



Request for Proposals # 274-IT2026-02

Title: Enterprise Resource Planning (ERP) Modernization

Issue Date: March 2, 2026

Due Date: April 20th, 2026, by 3:00PM EST

LATE PROPOSALS WILL NOT BE ACCEPTED

Issuing Department: Information Technology

Direct all inquiries concerning this RFP to:

Parijat Malla

Technology Supervisor

Email: parijat.malla@raleighnc.gov

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1 INTRODUCTION

1.1 Purpose

The City of Raleigh (CoR) is soliciting proposals from one or more vendors with which to contract for an Enterprise Resource Planning (ERP) software solution.

The CoR is seeking a qualified software vendor to provide an ERP software suite(s) that meets the City's technical and business requirements. This includes functionalities in Finance, Budget and Planning, and Human Capital Management (HCM) areas, along with their related sub-functions. Detailed information regarding the project scope, timeline, critical due dates, and other essential aspects are provided in this Request for Proposal (RFP).

A detailed scope of services is provided in Section 3 of this document.

All information related to this solicitation, including any addenda, will be posted to the North Carolina Electronic Vendor Portal (eVP) at <https://evp.nc.gov/>.

All questions and any correspondence regarding this RFP shall be directed to the City's Point of Contact by email. Only inquiries in writing will be accepted by the City. There shall be no communication with the City regarding this RFP unless otherwise directed by the City's Point of Contact identified below. ****NO PHONE CALLS****:

Point of Contact Name	Email Address
<i>Parijat Malla</i>	<i>Parijat.Malla@raleighnc.gov</i>

1.2 About City of Raleigh

The CoR, the Capital City of North Carolina, remains one of the fastest growing areas in the country. A great economy, top educational institutions, and exceptional health care facilities are some of the characteristics that attract people to the triangle area. The mild climate, diverse work force and proximity to Research Triangle Park combine to make Raleigh a great place to live.

Raleigh is a 21st Century City of Innovation focusing on environmental, cultural, and economic sustainability. The City conserves and protects our environmental resources through best practice and cutting-edge conservation and stewardship, land use, infrastructure and building technologies. The City welcomes growth and diversity through policies and programs that will protect and enhance Raleigh's existing neighborhoods, natural amenities, history, and cultural and human resources for future generations. The City leads to improve quality of life for neighborhoods and standard of living for all citizens. The City works with universities, colleges, citizens, and local partners to promote new

technology, create new job opportunities, and encourage local businesses and entrepreneurs. The City enlists and prepares 21st Century staff with the skill sets to carry out the duties of the City through transparent civic engagement and by providing the very best customer service to our citizens.

The objective of this solicitation is to establish a contract that enables the CoR to engage with a qualified vendor for the replacement of the current Oracle PeopleSoft ERP system. This system is essential for supporting all mission-critical business capabilities in Finance, Budget and Planning and, and HCM areas. Vendors are required to address all application functionalities and services detailed in this document and associated attachments, ensuring a robust, secure, flexible, and user-friendly platform tailored to the needs of city staff, vendors, contractors, client users, and government officials throughout Raleigh. The vendor must provide a modernized ERP solution that enhances CoR's mission-critical business.

The CoR intends to make vendor selections based on proposals for a qualified ERP software platform with demonstrated success supporting local governments similar in size and scope to Raleigh. Once the CoR selects a software vendor, a separate selection process will be initiated for a System Integrator (SI) to provide implementation services. Value-added services that can be provided by the software vendor will be considered as supplementary to the services of an SI.

1.3 Current Business and Operational Environment

The CoR is currently utilizing Oracle's PeopleSoft HCM and Financial Supply Chain Management system as its primary ERP solution. Since the CoR implemented PeopleSoft in 2007, the system has been heavily configured to meet the evolving needs of the workforce and key stakeholders. The ERP system interfaces with multiple systems/applications (i.e., CityWorks, iNovah, Tyler Technology EP&L, UKG Ready) to enable the end-to-end delivery of business processes. The current platform is on legacy technology, which is approaching end of life (EOL). To mitigate technical debt and technical obsolescence, CoR is looking to implement a new, modern cloud ERP solution to mitigate these risks, standardize business processes, and further improve business operations.

The CoR ERP Integrations diagram below illustrates the current integrations landscape. See table below for a complete list of all applications in the environment. The CoR and its technologies are continually evolving. In addition to the applications listed in the attachment, the Vendor is encouraged to proactively identify and suggest additional functionalities or modules within their solution that may benefit the CoR. CoR prefers that some capabilities be consolidated into the ERP software suite, with others continuing as integrations.

Table 1 Current Integrations List

Application Name	Vendor	Purpose	Integration Required	Type of Integration
CCB (Customer Care and Building)	Oracle	General Ledger and Accounts Payable	Required	Bilateral (Input/Output for PeopleSoft Accounts Payable)
Duke Energy	Duke Energy	Electric Bills	Required	Unilateral (Input for PeopleSoft Accounts Payable)
RPOD (eProcurement)	Jaggaer	Invoice Payments	Potential	Unilateral (Input for PeopleSoft Accounts Payable)
VSI	Vermont Systems	Recreation Management Software Refunds	Required	Unilateral (Input for PeopleSoft Accounts Payable)
PNC Bank	PNC	PNC bank ACH[Employee, Corporate]	Required	Unilateral (Output for PeopleSoft Accounts Payable)
NXG Forensics	Fiscal Technologies	Fraud Detection and Prevention	Required	Unilateral (Output for PeopleSoft Accounts Payable)
Periscope Energy Dashboard	Periscope Energy Dashboard	Electric Energy Usage Monitoring	Potential	Unilateral (Output for PeopleSoft Accounts Payable)
Bank of America Procurement Card	Bank of America	Procurement Card Payments	Required	Unilateral (Input for PeopleSoft Purchasing)
Docusign	Docusign	Contract Signatures	Potential	Unilateral (Output for PeopleSoft Purchasing)
Ungerboeck	Momentum Technologies	Event Management Payments	Required	Bilateral (Input/Output for General Ledger)
eCivis	Euna Solutions	Grants Management and Budget and Actuals	Potential	Unilateral (Input for General Ledger)
PBCS (Planning, Budget and Cloud Services)	Oracle	Budget Forecasting and Tracking	Potential	Unilateral (Input for General Ledger)
iNovah	System Innovators	Cashiering and Payments Journals	Required	Unilateral (Input for General Ledger)
Gravity	Gravity Software	Accounting Solution for ACFR (annual comprehensive financial report)	Potential	Unilateral (Output for General Ledger)
Enterprise Permit and Licensing	Tyler Technologies	Permitting Software Journals	Required	Bilateral (Output for PeopleSoft HR & Input for General Ledger)
Cityworks	Trimble	Work Order System for Raleigh Water Construction Crew	Required	Bilateral (Input/Output for PeopleSoft Inventory); Unilateral (Employee data from Cityworks - > ERP)
Ascensus	Ascensus	457 Plans	Required	Bilateral (Input/Output for PeopleSoft HCM Benefits)
MARK III	Market III	All Voluntary Deduction	Required	Bilateral (Input/Output for PeopleSoft HCM Benefits)
Empower	Empower	401k	Required	Bilateral (Input/Output for PeopleSoft HCM Benefits)
ORBIT	ORBIT	Online Retirement and Benefits Information	Required	Unilateral (Output for PeopleSoft HCM Benefits)
Hinge Health	Hinge Health	Virtual Physical Therapy Sessions	Required	Unilateral (Output for PeopleSoft HCM Benefits)
WebMD	WebMD	Online Health Resource	Required	Unilateral (Output for PeopleSoft HCM Benefits)
Nationwide	Nationwide	Pet Insurance	Required	Unilateral (Output for PeopleSoft HCM Payroll)
Teladoc Health	Teladoc Health	Virtual Healthcare	Required	Unilateral (Output for PeopleSoft HCM Benefits)
FLORES	FLORES	FSA and COBRA	Required	Unilateral (Output for PeopleSoft HCM Benefits)
Government Jobs, Insight and Onboard	NEOGOV	New Hire/Talent Management	Potential	Bilateral (Input/Output for PeopleSoft HCM HR)
BCBS NC (Blue Cross Blue Shield)	BCBS	Medical Plan	Required	Unilateral (Output for PeopleSoft HCM HR)
CorVel	CorVel	Workers Compensation	Required	Unilateral (Output for PeopleSoft HCM HR)
Delta Dental	Delta Dental	Delta Plan	Required	Unilateral (Output for PeopleSoft HCM HR)
ServiceNow	ServiceNow	Internal System	Required	Unilateral (Output for PeopleSoft HCM HR)

Market Pay	Market Pay	Salary Information	Required	Unilateral (Output for PeopleSoft HCM HR)
PNC Check Reconciliation	PNC	Payroll Reconciliation Process for PNC Banks	Required	Unilateral (Input for PeopleSoft HCM Payroll)
UKG	UKG	Time Punches	Potential	Unilateral (Output for PeopleSoft HCM Time and Labor)
SuccessFactors	SAP	Learning and Performance Management System	Potential	Bilateral (Input / Output for PeopleSoft HCM HR Record)
Snowflake	Snowflake	Data Lake	Required	Unilateral (Output for PeopleSoft to Snowflake)
Trimble Unity Construct	Trimble	Construction Project Management Software	Required	Bilateral (Input / Output for PeopleSoft Finance Record)

The current ERP modules are maintained by the City's Information Technology (IT) Department.

The following considerations should be taken into account when assessing the requirements and your responses in your proposal.

- The CoR's current reliance on multiple systems and the need for seamless integration across multiple platforms present opportunities for ongoing modernization and improved efficiency.
- The transition will require effective change management strategies, such as training, to support employees in adopting new digital processes and moving away from previous system or paper-based workflows.
- Legacy systems remain critical to operations, and ensuring a smooth transition to modern solutions is essential to mitigate potential risks.
- Legislative requirements will continue to play a key role in shaping system functionality and compliance considerations.

Business process optimization will play a key role in this modernization by identifying and addressing inefficiencies in existing workflows, enhancing resource utilization, and ensuring compliance with regulatory and funding requirements. The following section outlines the key business and technical drivers guiding this modernization initiative.

○ **Business Drivers**

- **Improve Service to Stakeholders:** Streamline services and processes to improve functionality and efficiency for citizens, contractors, City staff, and other key stakeholders.
- **Increase Productivity:** Enhance staff productivity by introducing standardized processes, an intuitive design, and common workflows that align with industry and technology best practices.
- **Enhance User Experience:** Improve the organizational work environment by leveraging modern, user-friendly, and easy-to-navigate solutions that enhance accessibility and usability.
- **Increase Automation:** Eliminate manual, time-consuming, or redundant processes to reduce human error and allow CoR staff to focus on critical priorities.

