance Management

1. **System Configuration for Talent and Performance**

   Configure the system to support talent development and performance management by establishing business processes and workflows to ensure the following activities are completed:

   a) Setting and Managing Goals: Enable employees and managers to define, align, and track individual and team goals, ensuring alignment with organizational objectives.
   b) Performance Reviews: Configure and schedule performance review cycles, including self-assessments, manager evaluations, and calibration processes. These reviews may be different for the 8 unions and non-union employees.
   c) Feedback Collection and Tracking: Support the gathering of continuous or ad hoc feedback from peers, managers, and direct reports to inform development and performance.
   d) Talent Profiles: Ensure talent profiles include up-to-date information such as skills, certifications, career preferences, education history, and work experience.
   e) Succession Plans: Configure tools to identify critical roles and potential successors, and support the tracking of readiness, development plans, and risk of loss.
   f) Development Plans: Enable managers and employees to build and track development plans tied to performance outcomes, career aspirations, or identified skill gaps.
   g) Talent Assessments: Support the completion of talent assessments and ratings to identify high performers, flight risks, and leadership potential.

2. **Reporting and Dashboards**

   Configure dashboard views and related reports.

Union & Non-Union Compensation & Payroll Management

1. **System Configuration for Compensation and Payroll**

   Configure the system to manage compensation structures and payroll processing to support compliance, labor agreements, and organizational policies for the eight (8) union and non-union employees by defining business processes, workflows, and integrations to ensure the following components are in place:

   a) Compensation Plans: Configure salary, hourly, allowance, bonus, and one-time payment plans aligned with organizational compensation policies.
   b) Grade and Range Structures: Set up compensation grades and associated pay ranges to support equitable and consistent pay practices across the organization. This includes different grades and ranges for eight (8) unions and non-union employees.
   c) Step Progression: Configure automatic step progression, within grades, for eight (8) unions.
   d) Compensation Eligibility Rules: Define rules and criteria to determine employee eligibility for various compensation components based on role, location, time of service, employment type, and longevity payments.
   e) Annual Raises: Configure annual merit review processes, including guidelines, budgeting, and approval workflows. In addition, setup system to automatically handle cost of living adjustments.
   f) Payroll Input and Integration: Set up payroll input processes and establish secure integrations with internal or third-party payroll providers for earnings, deductions, and tax information.
   g) Pay Calendars and Periods are Defined: Create and manage pay calendars, frequency schedules, and pay periods to support timely and accurate payroll runs.
   h) Withholding and Tax Rules: Ensure the system calculates taxes correctly by configuring federal, state, and local tax rules, as well as employee withholding elections.
   i) Payroll Results Auditing and Approval: Enable audit and approval workflows for payroll calculations prior to finalization and distribution of payments.
   j) Earnings and Deductions Tracking: Configure earning types (e.g., regular pay, overtime) and deductions (e.g., benefits, garnishments) to support transparent and compliant payroll processing.
   k) Pay Slips and Year-End Statements Delivery: Generate and distribute employee pay slips and required year-end tax documents such as W-2s or 1099s.
   l) Payroll Accounting: Posting of payroll to the general ledger, ensuring that the payments are assigned to the correct cost center.

2. **Payroll Processing – Third-Party or Internal Processing**

   BPHC is currently evaluating whether to process payroll internally or utilize a third-party provider such as its current ADP service. For the purpose of responding to this RFP, SI Vendors should anticipate configuring the necessary integrations with ADP to continue that payroll processing service, including data transmission, reconciliation, and compliance.

3. Reporting and Dashboards

Configure a benefits dashboard and payroll related reports. Set up a Payroll Command Center to meet BPHC's needs.

Time & Absence Management

1. System Configuration for Time Tracking and Absence Management

Configure the system to manage time tracking and absence management by defining business processes, workflows, and integrations to support compliance, labor agreements, and organizational policies for the eight (8) union and non-union employees. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Time Entry Configuration: Establish time entry rules and processes for both exempt and non-exempt employees, including clock-in/clock-out, timesheet entry, and mobile time capture options.
b) Time Calculation Rules: Configure time calculation logic to support overtime, shift differentials, and rounding rules in alignment with union agreements and FLSA requirements.
c) Absence Plans and Accruals: Define and configure leave types (e.g., vacation, sick, personal, FMLA) with accrual schedules based on employee eligibility, tenure, and union affiliation.
d) Time Entry Validations and Approvals: Set up validations to ensure accurate time reporting and configure multi-level approval workflows to support departmental oversight and compliance.
e) Holiday and Calendar Management: Create and maintain institutional calendars to define paid holidays, blackout periods, and seasonal schedules by employee group or location.
f) Eligibility Rules for Time and Absence: Apply eligibility rules to determine access to specific time entry methods and absence plans based on employee type, work location, job profile, and union group.
g) Exception Reporting and Alerts: Configure notifications and exception reports to flag missing time entries, excessive hours, leave balance thresholds, or approval delays.
h) Compliance and Audit Trails: Enable audit trails to track time and leave adjustments, approvals, and historical entries for compliance with internal policies and external regulations.

2. Integrations:

Configure bi-directional integrations with:

- Telestaff: A scheduling and time system used by the BEMS to record time.
- ADP E-Time & Time Clocks: Physical time clocks used by some staff to record time. BPHC is currently evaluating whether to continue to use this ADP service. For the

purposes of responding to this RFP, SI Vendors should anticipate configuring the necessary integrations with ADP to continue it.

3. **Reporting and Dashboards**

   Configure dashboards and reports to provide visibility into time tracking, leave balances, trends, and utilization.