- Improve Data Quality: Enhance data integrity through cleansing and use of a single source of record to enable effective execution of the City’s core business processes.
 - Empower People: Foster increased employee engagement and effectiveness by streamlining business processes and enabling self-service capabilities for both employees and managers.
- **Technical Drivers:**
- Enable Data-Driven Decision Making: Reduce manual effort in analytics and reporting while increasing access to high-quality, actionable data to support informed decision-making for business and technology strategies.
 - Increase Agility and Operational Efficiency: Implement a flexible application architecture that allows the system to evolve and adapt quickly to regulatory changes, while minimizing customizations, third-party applications, and system complexity.
 - Reduce Technical Debt: Reduce operational inefficiencies by consolidating and optimizing applications required to support the City’s ERP operations and functions, increasing automation, integration, and self-service capabilities.
 - Optimize Technology: Ensure seamless integration of tools, technology, and processes through automated workflows, promoting effective collaboration, communication, accountability, and operational control.

1.4 **Desired Outcomes of This Project**

This section outlines the desired outcomes for this solicitation, including requirements for a new ERP technology solution that will replace the current Oracle PeopleSoft system.

In-scope Functional ERP Capabilities

The table below lists the in-scope Business Capability Model (BCM), indicating current and target state functional capabilities supporting the ERP technology landscape at CoR. CoR expects the ERP solution to include the following technology and service capabilities.

Table 1: BCM Functional Capabilities

Core Capabilities	
A.2.1.	Manage Finance
A.2.1.1	Perform General Accounting
A.2.1.2	Manage Billing & Accounts Receivable
A.2.1.3	Manage Treasury/Cash
A.2.1.4	Manage Accounts Payable
A.2.1.5	Manage Finance Service Delivery

A.2.1.6	Support Finance Relations & Requests
A.2.1.7	Manage Fixed Assets
A.2.1.8	Manage and Process Payroll & Pension
A.2.1.9	Manage Grants
A.2.1.10	Perform Period Close / Year-end Close
A.2.2.	Manage Procurement
A.2.2.1	Strategically Source
A.2.2.2	Purchase Goods and Services
A.2.2.3	Manage Vendor Relationships
A.2.2.4	Manage Solicitations
A.2.2.5	Manage Supplier Contracts
A.2.2.6	Manage Inventory
A.2.3.	Manage Budgeting & Planning
A.2.3.1	Create Budgets/Develop business cases for new budget requests
A.2.3.2	Consolidate Budgets
A.2.3.3	Manage Financial Performance
A.2.3.4	Create Budgetary Estimates, Plans & Forecasts
A.2.3.5	Revise Budgets
A.2.3.6	Perform Capital Planning
A.2.4.	Manage Human Capital
A.2.4.1	Administer HR
A.2.4.2	Acquire Talent
A.2.4.3	Manage Total Rewards
A.2.4.4	Manage HR Service Delivery
A.2.4.5	Manage Workforce Performance
A.2.4.6	Manage Workforce Compliance & Guidance
A.2.4.7	Manage Workforce / Employee Relations
A.2.4.8	Manage Workforce

Table 2: BCM Technology and Service Capabilities

Core Capabilities	
A.2.5	Technology and Service Delivery Capabilities
A.2.5.1	Access Control & Security
A.2.5.2	Architecture (Scalability, Availability, Performance, etc.)
A.2.5.3	Audit
A.2.5.4	Configurability/Flexibility
A.2.5.5	Data
A.2.5.6	Data Conversion
A.2.5.7	Data Storage & Archiving
A.2.5.8	Integration

A.2.5.9	Reporting
A.2.5.10	System Administration
A.2.5.11	System Capacity & Performance
A.2.5.12	System Flexibility
A.2.5.13	Technology Platform
A.2.5.14	Usability
A.2.5.15	Accessibility
A.2.5.16	Enterprise Content Management (ECM)

Defining the functional and technical capabilities for CoR's ERP Transformation Program. More details are in Section 4 Scope of Services and individual attachments for each functional and technology area requirements:

- **Financials & Budget Management**

Financial Management services focus on optimizing financial operations across CoR ensuring accurate, efficient financial management that supports overall City Operations. The Vendor should provide a comprehensive financial solution that supports general accounting, manage treasury/ cash, procurement, accounts payable and receivable, support finance relations & requests, manage fixed assets, manage general ledger and financial reporting, manage and process payroll / pension, manage grants, and perform period close. The solution should automate financial transactions, and reduce errors. Real-time financial reporting and analytics should be provided to enable the aggregation and analysis of financial data by designated values or codes, supporting data-driven decision-making, transparency, and compliance with state and federal regulations.

Budgeting and Planning services ensure efficient financial planning, forecasting, and capital project funding allocation across CoR. The Vendor should provide a solution that streamlines budget development, capital planning, and financial oversight, ensuring accuracy and alignment with CoR strategic initiatives. The solution should enable real-time tracking, reporting, and scenario analysis while minimizing manual intervention. Standardization of budget approval workflows and re-appropriation processes is essential for maintaining fiscal responsibility and compliance.

- **Human Capital Management (HCM)**

HCM services support the full employee lifecycle by centralizing workforce data, enabling accurate reporting, and ensuring secure access to a single source of truth for CoR's strategic initiatives. The vendor should provide an HCM solution that supports the administration of Human Resources (HR), acquisition of talent, total awards, HR service delivery, workforce performance, workforce compliance and guidance, and employee relations. The system should track employee progress, streamline workflows, and enforce compliance. Advanced reporting, dashboards, self-service, and resource allocation tools should be available to optimize HCM which is aligned with CoR strategic priorities. The

vendor should demonstrate the best ways to utilize the system to improve efficiencies, develop workflows, and be compliant with applicable laws and regulations.

- **Procurement (including Inventory) Management**
Procurement Management services are focused on automating the procurement process across CoR. The Vendor should provide a solution that offers strategic sourcing and manages the purchase of goods and services, vendor relationships, solicitations, supplier contracts, and inventory. The system should provide end-to-end automation, self-service, and robust integration features. The platform should provide best practices for supplier relationship management, contract lifecycle management, and spend analysis to improve procurement efficiency and compliance. The platform should demonstrate modern procurement solutions that centralize procurement data, streamline workflows, and enable secure, role-based access for stakeholders, which is in alignment with CoR’s strategic initiatives.
- **Technology and Service Delivery Capabilities**
Technology and Service Delivery capabilities provide the foundation for a modern, scalable, and secure enterprise environment that supports CoR core Budget and Planning, Finance & Accounting, and HCM functions. The Vendor should provide a high-performance solution that ensures resilience, availability, and security while enabling automated workflows, self-service capabilities, and seamless integration with external systems. The system should support integration with systems (internal and external 3rd party), identity and access management, audit logging, and secure data exchange, to promote operational efficiency and enhance service delivery in compliance with CoR requirements.

1.5 Volumes and Quantities

The table below provides the number of users that have access in each module.

ERP Modules	# of Users
Financial Accounting	24
Grants Management	24
Budgeting & Planning	3
Treasury & Cash Mgmt.	19
Procure to Pay	36
Inventory and Warehouse Mgmt.	40
Core HR – Personnel Management	23
Applicant Tracking	46
Recruitment & Onboarding	14
Performance Mgmt	47
Payroll	8
Time & Attendance	978
Leave & Absence Mgmt.	8

Benefits Administration	11
Talent Management	14
Learning Management System (LMS)	43
Health & Safety	17
Capital & Project Planning	3

The table below depicts the breakdown and estimates ERP user base by functional roles. These estimates are provided for planning purposes only.

Function	Full-Time/ Permanent Part time	Temporary	Total # of Users
Finance (including AP, Budgeting, Projects & Treasury, Procurement, Contract & Inventory Management)	1,786	52	1,838
Human Capital Management (HCM)	4,262	3,000	7,262
Procurement, Contract & Inventory Management	1,786	52	1,838

The following table contains functional statistics of the City. These statistics are estimates and are provided for planning purposes only.

Functional Area Statistics:

General Ledger and Financial Reporting	
Number of Funds	74
Number of Accounts	~2,700
Number of Journal Entries Annually	~10,000
Chart of Accounts Structure	<p>The City's Chart of Accounts (COA) structure is identified below and is split into the below segments:</p> <p>Fund: 3 digits Department: 4 digits Account: 6 digits 100000 are cash accounts, 200000 are liability accounts, 400000 are Fund balance accounts and 500000 are revenue, - 600000 are salary and 700000 are expense accounts) Project: 8 digits Program: 3-5 digits</p>

	The City is evaluating the possibility of updating the current chart of accounts structure.
Budgeting	
Budget Narrative:	
General Fund Budget	\$657.1M (2026)
Enterprise Fund(s) Budget	\$703.4M (2026)
Capital Budget – All Fund(s)	\$598M (2026)
Procurement	
Number of Purchase Orders per Year	14,300
Number of purchase cards in use	1,100
Revenue Services (Accounts Receivable)	
Payments Processed	25,000
Billing Invoices	21,000
Collections	\$11,000,000
Accounts Payable	
Vendors Record	7,782
Number of Invoices Submitted for payment	64,000
Number of 1099's issued per Year	475
Payroll and Compensation	
Number of W2's per Year Approx	7,500
Pay Frequency	Bi-weekly, multiply pay cycles in place
Number of employees paid bi-weekly	~5,500
Payment Methods	Direct Deposit, Check

1.6 Request for Proposal (RFP) Timeline

Provided below is a list of the anticipated schedule of events related to this solicitation. The City of Raleigh reserves the right to modify and/or adjust the following schedule to meet the needs of the service. All times shown are Eastern Time (EST):

RFP Process	Date and Time
RFP Date	March 2, 2026

Pre-Proposal Virtual Meeting (Optional)	<i>Wednesday, March 11, 2026 at 1:00 PM EST</i>
Deadline for Written Questions	Wednesday, March 18, 2026, by 4:00 PM EST
City Response to Questions (anticipated)	Wednesday March 25, 2026
Proposal Due Date and Time	<i>Monday, April 20th 2026, at 3:00 pm EST</i>
Vendor Interviews/Demonstrations – In-Person (tentative)	June 1 – 12, 2026
Product Demonstrations (for finalists) (tentative)	June 1-12, 2 days per vendor
Selection Announced (tentative)	September 2026

1.7 Pre-Proposal Virtual Meeting

A non-mandatory pre-Proposal meeting will be held on Mar 11, 2026 at 1:00 PM EST.