Learning Management

1. **System Configuration for Workday Learning**

   Configure the system to support learning management and employee development by defining business processes, content structures, and integrations that align with BPHC's organizational training goals and compliance requirements. Key components include:

   a) Learning Catalog and Course Management: Establish a structured learning catalog, including instructor-led training, eLearning, on-the-job training, and external content. Configure course types, prerequisites, certifications, and credit tracking.
   b) Learner Eligibility and Enrollment Rules: Define eligibility criteria for learning programs based on role, job profile, supervisory organization, and union affiliation. Configure automated or manager-approved enrollment options.
   c) Learning Campaigns and Assignments: Configure learning campaigns to assign mandatory training (e.g., compliance, onboarding, or safety courses) based on hire date, role changes, or regulatory requirements.
   d) Instructor and Session Management: Set up workflows for scheduling instructors, managing session rosters, locations, capacity limits, and waitlists.
   e) Completion Tracking and Acknowledgments: Enable tracking for course completion, learning acknowledgments, and compliance reporting. Configure reminders and escalation workflows for overdue assignments.
   f) Manager and Employee Self-Service: Enable dashboards and self-service tools for employees and managers to search for courses, monitor learning plans, and track progress.
   g) Compliance and Certification Management: Track certifications and license expirations, issue automated renewal reminders, and support audit-ready reporting for compliance-based learning.
   h) Learning Metrics and Dashboards: Provide visibility into learning participation, completion rates, overdue assignments, and learning effectiveness through configurable reports and dashboards.

2. **Reporting and Dashboards**

   Configure learning-specific dashboards and reports to monitor training compliance, participation trends, learner engagement, etc.

HR Service Delivery

1. **Interoperability with ServiceNow**

BPHC is actively implementing ServiceNow primarily to improve its IT service management and HR service delivery processes. An integration between Workday and ServiceNow's HR Service Delivery is required.

Implementation Scope of Work – FIN Functional Scope

The following sub-sections outline the BPHC's FIN business function scope. The sub-sections are organized by BPHC's business processes and may not align directly with specific Workday modules. As such, Vendors should ensure scoping includes any necessary configuration of the underlying data model to support these processes.

Additionally, the sub-sections' content is based on BPHC's work to date assessing and defining its requirements for the to-be-implemented Workday solution. Based on their expertise, experience, and industry best practices, BPHC expects that Vendors will recommend any modifications or additions to these current business function requirements starting at a higher level in their proposal and in more detail once implementation begins.

Financial Management (FIN)

1. **System Configuration for Financial Data Model & General Accounting**

   Configure the system to support the financial data model and general accounting necessary to support BPHC's FIN requirements. Key components include:

   a) Design and Transition to New Chart of Accounts: Establish the foundational financial structure including cost centers, programs, funds, spend categories, and other worktags are aligned with BPHC's needs.
   b) Accounting Journals: Configure standard, accrual and recurring journal entry processes, including approval workflows, validation rules, and audit tracking.
   c) Ledger Periods and Calendars: Create fiscal calendars and ledger periods for transaction posting and period closing.
   d) Subsidiary Ledger Posting Rules: Ensure consistent and accurate posting from subledgers such as accounts payable, accounts receivable, and payroll.
   e) Reconciliation: Configure automated reconciliation rules and define the reconciliation process, including the development of associated reports.

2. **Bank Statement Integrations**

   Create one way bank statement integrations for the following institutions:

   - Bank of America
   - Massachusetts Municipal Depository Trust (MMDT)

3. **Cashiering Integrations**

   Configure bi-directional integrations with the following cashier systems:

   - Amano McGann: Cashiering system for parking revenue.
   - Twin Oaks: Cashiering system for fitness center revenue.

4. **Reporting and Dashboards**

Configure dashboards and reports to monitor financial activity and reconciliations.

Accounts Receivable

1. **System Configuration for Accounts Receivable**

Configure the system to support accounts receivable functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Customer Records: Configure customer profiles, payment terms, billing contacts, and collection preferences.
b) Invoice and Billing Processes: Set up business processes for generating, approving, and distributing invoices.
c) Receivables and Collections Tracking: Enable configuration for aging schedules, dunning notices, and collections tracking.
d) Customer Payments and Remittance Processing: Configure application of payments including partial payments, prepayments, and unapplied balances.
e) Write-off and Adjustment Approvals: Define rules and workflows for managing invoice adjustments and bad debt write-offs.

2. **Integrations**

Configure bi-directional integrations with the following billing systems:

- CareLogic: Billing and fees system for generating insurance billing for patients.
- Digitech: Third-party partner facilitating BEMS transport billing.
- Off Duty Management: Third-party partner handling billing and fees system for BEMS details.

3. **Reporting and Dashboards**

Configure dashboards and reports to monitor accounts receivable.

Asset Management

1. **System Configuration for Asset Management**

Configure the system to support the asset management functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Asset Categories and Depreciation Methods: Set up asset classes, useful lives, and depreciation rules in alignment with BPHC policies. This includes depreciation of assets that were purchased using a grant.
b) Capitalization Rules: Establish criteria for capitalization, thresholds, and project-to-asset conversions.
c) Asset Lifecycle Event Tracking: Configure processes for acquisition, transfer, revaluation, and disposal of assets.

d) Asset Book and General Ledger Integration: Ensure depreciation and asset transactions integrate with the general ledger.

2. Reporting and Dashboards

Configure dashboards and reports to monitor assets.

Capital Project Management

1. System Configuration for Capital Project Management

Configure the system to support the capital project management functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Capital Project Types and Structures: Establish templates for different types of capital projects including funding sources and approval workflows.
b) Project Budgeting and Forecasting: Configure multi-year capital planning and budget tracking at the project level.
c) Automated Cost Capture and Allocation: Integrate procurement, payroll, and expense data to allocate costs to capital projects.
d) Project-to-Asset Integration: Set up rules to convert completed projects into fixed assets automatically, including tracking Construction in Progress (CIP) and Work in Progress (WHIP) statuses.

2. Reporting and Dashboards

Configure dashboards and reports to monitor capital projects.

Banking Management

1. System Configuration for Banking Management

Configure the system to support the banking management functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Bank Accounts: Configure institution-level bank account definitions, signatories, and account usage rules.
b) Automated Bank Statement Reconciliation: Enable auto-matching for electronic statements, cash movements, and clearing.
c) Bank Integrations: Set up integrations for electronic funds transfer (EFT), wire payments, and automated clearing house (ACH) file transfers including a positive pay file.
d) Cash Positioning and Forecasting Tools: Provide tools for daily liquidity monitoring and cash forecast analysis.

2. Integrations

Configure a bi-directional integration with Bank of America to facilitate EFT payment processing, ensuring compliance with positive pay file requirements.

3. Reporting and Dashboards

Configure dashboards and reports to monitor payments.

Budget Management

1. **System Configuration for Budget Management**

   Configure the system to support the budget management functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

   a) Budget Structures and Controls: Configure budget types, control levels, and tolerances aligned with organizational requirements. This includes budget checks during procurement, hiring, and compensation changes.
   b) Annual and Multi-Year Budgets: Enable input, approval, and monitoring of budgets across multiple time periods including reconciliation with HRM of a full list of approved positions that are available to be filled.
   c) Budget Amendments and Transfers: Set up processes for managing intra-year changes and reallocations both within singular cost center budgets and between relevant cost centers, programs, and projects. Account for unique approval workflows for all cost centers involved.
   d) Payroll Cost Center Allocations: Set up processes for managing and updating cost center allocations for payroll posting to the general ledger.

2. **Reporting and Dashboards**

   Configure dashboards and reports to manage the creation of and monitor budgets.

Contract Lifecyle Management

1. **System Configuration for Contract Lifecycle Management**

   Configure the system to support end-to-end contract lifecycle functionality to meet BPHC's legal, procurement, and operational requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

   a) Contract Templates and Clauses: Establish a library of standardized contract templates and approved clause language to support consistency and reduce legal review time.
   b) Contract Authoring and Version Control: Configure tools to support collaborative drafting, redlining, and version tracking to streamline negotiations and maintain audit trails.
   c) Defined Approval and Signature Workflows: Set up configurable workflows for contract approvals and integrate with e-signature tool to support timely execution.
   d) Searchable and Secure Contract Repository: Implement centralized storage with role-based access and keyword search capabilities to enable easy retrieval and reduce risk of lost or outdated agreements.
   e) Renewals and Obligations Tracking: Configure alerts and dashboards to monitor key dates (e.g., renewals, expirations, milestones) and manage contractual obligations and performance.
   f) Built-In Compliance and Audit Support: Ensure visibility into contract status, terms, and risk levels to support audits and ensure adherence to regulatory and internal policy requirements.

2. **Integrations**

   Configure an integration with a to-be-determined e-signature solution native to Workday.

3. **Reporting and Dashboards**

   Configure dashboards and contract reports to monitor lifecycle status, performance metrics, and compliance indicators.

Expense Management

1. **System Configuration for Expense Management**

   Configure the system to support the expense management functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

   a) Expense Policies and Rules: Define allowable expense types, limits, and routing rules by employee group or union.
   b) Expense Reports and Approvals: Create workflows for employee expense submission, approval, and audit.
   c) Credit Card Reconciliation: Integrate PCard transactions and configure verification process for transactions, including reconciliation against expense reports.
   d) Reimbursement Scheduling and Auditing: Set up timely reimbursement processes, including pre-payment auditing.

2. **Integrations**

   Configure one-way integration with Bank of America to import PCard transactions for verification.

3. **Reporting and Dashboards**

   Configure dashboards and reports to monitor expenses.

Financial Forecasting

1. **System Configuration for Financial Forecasting**

   Configure the system to support the financial forecasting functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

   a) Forecast Models and Versions: Enable multi scenario planning and financial projections for both revenue and expenses across multiple cost centers / projects / programs.
   b) Driver-Based Forecasting: Configure drivers and assumptions for workforce costs including attrition, future grant and other external funding availability, prevailing economic factors, and other similar inputs.
   c) Variance Reporting: Set up tools to compare forecast vs. actuals and identify key variance drivers.

2. **Reporting and Dashboards**

Configure dashboards and reports to view forecasts.

Financial Reporting

1. **System Configuration for Financial Reporting**

   Configure the system to support the standard financial reporting functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

   a) Financial Statement: There are two versions of the statement: one internal and one for the City of Boston.
   b) Schedule of Expenditures of Federal Awards (SEFA): Required component of annual single audit.
   c) Federal Financial Report: Financial information about grant awards required by recipients of federal funds.
   d) Certified Public Expenditure: Used to certify the funds used to pay for Medicaid-eligible services.
   e) Medicaid Time Studies: Used to document and report how much time employees spend on Medicaid related activities.
   f) Standard Report Templates: Establish other standard reporting templates based on existing and mandated BPHC formats, easing the creation of those standard reports with automated generation in acceptable templates.