Link to Register for Pre-Proposal Virtual Meeting:

<https://events.gcc.teams.microsoft.com/event/4af6ab41-9c27-4bb8-854b-98631568cb1b@f03ae146-d945-4924-95c0-7b661c30ddb>

While participation in the Pre-Proposal meeting is not required, all prospective vendors are strongly encouraged to attend and participate. This session will include an overview of the RFP scope, key objectives, timeline expectations, and will provide an opportunity to ask clarifying questions that may inform the preparation of your proposal. The City shall issue addenda reflecting questions and answers to this RFP, if any, and shall be posted to North Carolina electronic Vendor Portal ([eVP](#)).

1.8 Proposal Questions

Requests for clarification and questions to this RFP must be received by the City not later than the date shown above in the RFP Timeline (Section 1.6) for the submittal of written inquires. The vendor’s failure to request clarification and submit questions by the date in the RFP Timeline above shall be considered to constitute the Vendor’s acceptance of all City’s terms and conditions and requirements.

The City shall issue addenda reflecting questions and answers to this RFP, if any, and shall be posted to North Carolina electronic Vendor Portal ([eVP](#)). No information, instruction or advice provided orally or informally by any City personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered

authoritative or binding. Vendors can only rely on written material contained in an Addendum to this RFP.

It is important that all Vendors submitting to this RFP periodically check [eVP](#) for any Addenda. It is the Vendors responsibility to ensure that all addenda have been reviewed and, if required signed and returned.

All questions related to this solicitation must be submitted in writing by electronic mail (email) to the following individual – questions submitted via telephone will not be answered.

Please include the following in the email subject line: **274-IT2026-02 Questions**.

Contact Name	Email Address
<i>Parijat Malla</i>	Parijat.Malla@raleighnc.gov

Vendors shall not contact other City staff with any questions or inquiries. Unauthorized contact with any personnel of the City may be cause for rejection of the Vendor's response.

1.9 Proposal Submission Requirements and Contact Information

Proposals must follow the format as defined in Section 2 (PROPOSALS), and be addressed and submitted as follows:

<u>DELIVERED BY US POSTAL SERVICE MAIL:</u>	<u>DELIVERED BY OTHER DELIVERY SERVICES OR HAND DELIVERY:</u>
City of Raleigh RFP No. 274-IT2026-02 Enterprise Resource Planning (ERP) Modernization ATTN: <i>Parijat Malla</i> <i>One Exchange Plaza, 9th Floor,</i> <i>Raleigh, NC 27601</i>	City of Raleigh RFP No. 274-IT2026-02 Enterprise Resource Planning (ERP) Modernization ATTN: <i>Parijat Malla</i> <i>One Exchange Plaza, 9th Floor,</i> <i>Raleigh, NC 27601</i>

Proposals must be enclosed in a sealed envelope or package and clearly marked with the name of the submitting company, the RFP number **274-IT2026-02**, and title: **Enterprise Resource Planning (ERP) Modernization**.

Vendors must submit:

- A. one (1) signed original hardcopy; and
- B. one (1) electronic version of the signed proposal

The electronic version of the Proposal must be submitted as a viewable and printable Adobe Portable Document File (PDF) on a USB flash drive. The PDF must not be password-protected, encrypted, or otherwise restricted and must be fully accessible for City review, evaluation, reproduction, and record retention. Proposals submitted with access restrictions may be deemed non-responsive.

If the Vendor elects to mail in its proposal, the Vendor must allow sufficient time to ensure the City's proper receipt of the package by the time specified in the RFP Timeline (Section 1.6). Regardless of the delivery method, it is the responsibility of the Vendor to ensure that their proposal arrives at the designated location specified in this Section by the due date and time specified in the RFP Timeline (Section 1.6).

Vendors must respond to the entire Request for Proposals (RFP) and must complete and submit all required attachments and appendices as part of their proposal. Any incomplete proposal may be eliminated from consideration at the discretion of the City of Raleigh. The City reserves the right to reject any or all proposals for any reason and to waive any informality it deems in its best interest. Proposals missing any required attachment or appendix, or containing incomplete forms, may be rejected as non-responsive.

Proposals received after the RFP due date and time will not be accepted or considered for any reason whatsoever.

1.10 Business Engagement & Opportunities

The City of Raleigh maintains processes to conduct business with all business enterprises, including small, emerging, growing, under-capitalized, and under-resourced vendors or organizations.

1.11 Rights to Submitted Material

All proposals and supporting materials, as well as correspondence relating to this RFP, shall become the property of the City. The content of all submittals will be held confidential until the selection of the Vendor is made. Proposals will be reviewed by the Evaluation Team, as well as other City staff and members of the general public who submit public record requests. ***Any proprietary data must be clearly marked.*** In submitting a Proposal, each Vendor agrees that the City may reveal any trade secret materials contained in such response to all City staff and City officials involved in the selection process and to any outside consultant or other third party who serves on the Evaluation Team or who is hired by the City to assist in the selection process.

Proposals marked entirely as “confidential”, “proprietary”, or “trade secret” will be considered non-responsive and will be removed from the evaluation process.

1.12 Communications

All communications of any nature regarding this RFP with any City staff, elected City officials, evaluation committee members, are strictly forbidden from the time the solicitation is publicly posted until award. Questions must be submitted in writing to the

individual designated in Section 1.1 (Purpose), prior to the deadline provided in the RFP Timeline (Section 1.6. Violation of this provision may result in the vendor's proposal being removed from consideration).

1.13 Lobbying

By responding to this RFP, the Vendor certifies that it has not and will not pay any person or vendor to influence or attempt to influence an officer or employee of the City or the State of North Carolina, or any elected official in connection with obtaining a contract as a result of this RFP.

1.14 Conflicts of Interest

City of Raleigh contracts are controlled by three conflict of interest provisions.

First, federal procurement standards provide in 2 CFR 200.318 (c)(1),

No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or a vendor which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a vendor considered for a contract. The officers, employees, and agents of the non-Federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts.

Similarly, the North Carolina General Statutes provides a *criminal* statute for conflicts of interest in public contracting. N.C.G.S. § 14-234(a):

(1) No public officer or employee who is involved in making or administering a contract on behalf of a public agency may derive a direct benefit from the contract except as provided in this section, or as otherwise allowed by law. (2) A public officer or employee who will derive a direct benefit from a contract with the public agency he or she serves, but who is not involved in making or administering the contract, shall not attempt to influence any other person who is involved in making or administering the contract. (3) No public officer or employee may solicit or receive any gift, favor, reward, service, or promise of reward, including a promise of future employment, in exchange for recommending, influencing, or attempting to influence the award of a contract by the public agency he or she serves.

City of Raleigh Charter Section 3.9 regulates private transactions between the City and its officials and employees. The Charter states:

No member of the City Council, official, or employee of the City of Raleigh shall be financially interested, or have any personal beneficial interest, either directly or indirectly, as agent, representative, or otherwise, in the purchase of, or contract for, or in furnishing any materials, equipment or supplies to the City of Raleigh, nor shall any official or employee of the City of Raleigh accept or receive, or agree to accept or receive, directly or indirectly, from any person, vendor or corporation to whom any contract may be awarded or from whom any materials, equipment or supplies may be purchased by the

City of Raleigh, by rebate, gift, or otherwise, any money or anything of value whatsoever, or any promise, obligation or contract for future reward or compensation, for recommending or procuring the uses of any such materials, equipment or supplies by the City of Raleigh; no member of the City Council, official or employee of the City of Raleigh shall for his own personal benefit operate, directly or indirectly, any concession in any building or on any lands of the City of Raleigh, nor shall any official or employee of the City of Raleigh bid for or be awarded any contract granting concessionary rights of any nature or kind from the City of Raleigh; it shall be unlawful for any member of the City Council, official or employee of the City of Raleigh to bid for or to purchase or to contract to purchase from the City of Raleigh any real estate, equipment, materials, or supplies of any nature or kind whatsoever, either directly or indirectly, at either public or private sale, either singly, or through or jointly with any other person.

1.15 Proposer Expenses

The City of Raleigh will not be responsible for any expenses incurred by any Vendor in the development of a response to this Request for Proposal or any other activities associated with this procurement including but not limited to any onsite (or otherwise) interviews and/or presentations, and/or supplemental information provided, submitted, or given to City of Raleigh and/or its representatives. Further, the City of Raleigh shall reserve the right to cancel the work described herein prior to issuance and acceptance of any contractual agreement/purchase order by the recommended Vendor even if the awarding authority for each entity has formally accepted a recommendation.

1.16 Proposer Acceptance

Submission of any proposal indicates a Vendor's acceptance of the conditions contained in this RFP. Furthermore, the City of Raleigh is not bound to accept a proposal on the basis of lowest price, and further, the City has the sole discretion and reserves the right to cancel this RFP, and to reject any and all proposals, to waive any and all informalities and/or irregularities and reserves the right to re-advertise this RFP with either the identical or revised scope and specifications if it is deemed to be in the best interests of the City to do so.

The City of Raleigh reserves the right to accept or reject any or all of the items in the proposal, and to award the contract in whole or in part and/or negotiate any or all items with individual Vendors if it is deemed in the best interest of the City to do so. Moreover, the City reserves the right to make no selection if proposals are deemed to be outside the fiscal constraint or not in the best interest of the City.

1.17 Proposer of Subsets of Functionality

In recognition of challenges in the current software environment by using a single solution to address all functional areas, and recognizing that the breadth of functionality requested through this RFP may be best met through multiple modern solutions, the City strongly encourages Vendors to submit point solutions (best of breed), and encourages Vendors to participate in this process in order to consider and evaluate a range of marketplace offerings.

The City recognizes that the scope of functionality in this RFP may be met through a combination of systems that specialize on a modular or functional area basis. The City is willing to consider best-of-breed solutions (“point” solutions), subject to certain conditions as outlined in this section.

The City has a preference on software solutions that provide for the highest level of fit, and facilitate the exchange of information between any disparate systems.

Vendors are encouraged to propose on a subset of functionality if the proposed software cannot provide functionality for all requested modules. Vendors may propose solutions that address a subset of functionality, provided the software is able to address, at a minimum, one of the following areas: **(1) Financial Management System and (2) Human Capital Management system. The City will consider vendors of a subset of functionality on the relative merit of the functionality proposed based on the evaluation criteria laid forth in this RFP and reserves the right to enter into negotiations for one or more vendors in order to achieve a “best-of-breed” solution.**

2 PROPOSALS

Submitted proposals must follow the format outlined below. The City may reject as non-responsive at its sole discretion any proposal that does not provide complete and/or adequate responses or departs in any substantial way from the required format.