Gift Card Management

1. **System Configuration for Gift Card Management**

   Configure the system to support BPHC programs' gift card management. This includes workflows for requesting, purchasing, tracking inventory, distributing, addressing any lost or stolen gift cards, and meeting tax compliance requirements. BPHC's current understanding is that these requirements could be met through unique configurations of Workday's out-of-the-box financial management capabilities. Define the business processes, workflows, and integrations to meet the following steps:

   a) 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.
   b) Inventory Tracking: Gift cards are received and logged in a central inventory (currently MS Excel) for tracking purposes. This should include allowing employees to see current gift card stock prior to submitting a request to order additional cards.
   c) 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.
   d) Return and Reconciliation: Distribution logs and any unused gift cards are returned to the BPHC Finance department, where a reconciliation process is conducted.
   e) Tax Compliance: A 1099-K form is issued to any recipient receiving gift cards totaling more than $600 in a year.

2. **Reporting and Dashboards**

   Configure gift card management related dashboards and reports.

Grant Management

1. **System Configuration for Grant Management**

   Configure the system to support the grant management functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

   a) Grant Records and Hierarchies: Set up sponsors, grants, awards, funding sources, and associated terms.
   b) Grant Budgets: Configure budgets, budget checks, and budget amendments for grants.
   c) Billing and Invoicing Rules: Establish cost-reimbursable and fixed-price billing rules and drawdown processes. Also address the accounting for Advance grants, and grants that are hybrid grants (start out as advance grants and convert to cost reimbursement.)
   d) Fringe Benefit & Indirect Cost Rates: Create an effective solution to charge grants both a fringe benefit rate and an indirect cost rate and develop a mechanism to track these allocations against actual fringe benefit costs and actual indirect costs.
   e) Integrated Effort Reporting and Time Tracking: Enable tracking of personnel time for grant-funded work.
   f) Compliance and Reporting Requirements: Set up reporting schedules, allowable cost rules, and sponsor deliverables.
   g) Report Automation: Automated production of Federal Financial Reports (FFR) and the annual SEFA for BPHC review and delivery.

2. **System Configuration for Sub-Recipient Management**
   Establish functionality to manage sub-recipients of grant funds, including:

   a) Sub-Award Agreements and Amendments: Entry and tracking of sub-award agreements and amendments
   b) Sub-Recipient Monitoring: Monitoring of sub-recipient budgets, performance, and invoice submissions
   c) Payment Integration to Grant Budgets and Allowable Costs: Integration of sub-recipient payments with grant budgets and allowable costs.
   d) Reporting and Compliance: Configuration of reporting and compliance requirements specific to each sub-award.
   e) Alerts and Workflows: Alerts and workflows for risk assessments, monitoring activities, and audit documentation.
   f) Sub-Recipient Application Facilitation: Explore ways to configure Workday to aid BPHC's posting, receipt, and review of sub-recipient candidate applications.

3. **Integrations**

   Configure one-way integrations listed below:

- ASAP.gov: Federal grants compliance and reporting for Department of Justice (DOJ) grants.
- Just Grants: Federal grants compliance and reporting for DOJ.
- Federal Audit Clearing House: Federal grants compliance and reporting for grants that expend $750,000 or more in federal funds annually.
- Federal Subaward Reporting System (FSRS): Federal grants compliance and reporting for Department of Transportation and Department of Homeland Security (DHS).
- Grant Solutions: Federal grants compliance and reporting for non-DOJ entities such as Health and Human Services (HHS) and DHS.
- Payment Management System (PMS): Federal grants compliance and reporting for HHS.
- Sam.gov: Check for companies or people who have disbarred from Federal Grants.
- Federal Funding Accountability and Transparency Act (FFATA) Subaward Reporting System: System for reporting on subawards for contracts and grants.

4. Reporting and Dashboards

Configure dashboards and reports to manage grants.

Note: BPHC plans to pursue a future phase focused on implementing a solution for Grants Pre-Award and Sub-Recipient Portal functionality. During implementation BPHC will seek input from the Vendor on how such a solution can effectively complement Workday and their recommendations for aligning related business processes.

Inventory Management

1. System Configuration for Inventory Management

Configure the system to support the inventory management functionality necessary to support BPHC's requirements. This includes gift cards, which is detailed above. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Inventory Locations and Items: Define storage locations, item catalogs, and stocking rules.
b) Replenishment Rules: Establish reorder points, par levels, and replenishment triggers.
c) Inventory Valuation and Costing Methods: Set up First-In, First-Out (FIFO), weighted average, or specific ID valuation.
d) Inventory Adjustments and Audits Tracking: Track cycle counts, physical inventory, and variance adjustments.

2. Integrations

Configure integrations listed below:

- Operative IQ: BEMS inventory management system.

- ServiceNow: BPHC is actively implementing ServiceNow primarily to improve its IT Service Management. An integration between the systems is required.

3. Reporting and Dashboards

Configure dashboards and reports to manage inventory.

Procurement & Payables

1. System Configuration for Procurement and Payables

Configure the system to support the procurement and payables functionality necessary to support BPHC's requirements. Define the business processes, workflows, and integrations to ensure the following components are in place:

a) Supplier Records and Contracts: Set up supplier profiles, onboarding workflows, inactivating members, and contract management.
b) Requisitions and Purchase Orders: Enable requisitions, purchase order (PO) approvals, and change order processing.
c) Receiving and Matching Processes: Configure 2-way or 3-way matching between PO, receipt, and invoice.
d) Automated Accounts Payable Processes: Set up invoice routing, approvals, and payment batch processing.
e) Escheatment Processes: Configure rules and workflows to identify unclaimed property, notify owners as required, and transfer eligible funds or assets to the State of Massachusetts in compliance with escheatment laws.
f) RFP Posting and Submission Management: Configure processes to create, publish, and manage Requests for Proposals (RFP), including vendor registration, proposal submission, communication tracking, and evaluation workflows to support transparent and efficient procurement.
g) 1099 Reporting and Vendor Compliance: Ensure IRS 1099 setup, reporting, and compliance tracking.

2. Integrations

Configure punchout integrations for the following companies.