2.1 **Request for Proposals Required Document Format**

Proposals should use a minimum of size 12 pt. font on 8 1/2” by 11” paper, printed on both sides, bound with only removable clips or staples (no 3-ring binders). Proposals shall not exceed fifty (50) pages, excluding appendices. The 50-page limit applies to all core proposal content. Appendix materials including supporting documents, resumes, detailed requirements, and other supplementary information are not counted toward the 50-page limit. Proposals should be divided into sections using tabs to easily identify and separate each section as follows:

2.1.1 Section/Tab 1: Cover Letter

Provide an introduction letter summarizing the Vendor’s unique proposal to meet the needs of this service requirement. This letter should be presented on the Vendor’s official letterhead and signed by an authorized representative who has the authority to enter into a contract with the City on behalf of the Vendor. Additionally, include the name, address, telephone, and email address of the individual who serves as the point of contact for this solicitation.

2.1.1 Section/Tab 2: Vendor Qualifications and Experience

Company Qualifications & Financial Stability

Evaluation of the vendor's overall business credentials, reputation, and financial health to ensure they are capable of sustaining operations and supporting the ERP solution long-term.

Include background information on the Vendor and provide detailed information regarding the Vendor's experience with Cities with similar size, scope, and complexity to Raleigh. Provide details on what makes your company qualified to provide an ERP software solution to the CoR.

This section must include the proposed staffing, deployment and personnel to be assigned to this project. The Vendor shall provide information as to the Proposals and experience of all executive, managerial, and other key personnel assigned to the project, including project managers, solution architects, and functional leads. Include resumes or summaries that highlight their qualifications and previous experience with similar ERP projects. A project-specific vendor chart which clearly illustrates the roles, responsibilities, and the reporting relationships of each team member should be included.

Review and provide one of the following three (3) financial statement options:

1. Recent audited or reviewed financial statements prepared by an independent certified public accountant (CPA) that shall include, at a minimum, a balance sheet, income statement (i.e., profit/loss statement) and cash flow statement **and**, if the audited or reviewed financial statements were prepared more than six (6) months prior to the issuance of this RFP, the Vendor shall submit its most recent internal financial statements (balance sheet, income statement and cash flow statement or budget with entries reflecting revenues and expenditures from the date of the audited or reviewed financial statements to the end of the most recent financial reporting period (i.e., the quarter or month preceding the issuance date of this RFP)).

OR

2. Recent compiled financial statements prepared by an independent CPA that shall include, at a minimum, a balance sheet, income statement (i.e., profit/loss statement) and cash flow statement **and**, if the compiled financial statements were prepared more than three (3) months prior to the issuance of this RFP, the Vendor shall submit its most recent internal financial statements (balance sheet, income statement and cash flow statement or budget with entries reflecting revenues and expenditures to date), and other evidence of financial stability such as most recently filed income tax return, evidence of a line of credit/loans/other type of financing with statement of amount in use/outstanding balance (e.g., a complete copy commitment letter, loan agreement, billing statement reflecting the line of credit or statement from lender acknowledging the commitment to fund the Vendor's stated financing), personal guaranty with copies of personal income tax filing and statement of net worth or such other evidence that is accurate, reliable and trustworthy regarding the Vendor's financial stability.

OR

3. Include a certified, signed statement from a licensed CPA regularly engaged in the review of the Vendor's financial information verifying the financial viability of the Vendor.

All financial information, statements and/or documents provided in response to this solicitation shall be kept confidential provided that EACH PAGE is marked as follows: "CONFIDENTIAL – DO NOT DISCLOSE EXCEPT FOR THE EXPRESS PURPOSE OF PROPOSAL EVALUATION."

"Recent" shall be defined as financial statements that were prepared within the 12 months preceding the issuance date of this RFP.

Consolidated financial statements of the Vendor's parent or related Corporation/business entity shall not be considered, unless: (1) the Vendor's actual financial performance for the designated period is separately identified in and/or attached to the consolidated statements, (2) the parent or related Corporation/business entity provides the State with a document wherein the parent or related Corporation/business entity will be financially responsible for the Vendor's performance of the contract and the consolidated statement demonstrates the parent or related Corporation's/business entity's financial ability to perform the contract, financial stability and/or such other financial considerations identified in the evaluation criteria; and/or (3) Vendor provides its own internally prepared financial statements and such other evidence of its own financial stability identified above.

The Vendor's failure to provide any of the above-referenced financial statements may result in the proposal being removed from consideration. Vendors are also encouraged to explain any negative financial information, and to provide documentation supporting those explanations and demonstrating the financial strength of the vendor.

Product Management Roadmap & Strategy

Provide a prioritized time-phased plan that outlines the vision, approach and key milestones for evolving the ERP system to meet the City's goal to modernize.

Project understanding

Demonstrate the Vendor's understanding of the City's needs, objectives and unique challenges. Reference specific details from the City's requirements and explain how the Vendor's proposed ERP solution is a good fit for CoR's modernization requirements and objectives. Clearly articulate how the Vendor's experience and solutions are tailored to meet CoR's priorities and address any complexities or constraints. A description of each task and deliverable and the schedule for accomplishing each shall be included.

Please provide a list of all similar contracts performed in the past 5 years. For each project include: total amount invoiced, length of the project, and names of individuals involved who are also proposed for the subject project named in this solicitation

Failure to provide a list of all similar contracts in the specified period may result in the rejection of the Vendor's proposal.

References (3-5 Minimum) Appendix III

Additionally, vendors must complete Appendix III. As a part of the RFP, CoR requires proposing companies to submit a minimum of three (3) business references, as required within this document. **These references must be drawn from the list of similar projects submitted above.** The purpose of the references is to document the experience of the proposer relevant to the scope of services and assist in the evaluation process.

The evaluation team reserves the right to contact any or all listed references, and to contact other public entities regarding past performance on similar projects

2.1.2 Section/Tab 3: Proposed Solution

Functional Capabilities

The Vendor shall include functional capabilities designed to support the major business capabilities listed in the requirements. The Vendor should provide a detailed description of how the proposed solution addresses each functional area, including key features and functionality, workflows, and user roles supported. The City has provided a functional requirements workbook (ref: [attachment](#) to be used by the software vendors for the requirements.)

Technical Capabilities

The Vendor shall describe its technical capabilities including but not limited to, integration, analytics, high availability, security, system/release management, etc. listed in the requirements. The Vendor shall include a detailed description of the tools and capabilities utilized for data migration. The City has provided a technical requirements workbook (ref: [attachment](#) to be used by the software vendors for the requirements.)

2.1.3 Section/Tab 4: Contract Alignment & Due Diligence

Contract Terms and Conditions

Please describe how the Vendor's proposed contract terms and conditions align with the City's requirements, including provisions for pricing protections, deliverables, warranties, data security, indemnification, and liability. Clearly explain how the Vendor's terms support CoR's risk management objectives and address any specific concerns outlined in the City's documentation.

Service Level Agreement (SLA) Alignment

Provide details on how the Vendor's proposed Service Level Agreement (SLA) meets or exceeds the City's expectations for deliverables and performance guarantees. Highlight the Vendor's commitment to service quality, responsiveness, and accountability as specified in the City's requirements.

Support & Maintenance (Ongoing Support, and Maintenance and Upgrades)

The Vendor shall demonstrate a clear and comprehensive commitment to ongoing technical support, system maintenance, and regular updates/upgrades in alignment with the City's operational needs and policies. This includes providing a structured support

model with defined service tiers, guaranteed response and resolution times, and proactive monitoring to ensure system stability and performance. The Vendor must outline its approach for delivering timely patches, security updates, and major version upgrades, as well as its strategy for minimizing downtime during maintenance activities. Additionally, the proposal should detail the availability of dedicated support resources, escalation procedures, and communication protocols to ensure transparency and accountability. The Vendor should also describe its roadmap for continuous improvement, including how future enhancements will be deployed without disrupting critical City operations.

2.1.4 Section/Tab 5: Cost

In a separate submittal provide a cost proposal that itemizes the costs for the CoR to obtain and maintain the ERP software solution. Include a detailed cost form and any additional cost breakdown or price schedule that outlines all costs over a five-year period of performance. (i.e., acquisition, subscription, update/upgrade/maintenance, new releases, etc.). The City has provided a pricing cost form (ref: [attachment](#) to be used by the software vendors for the software costs.)

Submission of the proposal cost will signify the vendor’s agreement that its proposal and the content thereof are valid for XXX days following the submission deadline and will become part of the contract that is negotiated between the CoR and the successful vendor.

2.2 RFP Documents

This RFP is comprised of the base RFP document, any attachments, and any addenda released before the contract is awarded. All attachments and addenda released for this RFP in advance of any contract award are incorporated herein by reference.

PROPOSAL EVALUATION

2.3 Proposal Evaluation Criteria (Stage 1)

The proposals received in response to this RFP will be evaluated and ranked by the evaluation committee in accordance with the process and evaluation criteria contained below. Responses will be evaluated in light of the material and substantiating evidence presented in the response and not based on what is inferred. After thoroughly reading and reviewing this RFP, each evaluation committee member shall conduct his or her independent evaluation of the proposals received and grade the responses on their merit in accordance with the evaluation criteria set forth in the following table.

Criteria	(b) Score Maximum points value
Software Vendor Qualifications & Experience	
Company Qualifications & Financial Stability	40 points

<i>Evaluation of the vendor's overall business credentials, reputation, and financial health to ensure they are capable of sustaining operations and supporting the ERP solution long-term.</i>	
Product Management Roadmap & Strategy <i>Review of the vendor's plans for ongoing product development, future enhancements, and strategic direction to ensure the ERP product will evolve and remain relevant.</i>	100 points
Project Understanding <i>Determination of the vendor's grasp of the City's needs, objectives, and unique challenges, as demonstrated in their proposal and communications.</i>	50 points
References (3-5 Minimum) <i>Verification of the ERP solution vendor's performance and reliability through feedback from current or past clients, ideally with similar operational and technical, requirements or industry context. As part of the evaluation process, the City reserves the right to contact references or other clients to verify the vendor's performance and qualifications.</i>	60 points
Proposed Solution	
Meets HCM Requirements <i>Assessment of the ERP product's ability to support the City's Human Capital Management (HCM) requirements</i>	125 points
Meets Payroll and Workforce Time & Attendance requirements <i>Assessment of the ERP product's ability to support the City's Payroll and Workforce Time and Attendance requirements</i>	50 points
Meets Finance requirements <i>Assessment of the ERP product's ability to support the City's Finance requirements.</i>	125 points
Meets Budget Management requirements <i>Assessment of the ERP product's ability to support the City's Budget Management requirements</i>	25 points
Meets Inventory Management requirements <i>Assessment of the ERP product's ability to support the City's Inventory management requirements</i>	25 points
Meets Nonfunctional (Technical) requirements – Security, Integration, Usability, etc. <i>Assessment of the ERP product's technical attributes, including architecture, security features, ability to integrate with other systems, scalability, performance, and user-intuitiveness / ease of use.</i>	100 points
Contract Alignment and Due Diligence	
Adherence to the City's Contract Terms and Conditions <i>Evaluation of the proposer's alignment with the City's Contract Terms & Conditions, including provisions related to pricing protections, deliverables, warranties, data security, indemnification, and liability, and the extent to which proposed terms support the City's risk management objectives.</i>	20 points
SLA Alignment <i>Evaluation of the proposed Service Level Agreement (SLA) to ensure it meets the City's expectations for performance standards, service availability, responsiveness, and accountability.</i>	50 points

Support & Maintenance (Ongoing Support, and Maintenance and Upgrades) <i>Assessment of the ERP solution vendor's commitment to providing ongoing technical support, system maintenance, and regular updates/upgrades in accordance with the City's needs and policies.</i>	80 points
Price	
Cost <i>Assess total cost of ownership for the ERP software, including initial licensing or subscription fees, user licenses, modules, implementation support, upgrades, and any recurring or hidden costs.</i>	150 points
Total Score	1,000 points

Score Points

Cost Formula: The cost criterion is rated by giving the proposal with the lowest total cost the maximum number of Cost points available. The remaining proposals are rated by applying the following formula:

$$1 - \frac{B - A}{A} \times C = D$$

- A—the lowest Proposer's cost.
- B—the Proposer's cost being scored.
- C—the maximum number of cost points available.
- D—Proposer's cost score (points).