- Dell
- Amazon
- Target
- Walmart
- Best Buy
- CDW Corporation
- Home Depot
- WW Grainger
- McKesson
- Bob Barker Company

- All Brand New England
- WB Mason
- LMI Textile
- Veterans Business Supply
- Safety Works
- Ready Fresh
- Standard Modern
- Aramark Refreshment

3. Reporting and Dashboards

Configure procurement related dashboards and reports.

Section IV – Request for Proposal Instructions

BPHC requests that companies who offer ERP Software Implementation professional services ("Vendors") respond to this RFP to propose how they would implement Workday at BPHC.

BPHC's objective for this RFP is to implement new Workday-based capabilities that directly address its current 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 of their proposed implementation approach and demonstrations of basic configurations of Workday 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.

Request for Proposal (RFP) Schedule *(updated as of August 25, 2025)*	
Monday, August 4, 2025	RFP notice published in The Boston Globe.
	RFP available at www.boston.gov/bid-listings.
Monday, August 11, 2025	Vendor questions due by 5:00 PM ET via email to RFR@bphc.org. Each vendor should consolidate questions into a single, emailed submission with the email subject being "ERP SI RFP Questions." BPHC will not respond directly to Vendor emails.
Monday, August 25, 2025	BPHC responses to Vendor questions and updated Request for Proposal posted by 5:00 PM ET at www.boston.gov/bid-listings.
Friday, August 29, 2025	Extended Vendor question period. Vendors can submit additional questions by 5:00 PM ET via email to RFR@bphc.org. Vendors should still consolidate questions into a single, emailed submission with the email subject being "ERP SI RFP Questions." BPHC will not respond directly to Vendor emails.
Wednesday, September 10, 2025	BPHC responses to Vendor questions posed by 5:00 PM ET at www.boston.gov/bid-listings.
Friday, September 26, 2025	Vendor RFP submissions due by 5:00 PM via email to RFR@bphc.org with the email subject being "ERP SI RFP Response." BPHC will not respond directly to Vendor emails.
Week of October 13, 2025	BPHC communicates down-selection decision to Vendors, including instruction for follow-up Vendor Presentations.
Weeks of October 27 & November 3, 2025	BPHC facilitates down-selected Vendor Presentations. While BPHC will work with Vendors to reasonably accommodate scheduling in this period, Vendors are expected to plan on being available during this time.
Early November, 2025	BPHC makes final decision and notifies vendor of award

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 to Vendor submission deadlines, it will release that updated schedule in an amendment to this RFP at www.boston.gov/bid-listings.

BPHC Contact Information

Any questions regarding this RFP and the eventual proposal submissions should be sent to RFR@bphc.org specifically noting "ERP SI RFP Questions" or "ERP SI RFP Proposal" in the subject line, respectively. BPHC will not respond directly to Vendor emails and any question submitted to that BPHC email address will be included in the distributed RFP Vendor Q&A document.

Vendor Qualifications

The Vendor must be a Workday Certified Implementation Partner with demonstrable experience implementing Workday in the Public Sector.

The Vendor should be able to demonstrate a thorough understanding of BPHC's requirements and the work required to implement Workday functionality to meet those requirements within an acceptable timeline and budget. This includes outlining common challenges or risks associated with this work, and how to effectively address and mitigate those through an established implementation approach.

The Vendor's proposed approach should include demonstrated understanding of and include detailed recommendations about how to perform work across the anticipated scope of work's professional service areas.

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.

BPHC anticipates that most of the implementation work will be coordinated and performed virtually, with any on-site and in-person work either BPHC-requested or Vendor-proposed, BPHC-approved, and mutually planned. If the on-site work is BPHC-requested, BPHC expects the Vendor to be able to meet that request, while the reimbursement of Vendor expenses would be determined by their eventual contract with BPHC.

Vendor Questions

Vendors can submit their questions regarding this RFP by sending an email to RFR@bphc.org before Friday, August 29, 2025, at 5:00 PM ET.

Vendors should consolidate questions into a single, emailed submission with the subject being "ERP SI 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 release responses to Vendor questions previously submitted before the original August 11th deadline along with this updated RFP on Monday, August 25, 2025. BPHC will refine and post its final responses to all Vendor questions by Wednesday, September 10, 2025, 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 with the latest instructions and requirements.

Vendor Proposal Responses

Interested Vendors must submit a written proposal response in PDF including all requested information in an email sent to RFR@bphc.org before Friday, September 26, 2025, at 5:00 PM ET.

BPHC requests that each response is thorough, complete, and addresses and is compliant to all of the specific instructions noted below.

The written RFP response must be submitted as a PDF and include the following information within the page limits noted below. The Vendor's Cost Proposal should be submitted within the MS Excel template provided; additional, clarifying information can be included in the PDF written response.

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) of the proposed team, including any proposed subcontractors.
2. Understanding of Requirements (*no more than 5 pages*)
    a. Demonstrate a thorough understanding of BPHC's anticipated scope of work for this implementation.
    b. Demonstrate a thorough understanding of BPHC's requirements in *RFP Section III* and how Workday modules can be best designed and configured to meet those requirements.
    c. Include any recommended modifications or additions to the current technical and business function requirements included in *RFP Section III* and the rationale for those recommendations.
    d. Identify and detail any specific key design decisions BPHC will likely need to make and the high-level considerations for each of those decisions.
3. Summary of Implementation Methodology and Approach (*no more than 10 pages*)
    a. Describe the recommended methodology and approach for implementing Workday based on BPHC's requirements in *RFP Section III*. This should include the Vendor's proposed deployment strategy (e.g., phased or single "big bang" go live) and their rationale for that recommendation (see *RFP Section III* section on Implementation Timeline).

b. Include any recommended modifications or additions to that notional scope's work areas and technical and functional requirements, including the rationale for those recommendations.
c. Provide recommended data conversion and data management strategy. Include:
    i. A detailed description of your data conversion methodology, including roles and responsibilities.
    ii. The recommended data conversion scope, including either confirmation of the scope outlined in *RFP Section III* or any recommended additions or changes to that scope with the rationale for those modifications based on implementation experience and industry best practices.
    iii. A detailed description of how the Vendor will facilitate BPHC staff's validation of converted data in the Workday solution.
    iv. An outline of common data conversion risks and strategies for mitigating them.
    v. A detailed description of how the Vendor will support BPHC's future state data architecture, including newly converted data in the Workday solution and legacy data remaining out-of-system, but still necessary to retain for ad hoc analysis and reporting and record management purposes.
d. Include the timeline and specific phases for delivering that recommended methodology and approach, noting BPHC's goal of beginning implementation by early calendar year 2026 and finishing implementation in calendar year 2027, with a potential deployment of all modules by the start of BPHC's fiscal year on July 1, 2027. If the Vendor recommends changing that target timeline, they should clearly outline the rationale for why that is necessary and beneficial to BPHC's implementation.
e. Identify and detail the anticipated challenges and risks BPHC should expect during implementation of Workday and what the Vendor proposes to do to address and mitigate them. This should include noting any requirements that may prove more challenging or complicated to implement.

4. Staffing Plan (*no more than 8 pages, including 1-page bios of key personnel*)
    a. Describe how the Vendor will staff its team to successfully execute the recommended implementation approach. Include a mapping to the defined project role, estimated total hours for each proposed role, and a description of how those hours will be allocated across the proposed implementation work areas, phases, and timeline.
    b. This staffing plan should include the following key personnel, with the named resources providing the requisite experience and expertise to lead those project management, business function, or technical activities:
        i. Project Manager
        ii. Solution Architect
        iii. HCM Lead
        iv. Finance Lead

        v. Technical / Data Lead
        vi. OCM / Training Lead
    c. Include 1-page bios for those key personnel highlighting their specific experience executing their assigned roles implementing Workday at organizations similar to BPHC or similar client engagements.
5. Past Performance (*no more than 2 pages per engagement*)
    a. Provide past performance profiles for at least four Workday implementation engagements at Public Sector organizations. There is a strong preference for those organizations to be state and local government entities and for those engagements to have had an implementation scope similar to BPHC's in terms of Workday modules, work areas, desired timeline, etc., referenced in *RFP Section III*.
    b. Each past performance profile must include a specific point of contact and their title and contact information (i.e., email, phone number) for BPHC to contact.
    c. Each past performance profile should include high-level overviews of what of the Workday solution (e.g., specific modules, features) the customer elected to implement, any complexities or challenges faced during implementation and how the Vendor and client organization overcame those, and what measures the client organization used to determine the solution's implementation was successful. BPHC is also interested to know if those client organizations elected to hold off on implementing requirements similar to their own, either in the initial implementation phases or indefinitely, and why.
6. Cost Proposal
    a. Complete and submit the attached Cost Proposal Submission Template, including specific inputs for:
        i. Rate Card, including Standard and Discounted Rates by project role
        ii. Key variables or assumptions used to produce the cost proposal
        iii. Implementation costs for each Work Area by proposed role, as well as travel or other fees necessary to execute the proposed approach
        iv. Recommend an appropriate contingency amount as % of overall implementation budget (not including fees) for situations that may lead to change orders, such as changes in scope, unforeseen technical requirements, or delays caused by third-party dependencies.
        v. Managed service costs by per-hour or flat-rate (Vendor can submit both) over a one-year contract duration with two optional one-year extensions
        vi. Estimated cost for each anticipated integration between Workday and separate BPHC systems or applications. These estimated costs **MUST** be included in the pricing listed for the "Technical and Solution Architecture - Integration, Reporting, and Security" Work Area. This separate breakdown is intended to support internal scoping and decision-making.
    b. If the Standard Rates and Discount Rates are enabled through an existing contract vehicle the Vendor recommends BPHC use for contracting these SI professional services, the Vendor should note that contract vehicle within their proposal.

BPHC understands that Vendors may need to make assumptions about its current state environment and requirements. In their RFP responses Vendors can elaborate on those assumptions stated within the submitted Cost Propose submission template to explain how different circumstances may influence their proposal's approach, pricing, etc.

Vendor Presentations

Based on its evaluation of submitted Vendor proposals, BPHC will select several vendors to move forward in the procurement process and deliver presentations further detailing their proposal.

BPHC will send more detailed guidance about Vendor presentations upon down-selection. BPHC anticipates that the presentations will provide more detail on the Vendor's proposal.

BPHC currently plans to hold these meetings virtually the weeks of October 27th and November 3rd. 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	
Implementation Proposal	Whether the Vendor's proposal demonstrates understanding of BPHC's requirements and experience implementing Workday and outlines a proposal for implementation with a high chance of success. Could consider: • **Understanding of BPHC Needs** – Understanding of BPHC requirements and the most effective and efficient ways to implement Workday functionality to meet them • **Approach & Methodology** – How Vendor will structure and manage implementation to meet BPHC's requirements, including details on how Vendor will execute work areas included in *RFP Section III* • **Challenge & Risk Management** – Understanding of challenges and risks BPHC will likely face with implementation, with thoroughly defined mitigation and monitoring strategies • **Schedule** – Specific implementation approach and schedule with any proposed phasing, milestones, and resource breakdown • **Staffing Plan** – How Vendor will staff project with key personnel and other resources with the expertise and experience executing work areas defined in *RFP Section III*. • **Staffing & Resource Management** – Proposed key personnel with experience delivering successful solutions for organizations like BPHC, and ability to bring in additional resources and skillsets if/as project needs change
Implementation Cost	Overall cost of implementation, with breakdown of how costs are attributed to proposed implementation approach, schedule, and resources, with any options clearly articulated to aid BPHC's evaluation and decision-making. BPHC could also consider the costs associated with the optional managed services activities.