Note: If the formula results in a negative number (which will occur when the Vendor's cost is more than twice the lowest cost), zero points shall be assigned.

2.4 Interview/Demonstration (Stage 2)

A short-list of vendors may be invited to Stage 2, Interview/Demonstration, of the evaluation process. Interviews/demonstrations are an important aspect of the evaluation process that offers the City an opportunity to see how the Vendor's solution meets the critical components of the RFP.

The demonstrations for each ERP software will span two consecutive calendar days (June 1-12, 2026) with the potential for virtual follow-ups if determined to be required by CoR. Initial use cases have been flagged in this RFP for inclusion in the demonstration. CoR will provide a detailed demonstration agenda 7 days prior to it being scheduled. Vendors may be required to complete a set of questions on software platform capabilities before attending the demonstrations. Additionally, vendors selected for the demonstration will be required to complete our Vendor Security Questionnaire, which will be provided upon selection.

The Vendors selected for interviews/demonstrations under this section will be notified in writing of the date and time. The Vendors' interview/demonstrations shall be based

solely upon information provided in each Vendor's original proposal. No new information may be presented.

2.5 Final Selection

Proposals will be evaluated and ranked according to the criteria set forth in Section 3.1. Either a final selection for recommendation will be made at this time or the short-list of Vendors will be invited to participate in Stage 2 of the evaluation process. If Stage 2 is implemented, each vendor will be evaluated and assigned a score to determine the best Vendor for recommendation.

After which negotiations of a contract with the most qualified Vendor(s) will commence. If negotiations are unsuccessful, the City will then pursue negotiations with the next most qualified Vendor. All Vendors will be notified of their standing immediately following the City's decision.

Award of contract is subject to CoR and software agreement on the contract terms in a timely manner. The City shall not be bound or in any way obligated until both parties have executed a contract. The City also reserves the right to delay the award of a contract or to not award a contract.

2.6 Notice to Proposers Regarding RFP Terms and Conditions

It shall be the Vendor's responsibility to read the RFP Instructions, the City's contract terms and conditions (within the sample City Service Contract provided in Appendix IV), all relevant exhibits, attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP.

2.7 Contract Term

The contract issued by the City to the awarded Vendor will define either a completion date by which the services are to be completed and finished, or a term date by which the services will begin and be provided repeatedly over a specific period. The details of the contract term and any options to renew or extend the contract, will be stated in the contract issued by the City. See Appendix IV for a sample-version of the City's contract for services.

2.8 Best and Final offer

A Best-and-Final-Offer process may be initiated if it is determined to be in the best interest of the City. Such process may be initiated following the identification of the Proposer Shortlist or at any other evaluation process step. Additional processes of scope and cost clarification may be employed as part of the evaluation process if it is deemed to be in the City's best interest.

3 SCOPE OF SERVICES

The Scope of Services defines the work to be performed by the selected Vendor in support of the City’s project objectives. The Vendor shall provide all labor, expertise, tools, and resources necessary to successfully perform the services described herein, in accordance with applicable laws, regulations, and industry best practices. Services shall be delivered in close coordination with the City, consistent with established governance, schedules, and performance requirements.

The following section covers the scope of services detailing the functional capabilities and technical requirements expected of the proposed software platform. All proposed solutions must demonstrate proven capabilities in the following areas:

A.2.1. Manage Financials

A.2.1.1 Perform General Accounting

Capability	Definition
Manage Subledger Accounting	Manage the details behind entries in the general ledger used in accounting (i.e., the subsidiary ledger).
Manage Project Accounting	Setup direct and indirect projects (including tasks). Identify project owner, establishing roles, identifying resources to support identified roles, forecasting resources. Manage multiple burden and costing. Create project level accounting to track specific transactions, costs, and allocate cost to the appropriate cost centers. Includes the management of various project types that drive cost calculations.
Manage Financial Accounting	Ability to record financial transactions (e.g., journal entries) in compliance with various rules (e.g., GASB, govt. regulations) for various organizations, perform regulatory reporting & filings and management accounting activities. Includes attaching supporting material to transactions.
Manage Ledgers and Chart of Accounts (CoA)	Design and manage the sets of books and CoA structure (including parents/summary-levels with multiple segments), multiple structures (different hierarchy structures for different reporting purposes), define the GL code blocks, create the GL accounts, subledger accounts (SLA) and crosswalk codes (CC) and allow/disallow usage of the accounts.
Manage Lease Accounting	Manage the lease accounting based on the type of lease (i.e., capital or operating lease); record fixed/variable lease costs, and impairment or amortization.
Manage Fund Accounting	Manage the activity of analyzing, recording, consolidating/summarizing, and interpreting financial transactions. Track revenues that have purpose restrictions against the expenditures made for those purposes.

A.2.1.2 Manage Billing & Accounts Receivable

Capability	Definition
Create Invoices & Bills	Create invoices and bills and control general ledger (GL) posting.
Manage Collections	Enter and maintain various types of receipts (e.g., application of "cash" receipts to open AR). Analyze, track and manage due and overdue receivables; manage unapplied collections, credits, overpayments; generate collections aging

report for outstanding invoices and adjusting invoices and bills (e.g., removing errant billing).

Manage Receivables Debit / Credit Memos Adjust outstanding receivable amounts for invoice adjustments.

Manage Customer Account Profiles Manage (create, add, modify, delete, merge, split) various customer account data hierarchies (that come over from the various programs).

A.2.1.3 Manage Treasury/ Cash

Capability	Definition
Manage Cash Flow / Forecasting	The process of monitoring, analyzing, and projecting the movement of cash into and out of an organization over a defined period. This is essential for ensuring liquidity, optimizing working capital, and making informed financial decisions.
Manage Treasury / Investments	The activities and capabilities within a business that are dedicated to overseeing and optimizing the company's cash, liquidity, and investments. This is crucial for maintaining financial stability, maximizing returns on idle cash, managing risks associated with investments, and ensuring that the organization has adequate funds to meet its obligations and strategic objectives.
Manage Financial Risk	The identification, assessment, and mitigation of various financial risks that may impact the organization's cash flows, liquidity, and overall financial health.
Manage Borrowings / Debt	The strategic planning, acquisition, and management of debt instruments to finance the organization's operations, investments, and growth initiatives. This encompasses various activities related to borrowing and debt management, aiming to optimize the company's capital structure, minimize financing costs, and maintain financial flexibility.

A.2.1.4 Manage Accounts Payable

Capability	Definition
	Ingest the invoiced goods/services received from various sources (e.g., paper based, EDI, email) to initiate the matching and approval process.
Receive and Process Invoices	Process digital invoices (with and with/out POs) check-requests, recurring payments, and payment order. Perform invoice matching process (3-way) for POs. Initiate workflow for individual invoice coding, cross check for payment, approval, and payment. Provide Optical Character Recognition (OCR) for data capture, Artificial Intelligence for validation and automated workflow management for approvals in invoice processing.
Manage Labor Distribution	Create labor schedules for employee assignments (e.g., distribute payroll costs to projects, awards, or GL accounts) and manage labor costs.
Manage Travel & Expenses	Request, approve, submit (with receipts and based upon compliance policies), reimburse, and reconcile travel and expense.
Manage Payables Debit/Credit Memos	Adjust the outstanding payable amounts for variances on account of refunds or increases. Include anything reviewer has determined should be paid (disallowance).
Process Payments	Audit, review, approve, and submit payment batches, to include ACH batches, wire batches, and payment orders for multiple entities.

A.2.1.5 Manage Finance Service Delivery

Capability	Definition
Manage Finance Knowledge Base	Collect, identify, implement and manage tools and procedures for Finance knowledge management. Create and maintain a Finance service support knowledge repository (e.g., collect and publish policies, guidance). Store, maintain, access, revise, and use knowledge to communicate Finance services (e.g., FAQs, document repositories, search/query functionality).
Manage Finance Services Delivery Cases	Administer intake of service requests, perform needs assessments, route the service requests to the appropriate area, and manage employee cases and service requests (e.g., ticketing).
Manage Finance Self-Service	Provide the tools and information to enable users to service themselves (e.g., manage expense, travel vouchers, time). Self-service and support is a blend of user-initiated interaction technologies that may include electronic records management systems, chat and knowledge bases.
Manage Finance Metrics, Reporting & Analytics	Generate ad hoc and or pre-scheduled Finance reports and analysis on Finance related data. Integrate and capitalize on data warehouse and associated self-service reporting capabilities. Role-based access to dashboards.

A.2.1.6 Support Finance Relations & Requests

Capability	Definition
Manage Controls, Compliance & Regulatory Affairs	Develop and manage compliance programs including review contracts, research laws, manage corporate records, provide due diligence, and manage compliance documentation.
Support Internal & External Auditor Requests	Review and provide requested financial information from internal and external auditors.
Support Board & Investor Relations & Requests	Support Board meeting, investor relations/interactions (e.g., institutional investor interactions, providing investor feedback to internal business leaders, M&A target identification).