Past Performance & References	Vendor's experience deploying Workday for Public Sector organizations like BPHC and that deployed solution's performance for those organizations.
Responsiveness to RFP	Whether Vendor was compliant in response to this RFP and follow-on instructions (e.g., presentation instructions).

Section V – Anticipated Future State of BPHC Current Systems

The following table lists BPHC's current systems and applications being used for HCM and FIN business processes, as well as BPHC's anticipated plans for the following:

- Disposition Status: Whether BPHC intends to have the system or application remain operational work in conjunction with the to-be-implemented Workday solution in the future state environment
- Integration: Whether BPHC intends to have the system or application integrate to Workday
- Data Conversion: Whether BPHC intends to convert data existing in the system or application into Workday

ID	System / Application Name	Area	Comments	Disposition Status	Integration	Data Conversion
1	Amano McGann	FIN	Billing and fees system for parking revenue.	Keep	Yes	No
2	ASAP.gov	FIN	Federal grants compliance and reporting for Department of Justice (DOJ) grants.	Keep	Yes	No
3	Bank of America	FIN	Banking account management, including payments and transfers	Keep	Yes	No
4	Carelogic	FIN	Billing and fees system for generating insurance billing for patients.	Keep	Yes	No
5	Digitech	FIN	Third-party partner facilitating EMS transport billing.	Keep	Yes	No
6	Addtl. Grant Management Solution for Pre-Award	FIN	System for managing pre-award grants. BPHC does not currently have such a tool. Implementing one that integrates with Workday will likely be a later phase implementation.	New	Yes	No
7	FastPath Assure (v24.22 cloud)	FIN	Fast Path Assure module provides auditing capabilities.	Sunset	No	No
8	Federal Audit Clearing House	FIN	Federal grants compliance and reporting for grants that expend $750,000 or more in federal funds annually.	Keep	Yes	No
9	Federal Subaward Reporting System (FSRS)	FIN	Federal grants compliance and reporting for Department of Transportation and Department of Homeland Security (DHS).	Keep	Yes	No

ID	System / Application Name	Area	Comments	Disposition Status	Integration	Data Conversion
10	FFATA Subaward Reporting System	FIN	Reporting of grant data	Keep	Yes	No
11	Grant Solutions	FIN	Federal grants compliance and reporting for non-DOJ entities such as Health and Human Services (HHS) and DHS.	Keep	Yes	No
12	HS GovTech	FIN	Billing and fees system for permit revenue (e.g., nail salons, tobacco, burial). BPHC recently migrated to HS GovTech from Accela.	Keep	Yes	No
13	Inovalon	FIN	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.	Keep	Yes	No
14	Just Grants	FIN	Federal grants compliance and reporting for DOJ.	Keep	Yes	No
15	Massachusetts Enterprise Invoice Management System (EIM)	FIN	State grants compliance and reporting	Keep	Yes	No
16	Massachusetts Municipal Depository Trust (MMDT)	FIN	Savings account management	Keep	Yes	No
17	MS Dynamics Great Plains (GP) 2022 (version 18.5.1661)	FIN	Core financial management system, including finance and accounting, grants, procurement, accounts payable, accounts receivable, analytics and reporting, and capital assets. GP system utilities include:	Sunset	No	Yes
18	MS Excel Budgeting & Forecasting Tool	FIN	Connect Workday data to MS Excel for budget forecasting, potentially through Workday Office Connect functionality.	Keep	Yes	No
19	Off Duty Management	FIN	Third-party partner handling billing and fees system for EMS details.	Keep	Yes	No
20	Operative IQ	FIN	EMS inventory management system.	Keep	Yes	No
21	Oracle Planning Budget Cloud services (PBCS), formerly Oracle Hyperion	FIN	Originally planning and budgeting tool but currently serves more for data storage.	Sunset	No	No

ID	System / Application Name	Area	Comments	Disposition Status	Integration	Data Conversion
22	Payment Management System (PMS)	FIN	Federal grants compliance and reporting for HHS.	Keep	Yes	No
23	ReQlogic (version 12)	FIN	Core financial management system, including grants, procurement, accounts payable, and accounts receivable.	Sunset	No	Yes
24	Sam.gov	FIN	Check for companies or people who have disbarred from Federal Grants.	Keep	Yes	No
25	Twin Oaks	FIN	Billing and fees system for fitness center revenue.	Keep	Yes	No
26	Employee Assistance Program (EAP)	HCM	Registering for the City of Boston EAP.	Keep	Yes	No
27	ADP DocCloud	HCM	Storing of electronic documents	Sunset	No	Yes
28	ADP Enterprise HR (version 5.22.26)	HCM	General HCM, including employee management, compensation, and payroll.	Sunset	No	Yes
29	ADP E-Time & Time Clocks	HCM	Employee time tracking currently enables web-based time tracking and integration with physical time clocks that ~300 BPHC employees use.	Keep[1]	Yes	No
30	ADP Payroll Processing	HCM	Continued ADP payroll processing, including data transmission, reconciliation, and compliance.	Keep[1]	Yes	No
31	ADP Workforce Management Hiring	HCM	Talent acquisition, recruitment, and hiring management.	Sunset	No	No
32	AFLAC	HCM	Registering and managing insurance accounts	Keep	Yes	No
33	BlueCross BlueShield Portal	HCM	Vendor portal for health insurance registration	Keep	Yes	No
34	Boston Mutual	HCM	Registering and managing insurance accounts	Keep	Yes	No
35	Colonial	HCM	Registering and managing insurance accounts	Keep	Yes	No
36	Cornerstone	HCM	Learning management system	Sunset	No	No

[1] Per the sections in *RFP Section III*, BPHC is currently evaluating its current use of ADP for payroll processing and physical time clock management. For the purposes of responding to this RFP, SI Vendors should anticipate configuring the necessary integrations with ADP to allow for those services to continue alongside the Workday solution.