A.2.1.7 Manage Fixed Assets

Capability	Definition
Manage Asset Requests	Develop and submit requests for depreciable goods and services, with the ability to define the specific parameters to drive the sourcing of these requests (price, vendor, quantity, etc.).
Manage Asset Acquisition & Depreciation	Record newly acquired asset with both financial as well as descriptive information (asset master data); capture acquisition as well as valuation information that will be used over the lifecycle of the asset. Address backordered assets or related items.
Manage Asset Improvements & Depreciation	Record improvements to assets and impact to assets depreciation calculation. Calculate the asset's depreciation schedule based on the assets classification, age, value and any improvement made to the assets.
Manage Asset Maintenance & Transfers	Record the assets maintenance schedule, warranties and any movements of the asset between financial units and locations.
Manage Asset Under Construction	Capitalize the expenditure on new or existing assets (major repairs/overhauls) as the work continuously progresses.

Retire & Dispose of Assets	Retire fully depreciated assets. Occasionally address gain or loss for assets (depending upon initial useful life entry).
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A.2.1.8 Manage and Process Payroll & Pension

Capability	Definition
Manage Payroll & Pension	Setup payroll & pension structure and pay periods, manage the sum of all financial records of salaries for an employee (e.g., maintain accurate payroll & pension records, including wages, bonuses, deductions, allowances, gross pay, net pay, etc.), and apply payroll & pension changes.
Manage Payroll & Pension Deductions, Taxes Garnishment, and 3rd Party Filings	Calculate gross to net pay to determine withholding taxes, health insurance, retirement contributions and voluntary benefits, process salaries, file employment taxes, manage third party deductions and filings.
Process Payroll & Pension Payments	Prepare accurate paychecks and distribute payments (e.g., direct deposit, paper checks) to employees for time worked. Payroll & pension processing also includes tracking of overtime, paid time off and other miscellaneous impacts to an employee's pay & pension.

A.2.1.9 Manage Grants

Capability	Definition
Manage & Pursue Grant Opportunities	Grantor: Identification of goals of the grants program, definition of eligibility and process requirements, preparation of grant programs documentation, allocation of budget, announcement/publication, reminders to protentional applicants, intake of applications and relationship management Grantee: Identification of opportunities, manage award approval, application reminders, capture of application (incl. budget narrative), management and integration of attachments, submissions to other systems as appropriate.
Manage Award & Oversight	Grantor: Evaluation and determination of awards, communication with Grantee, configuring/setting up Grants accounts, acceptance and signature of grant award, detect duplication applications, fraud detection, and grant/program amendments. Grantee: Manage award acceptance. Link award acceptance to the awarded grant. Setup awarded grant (budget, receipt, and control). Notification (e.g., email) from Grantor on application status/award.
Manage Administration & Performance	Grantor: Periodic report intake, risk assessment/dashboard reporting, periodic report assessment, validation of payments/withdrawal of funds, payment profiling, and initiate/authorize payment/refunds. Grantee: Manage amendments to personnel, timeframe, and budget, budget management, project management, deliverables, dashboards on KPI, justify and request Grant disbursements, validate payments, and payment profiling.
Manage Audit & Close	Grantor: Final reconciliation of funds, closure of grant agreements, and tracking of grant related expenditures. Grantee: Initiation of final payment/refund, final reconciliation of funds, closure of grant agreements.

A.2.1.10 Perform Period Close

Capability	Definition
Manage Cost Allocation	Receive and enter indirect rates for overheads (including salary, fringe and leave) and other fixed/variable charges such as shared services costs based on usage. Includes the set up and allocation of multiple cost pools.
Consolidate Financials	Analyze, reconcile, consolidate, summarize and aggregate financial data, based on different accounting standards and federal regulations, and track eliminations.
Perform Final Reconciliation	Review and reconcile rates (including salary, fringe and leave) and other fixed/variable charges such as shared services costs based on usage.
Manage Period / Cycle Close	Establish the closing check list of activities and allocate the tasks to the different control points along the process. Includes ability to close and open different application on different timelines. Ability to close capital projects (i.e., realization of the actuals and release unspent budget) and rolling over Purchase Order (PO) during year-end.
Manage Commitments	Establish and manage budgetary controls on spend and revenue amounts (committed and actual). This includes the accounting of planned (e.g., estimated future spend), pre-encumbrance (e.g., purchase requisitions), encumbrance (e.g., open purchase orders), and recognized revenue (booked revenue that has not yet been received) amounts.

A.2.2. Manage Procurement

A.2.2.1 Strategically Source

Capability	Definition
Analyze Spend	Aggregate, explore/drill down, and report on award, order, and spend data at item and vendor levels across legal entities.
Manage Categories	Define categories for award, order, and spend analysis and reporting based on defined business rules.
Plan Acquisitions	Apply analyzed historical award, order, and spend data in order to plan and forecast needs for upcoming procurements / acquisitions.
Manage Supply Base and Risks	Manage existing and proactively identify sources for future procurements across the existing base of suppliers. This includes the actions the city takes to mitigate and reduce potential risks with Vendors. Also includes monitoring and reporting levels of risk exposure.

A.2.2.2 Purchase Goods and Services

Capability	Definition
Create & Approve Requisitions	Develop, submit and approve requests for goods and services, and define the specific parameters to drive the sourcing of these requests (price, vendor, quantity, etc.).
Create & Approve POs	Generate and approve the contractually binding documents with suppliers in compliance with procurement policies and statutes (policies may differ for fixed assets).

Manage Purchase / Credit Cards	Manage the issuance, usage, payment, and compliant use of Purchase cards to procure approved goods and services. Includes limits and delegation of specific cards for different spend thresholds.
Perform Quality Checks	Perform incoming material inspections and quality assurance actions for service acceptance; record conformance or non-conformance to help measure vendor performance.
Receive Goods & Services	Receipt of goods by warehouse or services via vendor invoice Create material /service receipts in order to update the inventory / service fulfillment and then receive invoice receipt to be received and validated.
Create & Manage Procurement Plans	Create material / service requirements forecasts for the planning horizon.
Manage / Process Returns	Coordinate and facilitate returns process for material that must be returned to supplier.
Manage Internal Billing Rates	Manage the internal service funds (ISF). Purchasing and contracting bill departments based on accrued and validated payments that are matched to a PO. AP invoice is generated and charged to departments – an internal billing mechanism.
Manage Services Procurement	Manage the contingent or contractor pool, rate cards and cost benchmarking, rate negotiation and resume comparison, negotiation of contracts and SOWs, resource tracking, tasks and assignments, reporting of deliverables, tracking of SLAs, etc., and invoice validation.
Manage P-Cards	Ability to coordinate thresholds for cardholder usage, receive and process transmissions from the financial institutions for the purchases your employees make, receive and process statements for reconciliation purposes, generate transactions in the General Ledger and Accounts Payable systems to record P-Card expenses and pay the financial institutions and monitor cardholder purchases.
Manage 1099 vendors	Ability to ensure 1099 eligibility of vendors and setup 1099 vendors.

A.2.2.3 Manage Vendor Relationships

Capability	Definition
Manage Vendor Master Data	Manage the entry and update of required Vendor information, including the definition / enforcement of access controls, classification of vendors*, approvals for updates, and sufficient edits to prevent duplicates.
Measure Vendor Performance	Provide analytical capability to aggregate raw award, order, and spend data to generate performance metrics by Vendor and cross-compare performance across Vendors. Includes evaluation of vendor performance.
Manage Vendor Collaboration	Facilitate the interaction between vendors as well as the procurement team that provides visibility to all related parties.
Facilitate Vendor Onboarding	Collecting vendor information, setting up new vendors, training vendors where necessary, potentially providing access to the necessary information including credentials for logging into the IT systems to perform the contractual obligations, validation and accuracy checks of vendor information at entry, either within the system or via third-party verification (e.g., Dunn & Bradstreet, LexisNexis, and IRS TN Matching)
Track Vendor Compliance	Provide the ability to monitor and report on Vendor(s) compliance with organization's policies and statutes.

Provide Procurement Reports & Analytics	Slice and dice procurement and financial data in varying formats as determined by end users.
Vendor / Supplier Portal	Ability to access/review the supplier's information: Purchase Order (PO), Invoice, Payments, update information, etc.

A.2.2.4 Manage Solicitations

Capability	Definition
Develop & Post Solicitations	Author solicitations using templates and content, send out drafts through defined approval workflow levels. Facilitate search / retrieval of solicitation samples/templates through a centralized repository.
Access Solicitation Documents	Provide Vendors self-service access to solicitation documents internally and externally per defined access controls and authoring rights.
Receive Vendor Proposals	Provide the capability for Vendors to electronically respond to predefined solicitation templates, store Vendor proposals and enable Vendors to provide electronic responses.
Evaluate & Award Solicitations	Provide the ability to electronically score solicitation responses based on defined parameters and evaluation criteria.
Manage Solicitation Protests	Provide the analytics capability to aggregate scoring and defend award decisions. Monitor compliance of Vendors' protesting awards to deadlines. Provide the capability to initiate and respond to protests.
Communicate with Vendor Community	Provide the capability to receive and distribute communications to Vendor community electronically for a specific solicitation, general communication and/or specific groups of Vendors (e.g., addendums, pre-bid meetings, job walks).
Support Vendor Questions & Answers (Q&A)	Provide the ability for Vendors to ask questions directly for specific solicitations and review published answers.

A.2.2.5 Manage Supplier Contracts

Capability	Definition
Author Contracts	Author contracts using approved standard contract clauses and templates and route drafts through approval workflow levels to support contract negotiations and execution. Facilitate search / retrieval of contract samples/templates through a centralized repository.
Manage Contract Lifecycle	Continuously monitor contract status, expiration / milestone dates throughout the contract cycle with alerts and reports/dashboards, including renewals, change orders, and amendments.
Manage Online Catalogs	Provide online shopping like experience that enables purchasing selection from a customized, shopping cart-enabled interface (punch-out to vendor sites or migrate catalogs into own solution).
Establish Contingency Plans	Provide the capability to identify and retrieve comparable contracts from multiple Vendors to support contingency planning in case of Vendor non-performance, non-compliance and/or to support other management needs.
Maintain Material & Service Catalog	Provide searchable catalog of materials and services available by Vendor and across Vendors.

Recover Supplier Rebates	Be able to in Purchase specific rebates from suppliers as it pertains to order process. Examples include periodic volume discounts, promotional rebates, etc. Provides bottom line expense reduction opportunities that are especially helpful for low margin businesses.
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A.2.2.6 Manage Inventory

Capability	Definition
Manage Inventory (Including Retail Inventory)	Provide the bare minimum inventory capabilities required for purchasing to function. Includes functions that are crucial for facilities like the gift shops, where inventory is purchased for resale.