ID	System / Application Name	Area	Comments	Disposition Status	Integration	Data Conversion
37	Empower	HCM	System for managing Massachusetts' SMART Plan, 457b retirement savings program for public employees	Keep	Yes	No
38	E-Verify	HCM	Employee I9 verification	Keep	Yes	No
39	Flynn Insurance Agency	HCM	Registering and managing insurance accounts	Keep	Yes	No
40	Hamlet	HCM	State unemployment management portal; BPHC HR inputs requested data	Keep	Yes	No
41	Handshake	HCM	External candidate recruitment	Keep	Yes	No
42	Idealist	HCM	External candidate recruitment	Keep	Yes	No
43	LinkedIn Recruiter	HCM	External candidate recruitment	Keep	Yes	No
44	MA Public Employees Fund	HCM	Vendor portal for dental and vision insurance registration	Keep	Yes	No
45	Massachusetts Commission Against Discrimination (MCAD)	HCM	Employee learning tool (e.g., anti-harassment)	Sunset	No	No
46	Massachusetts Criminal Offender Record Information (CORI)	HCM	Background check system exclusive to the State of Massachusetts.	Keep	Yes	No
47	Massachusetts State Employees' Retirement System (MSERS)	HCM	Retirement benefits system managed by Massachusetts State Retirement Board	Keep	Yes	No
48	PerformYard	HCM	Performance management system for non-union employees	Sunset	No	Yes
49	Reliance	HCM	Leave management tool, i.e., identifying and receiving payment for unpaid premiums	Sunset	No	No
50	Relias	HCM	Credentialing system that provides accredited courses to meet continuing education requirements for professional licenses.	Keep	Yes	No
51	Telestaff	HCM	BEMS employee scheduling; currently manually loaded into E-Time for timekeeping	Keep	Yes	No
52	Azure Active Directory	Other	Director service managed by BPHC IT for external applications	Keep	Yes	No

ID	System / Application Name	Area	Comments	Disposition Status	Integration	Data Conversion
53	Aquera	Other	User identity management. An ADP-to-MS Azure 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.	To Be Determined[2]	To Be Determined	No
54	Artic Wolf	Other	Platform for managed security services.	Keep	Yes	No
55	BPHC Intranet	Other	Internal communications platform, often used to help coordinate business processes	Keep	No	No
56	E-Signature Solution	Other	BPHC currently uses SignNow for its e-signature functionality. It intends to procure a new e-signature solution native to Workday functionality in time for this implementation.	New	Yes	No
57	FastPath Config Active Directory Desktop (V5.4.7.0)	Other	Enables AD SSO for MS Dynamics GP users	Sunset	No	No
58	MS Active Directory	Other	Director service managed by BPHC IT	Keep	Yes	No
59	MS Excel	Other	Serving as tools outside of existing systems, particularly for BPHC planning, budgeting, and forecasting, as well as manual data transfers.	Keep	Yes	No
60	MS Outlook	Other	Monitoring and managing HR/HCM and FIN processes, such as PCard or Gift card requests, Bank of America notifications, etc.	Keep	No	No
61	MS SQL Server Reporting Services (SSRS)	Other	Variety of uses, including supporting BPHC FIN data and system structure and reporting	Keep	No	No
62	Service Now	Other	ITSM & HR Service Delivery	Keep[3]	Yes	No

[2] Per *RFP Section III*, BPHC will look to the Vendor to evaluate the best path forward for user identity management, including whether retaining Aquera will provide a better option than using Workday-to-MS Active Directory user provisioning and Workday writeback.

[3] Service Now is a new solution for BPHC, with its implementation likely coinciding with BPHC's Workday implementation. BPHC has procured separate Service Now implementation services, with whom this SI Vendor will need to coordinate for any necessary integrations between the two systems.

Additionally, BPHC intends to use Workday's 'punch-out' functionality to directly link users to common third-party vendors it procures goods from. Therefore, BPHC would like to understand the possibility, effort, and cost associated with integrating Workday into a number of current vendors, listed in the following table.

ID	Vendor	Area	Disposition Status	Integration	Data Conversion
1	Dell	FIN	New	Yes	N/A
2	Amazon	FIN	New	Yes	N/A
3	Target	FIN	New	Yes	N/A
4	Walmart	FIN	New	Yes	N/A
5	Best Buy	FIN	New	Yes	N/A
6	CDW Corporation	FIN	New	Yes	N/A
7	Home Depot	FIN	New	Yes	N/A
8	WW Grainger	FIN	New	Yes	N/A
9	McKesson	FIN	New	Yes	N/A
10	Bob Barker Company	FIN	New	Yes	N/A
11	All Brand New England	FIN	New	Yes	N/A
12	WB Mason	FIN	New	Yes	N/A
13	LMI Textile	FIN	New	Yes	N/A
14	Veterans Business Supply	FIN	New	Yes	N/A
15	Safety Works	FIN	New	Yes	N/A
16	Ready Fresh	FIN	New	Yes	N/A
17	Standard Modern	FIN	New	Yes	N/A
18	Aramark Refreshment	FIN	New	Yes	N/A