A.2.3. Budgeting and Planning

Capability	Definition
Create Budgets	Create the annual city budget and related documentation by gathering data from strategic city initiatives, scenario planning, infrastructure management, and other essential municipal processes. Ensure that the budget reflects the priorities set by the city council and addresses the needs of the community.
Consolidate Budgets	Aggregate or format the budgets as per the organization structure and provide managers with a consolidated view that can be used for day-to-day operational purpose.
Revise Budgets	Implement updates to budget allocations and develop projections based on historical budget performance. Maintain a vigilant approach to managing total annual budget commitments, minimizing the need for additional funding requests from the city council and promoting fiscal discipline.
Manage Financial Performance	Plan, monitor, and measure financial performance (e.g., maximize revenue and operating margins) especially in real-time. Measure and report on variance of forecasts to actuals.
Create Budgetary Estimates, Plans & Forecasts	Create annual and multiyear-year income and expenses forecasts for a set of variable parameters (i.e., department, cost center, project and account). Includes budgeting of capital (depreciation expenses) and estimating labor costs (including fringe benefits).
Perform Capital Planning	Develop and prioritize capital plans to assess the feasibility and impact of long-term investments in city infrastructure and services. Ensure these plans align with strategic municipal objectives and address the evolving needs of the community.

A.2.4. Manage Human Capital

A.2.4.1 Administer HR

Capability	Definition
Manage Workforce / Personnel Information	Capture and manage employee setup and management of employee records / information throughout the employee life cycle, to include non-job-related employee details (e.g., personally identifiable information such as home addresses).

Manage Org., Positions, Job Descriptions, and Classifications	Manage employee classifications (e.g., exempt or nonexempt under Fair Labor Standards Act (FLSA)) based on job duties, the relationship between positions, the organizational structure and budget control/funding for positions, as well as manage job descriptions to support recruiting, upskilling, reskilling, and organizational design needs; position controls.
Manage Workforce / Personnel Actions	Capture and manage actions including hiring, promotions, transfers, change of position, termination, etc.. and manage notifications and verifications of actions and finalize to the employee record to ensure compliance with organizational policies and regulatory requirements.
Manage HR Strategy & Planning	Develop, implement and maintain human capital strategies and plans, to include managing workforce strategy, recruiting employees, developing and counseling employees, managing employee relations, rewarding and retaining employees, redeploying and retiring employees, managing employee information, and managing employee communications.
Manage Workforce Voice and Employee Engagement	Collect, manage and action on employee feedback on improvements to the employee experience, as well as develop metrics and benchmarks for determining how well employees are participating in advancement/professional development. Manage critical aspects of the workforce to promote employee engagement, including voice of the employee to enhance employee engagement and satisfaction.
Manage & Deliver HR Communications	Develop, send, and manage all communications templates, messages, schedules and delivery formats from HR to organizational employees and ensure transparency across the organization.

A.2.4.2 Acquire Talent

Capability	Definition
Manage Recruitment	Oversee the end-to-end recruitment process, from determining and handling job/position requests/requirements, recruiting or sourcing the candidates as per the requests/requirements to fill a vacant position and if applicable, reallocate/promote a current employee, track an applicant's progress through the application and process an applicant, as well as manage recruiting events and associated communications to talent pools.
Manage Hiring (selection)	Screen and select candidates, schedule and manage interviews of candidates, manage the extension of offers of employment to the most appropriate candidates, collect new hire documentation including background information, references and create the employee record.
Manage Onboarding (transition in)	Manage the process of employee arrival including setting up of the employee record, assignment of assets, completion of employee checklist such as required paperwork, gathering of knowledge, orientation scheduling and ensuring skills and behaviors are present to become effective organizational member.

A.2.4.3 Manage Total Rewards

Capability	Definition
Manage & Administer Compensation	Manage annual and ad hoc compensation, determine job valuing (including market data), enable retention programs, record monetary incentive awards for all employees, track budget allocations and approvals for compensation decisions, and perform market analysis and administer pay.

Manage & Administer Benefits	Manage benefits plans, programs, and services, including the eligibility, enrollment and coverage for benefit plans, medical insurance, dental, vision, health savings accounts, Employee Assistance Program, Workers Compensation, 529 plans and other ancillary benefits designed to enhance the overall well-being of employees. Ability to provide tiered eligibility, automated enforcement of business rules and configurable eligibility logic (for e.g., waiting periods, benefits classes, qualifying events, open enrolment workflows, etc.)
Manage & Administer Pension	Manage employee pension funds and supplemental retirement plans, calculate pension contributions during employee's employment period in support of employee retirement, manage periodic payments and ensure compliance with pension regulations.
Manage & Administer Rewards and Recognition	Set up programs to recognize and appreciate (e.g., kudos), reward (e.g., gift cards), and motivate employees on individual and/or group levels for accomplishments (e.g., anniversaries, milestones etc.) and/or performance that delivers outcomes beyond normal expectations and manage business rules associated with rewards (e.g., limitations on the volume of rewards allocated to employees or by managers in a specific time period).
Manage & Administer Health & Wellness (Work-Life Balance)	Address communication around health and wellness program offerings intended to promote employee work-life balance and health, manage the enrollment of employees in the program, and track participation.
Manage & Administer Community Services Initiatives	Develop opportunities for employees to engage in community service as part of their employment experience, manage enrollment and participation, manage all communications to employees regarding available community service opportunities and logistics, collect employee suggestions and feedback.

A.2.4.4 Manage HR Service Delivery

Capability	Definition
Manage HR Policies and Procedures Guidance	Develop, manage and evaluate the policies, and procedures supporting HR service delivery and provide HR services and guidance to employees and/or managers on how to interpret HR policy.
Manage HR Knowledge Base	Collect, identify, implement and manage tools and procedures for HR knowledge management. Create and maintain a HR service support knowledge repository (e.g., collect and publish policies or benefits). Store, maintain, access, revise, and use knowledge to communicate HR services (e.g., FAQs, document repositories, search/query functionality).
Manage HR Services Delivery Cases	Administer intake of service requests, perform needs assessments, route the service requests to the appropriate area, and manage employee cases and service requests from initiation to closure (e.g., ticketing).
Manage HR Self-Service	Provide the tools and information to enable users to service themselves (including employee self-service (ESS) and manager self-service (MSS)) to manage personnel related data, view assigned personnel data, and/or add/change data. Self-service and support is a blend of user-initiated interaction technologies that may include electronic records management systems, chat and knowledge bases.
Manage HR Metrics, Reporting and Analytics	Generate ad hoc and or pre-scheduled HR reports and analysis on employee/employment and related data. Capitalize on data warehouse and associated self-service reporting capabilities.
Manage HR Digital Documents	Manage the scanning, storage, processing and extraction of digital documents related to HR processes.

A.2.4.5 Manage Workforce Performance

Capability	Definition
Manage Career Development, Goals & Evaluations	Set goals and objectives, conduct performance reviews and self/manager appraisals, measure and track metrics against organizational goals, mission-critical priorities and achievements, and manage individual development plans.
Manage Skills, Qualifications & Competencies	Capture and track an inventory of employee skills, qualifications, competencies, certifications, etc.. and map them to the roles and employees and systematically create a plan to categorize, enhance and develop in line with employee life cycles.
Manage Succession Plans	Plan for future business needs and manage the organizational structure (e.g., management of positions and critical roles) to meet future needs, as well as plan for attrition for top-level talent. This serves as an input to the strategic workforce plan to provide the right mix of experienced and capable employees.
Manage Learning & Training	Create, implement, manage and evaluate programs for employee learning and design learning sessions based on the needs and the availability of the skills within the organization. Learning programs can be virtual, classroom, on-the-job training, etc.. and are linked to performance management (e.g., tie performance to learning development). Learning extends to include activities and actions (e.g., read, viewed, attended) and often leverages 3rd party content.

A.2.4.6 Manage Workforce Compliance & Guidance

Capability	Definition
Manage Ethics & Compliance	Ensure policies are compliant with State and Federal laws (e.g., EEO) and update accordingly including for external and internal policies related to Employment Equity, to include recruitment and promotion, compensation, working conditions, training, experience, harassment and dismissal. Additionally, manage all disability accommodations due to physical or mental impairment, collect and store documentation, and provide reasonable accommodations to meet compliance requirements for ADA.
Manage Workforce Equity	Track workforce demographics and utilize emerging technology to proactively identify opportunities to improve equal access of opportunities for all employees, manage and promote fair treatment throughout the organization, and compose teams of individuals with a variety of experience.
Manage Health & Safety	Manage workforce safety and prevention programs. Capture, track, and monitor quality and safety metrics against standards, manage communications between all stakeholders sharing status of an issue, identify and remediate potential and actual workplace hazards. Additionally, document and categorize worker's compensation incidents and manage the workers compensation programs including collection of claims, establishment of scope and cadence of claims, monitoring of claim progress, reporting of worker's compensation and ensuring communication and compliance.

A.2.4.7 Manage Workforce / Employee Relations

Capability	Definition
Support Labor Relations / Agreements	Collect, store, and manage all collective bargaining agreements, information requests and associated documentation, as well as measure and track compliance to collective agreements and provide guidance on how to interpret policy, collective agreements, etc..

Manage Workforce Complaints / Grievances	Collect, review, assess, track and handle the processing and review of workforce complaints and ADA, and determine and approve resolutions, as well as ensure appropriate communications are provided to associated parties.
Manage Disciplinary Actions	Set performance standards, identify problem behavior, measure and track employee performance against the identified standard, develop a corrective action plan for disciplinary issues (using reusable templates), monitor progress and report on disciplinary trends in the workplace.

A.2.4.8 Manage Workforce

Capability	Definition
Manage Absence/ Leave	Manage and execute the procedures associated with requesting, approving, tracking and computing leave / time off from work (e.g., computing an employee's leave balance against their annual quota). Leave of Absence Without Pay LWOP, Military Leave, Workers Company, Injury Leave (SDL), etc.. Also includes Family and Medical Leave Act (FMLA) compliance.
Manage Time & Attendance	Capture, monitor and assess employee labor hours, by task or project, and manage time approvals. Time and attendance generates, maintains, and archives important inputs to payroll and compliance information. Time clock functionality and integration with time clocks.
Manage Separation/Off-boarding (transition out)	Manage the process of employee departure (e.g., due to voluntary resignation, downsizing, expiration of contract/retirement, removal on account of disciplinary issues), capture departing employee feedback, recover company equipment and assets, and remove system access and maintain compliance with exit protocols.
Manage Workforce Planning, Budgeting, and Forecasting	Align the needs and priorities of the organization with those of the workforce to ensure it can meet its legislative, regulatory, service/production requirements and organizational objectives. Workforce planning is used to get the right workforce skills and capacity to deliver on an organization's mission and strategy. Examines the workforce implications of the organization's short and long-term strategy (e.g., will the organization have the right resources available and, if not, how will the organization obtain the necessary resources).
Manage Workforce Scheduling	Develop and optimize schedules and plan labor to align with staffing needs and to meet budget objectives. Also considers factors such as employee preferences, skills, availability, labor laws, workplace rules and best practices. Examines ways to optimize workforce schedules to meet compliance and fair scheduling needs while ensuring the achievement of business targets.
Manage Tasks/Activity	Provide a platform to manage, monitor and allocate employee tasks and actions (e.g., to dos, pending approvals, business process tasks) with the objectives of enabling, and maintaining transparency into employee productivity. This includes granular tracking of time worked at the project, task or activity level.

A.2.5 Technology Delivery Capabilities

CoR requires a modern, scalable technology platform that enhances system usability, accessibility, and operational efficiency. The proposed solution will provide a secure, high-performance cloud-based infrastructure while supporting user-friendly service delivery mechanisms.

The technology and service delivery solution should:

- Be built on a modern, scalable cloud infrastructure, ensuring high availability, reliability, and security.
- Provide integration with existing enterprise content management (ECM) systems, enabling the storage, retrieval, and governance of critical documents, images, and reports.
- Offer comprehensive system administration tools, including user access controls, system performance monitoring, and administrative delegation.
- Ensure system flexibility, allowing for scalable expansions, workflow customizations, and seamless integration with other enterprise systems.
- Include advanced reporting and analytics tools, enabling data-driven decision-making, predictive modeling, and performance evaluation.
- Provide accessibility features, ensuring compliance with State Accessibility Standards, including multi-language support, assistive technologies, and user-friendly interfaces.
- Support self-service capabilities, allowing end users to access system functionalities with minimal IT intervention.
- Facilitate continuous system upgrades and patch management, ensuring the system remains current, secure, and adaptable to evolving business needs.

A.2.5.1 Access Control and Security

Capability	Definition
Access Control and Security	<p>The System should provide effective access management ensuring only authorized personnel can view or edit data. The access control and security architecture should allow:</p> <ul style="list-style-type: none"> ▪ Role-based Access Control (RBAC) ▪ Multi-Factor Authentication (MFA); including integration with leading Identity & Access Management (IAM) solutions ▪ Principle of Least Privilege ▪ Segregation of Duties (SoD) ▪ Data Encryption ▪ Audit Trails and Logging ▪ Automated Patching ▪ Data Sovereignty

A.2.5.2 Architecture (Scalability, Availability, Performance, etc.)

Capability	Definition
Architecture	<p>The System should be scalable to handle the initial load of many users with the capability to scale up, as necessary. It should support elasticity, allowing resources to automatically increase/decrease based on demand. The architecture should support high availability and fault tolerance to minimize</p>

downtime. The performance of the System should not degrade significantly with an increase in the number of users or attachments.

A.2.5.3 Audit

Capability	Definition
Audit	The System should provide detailed audit logs for all user activities, including login attempts, data changes, and system configuration changes. Audit logs should be stored securely and tamper evident. The System should allow for the configuration of audit log retention policies to ensure logs are kept for a specified period. The system should provide a self-service portal for authorized users to query audit data.

A.2.5.4 Configurability / Flexibility

Capability	Definition
Configurability / Flexibility	The System should be highly configurable to meet the specific needs of the organization. This includes the ability to configure workflows, user roles, access permissions and regulatory compliance updates (Fed, State, etc.). The System should support customization of the user interface to match the organization's branding and design standards. The System should allow for the creation and management of custom fields and data types to capture information specific to the organization's processes.

A.2.5.5 Data

Capability	Definition
Data	The System should support both manual and automated import and export of data in various formats, including but not limited to CSV, XML, and JSON. Data should be validated upon entry to ensure data quality and consistency. The System should support data encryption both at rest and in transit to protect sensitive information. Data should be backed up regularly, and the System should provide tools for data recovery in case of data loss or corruption.

A.2.5.6 Data Conversion

Capability	Definition
Data Conversion	The System should support the conversion of data from legacy systems. This includes mapping data fields from the legacy system to the new system and transforming data as needed to match the new system's data structure. The System should provide tools for verifying the accuracy and completeness of the converted data. The System should allow for the scheduling of data conversion tasks to minimize downtime during the migration process.

A.2.5.7 Data Storage & Archiving

Capability	Definition
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Data Storage & Archiving	The System should provide efficient data storage and archiving capabilities to manage large volumes of data and upload of large file size. Data should be stored in a structured format that allows for easy retrieval and analysis. The System should support automated archiving of historical data based on configurable retention policies. Archived data should remain accessible and be retrievable as needed for reporting and analysis. The system should allow access to all historical data related to prior CoR operations.
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A.2.5.8 Integration

Capability	Definition
Integration	The System should support integration with other systems and applications used by the organization. This includes providing APIs and web services for data exchange. The System should support real-time integration with external systems to ensure data consistency across platforms. The System should provide tools for monitoring and managing integration workflows to ensure they are functioning correctly.

A.2.5.9 Reporting

Capability	Definition
Reporting	The System should provide out of the box reporting functionality to meet the City's requirements. This includes the creation of dashboards, analytics, and standardized reports that provide insights into the organization's operations, contracts, finances, and other critical areas, ensuring stakeholders have a clear and accurate understanding of the status and progress of various initiatives.

A.2.5.10 System Administration

Capability	Definition
System Administration	The System should provide a comprehensive set of tools for system administration. This includes tools for user management, system configuration, and monitoring system performance. The System should allow for the delegation of administrative tasks to different roles within the organization. The System should provide detailed logs and reports on system activities to help administrators identify and resolve issues.

A.2.5.11 System Capacity and Performance

Capability	Definition
System Capacity and Performance	The System should be designed to handle high volumes of data and user activity without significant performance degradation. The System should provide tools for monitoring system capacity and performance to ensure it is operating within acceptable limits. The System should support the scaling of resources to accommodate increased demand, including adding more servers or storage as needed.

A.2.5.12 System Flexibility

Capability	Definition
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System Flexibility	The System should be flexible enough to adapt to changing business requirements. This includes the ability to add new features and functionalities without significant disruption to existing operations. The System should support the customization of workflows and processes to match the organization's specific needs. The System should provide tools for configuring and managing system settings to ensure it aligns with the organization's policies and standards.
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A.2.5.13 Technology Platform

Capability	Definition
Technology Platform	The System should be built on a modern technology platform that supports scalability, reliability, and security. The platform should support the use of industry-standard technologies and protocols to ensure compatibility with other systems. The System shall be designed to take advantage of cloud-based infrastructure for improved scalability and availability. The platform should provide tools for managing and deploying system updates and patches to ensure the System remains secure and up to date.

A.2.5.14 Usability

Capability	Definition
Usability	The System should provide an intuitive and user-friendly interface that is easy to navigate. The System should support multiple languages and be accessible to users with disabilities. The System should provide comprehensive help and documentation to assist users in using the System effectively. The System should support customizable dashboards and reports to allow users to track key metrics and performance indicators.

A.2.5.15 Accessibility

Capability	Definition
Accessibility	Provides the ability to conform with the applicable requirements of CoR. This includes providing text equivalents for non-text elements, alternatives to color-based displays, options for non-animated modes, and ensuring webpages load properly even when scripts are disabled. Documents should be organized for readability without requiring an associated style sheet, and the System should allow users to adjust color and contrast settings.

A.2.5.16 Enterprise Content Management ECM

Capability	Definition
Enterprise Content Management	The System should deliver native/third party tools to provide content management capabilities.

APPENDIX I

PROPOSAL COST FORM

The awarded proposer shall perform the services to be performed as set forth in this RFP and more particularly described in Section 4 for a not to exceed total amount of (ref: [attachment 2](#) to be used by the software vendors for the software costs):

\$ _____.

Attach proposal cost itemization or breakdown to this Appendix I Proposal Cost Form.

Proposer/Company Name: _____

Authorized Signature _____ Date _____

Signed by: _____
[Type or Print Name]

Title of Signer: _____

APPENDIX II PROPOSER QUESTIONNAIRE

The following questions must be answered, and data given must be clear and comprehensive. If necessary, questions may be answered on separate sheets. The Proposer may submit any additional information desired.

Company Name:		d/b/a (if applicable)	
Street / PO Box:			
City:		State:	Zip:
Phone:	Fax:	E-Mail:	
Website (if applicable):			
<input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Other			
Number of years in business under company's present name:			
Fed Tax ID #:	DUNS #		
Are you registered with the North Carolina Secretary of State to conduct business (if required)? (Check One) YES: <input type="checkbox"/> NO: <input type="checkbox"/> Not Applicable: <input type="checkbox"/>			
Are you properly licensed/certified by the Federal and/or State of North Carolina to perform the specified work? YES: <input type="checkbox"/> NO: <input type="checkbox"/> Not Applicable: <input type="checkbox"/> ATTACH COPY OF ALL APPLICABLE LICENSING/CERTIFICATION DOCUMENTS			
Are/will you be properly insured to perform the work? YES: <input type="checkbox"/> NO: <input type="checkbox"/>			
Contact for this Contract:		Title:	
Phone:	Fax:	E-Mail:	
Have you ever defaulted or failed on a contract? (If yes, attach details) YES: <input type="checkbox"/> NO: <input type="checkbox"/>			
List at least three (3) references for which you have provided these services (same scope/size) in the past three years - preferably government agencies. Do not include City of Raleigh as a reference to meet the requirement of listing at least (3) references. PROPOSERS ARE RESPONSIBLE FOR SENDING REFERENCE QUESTIONNAIRE (APPENDIX III) TO THEIR REFERENCES.			
1.	Company:		
Contact Person:		Title:	
Phone:	Fax:	E-Mail:	
Describe Scope of Work:			
2.	Company:		
Contact Person:		Title:	
Phone:	Fax:	E-Mail:	
Describe Scope of Work:			
3.	Company:		
Contact Person:		Title:	
Phone:	Fax:	E-Mail:	
Describe Scope of Work:			
4.	Company:		
Contact Person:		Title:	
Phone:	Fax:	E-Mail:	
Describe Scope of Work:			
5.	Company:		
Contact Person:		Title:	
Phone:	Fax:	E-Mail:	
Describe Scope of Work:			
The undersigned swears to the truth and accuracy of all statements and answers contained herein:			
Authorized Signature:		Date:	

APPENDIX III

REFERENCE QUESTIONNAIRE (Instructions)

RFP #274-IT2026-02 – Enterprise Resource Planning (ERP) Modernization

The City of Raleigh, as a part of the RFP, requires proposing companies to submit a minimum of three (3) business references as required within this document. The purpose of the references is to document the experience of the proposer relevant to the scope of services and assist in the evaluation process.

- The Proposer is required to send the reference form (the following two pages) to each business reference listed on Proposer Questionnaire.
- The business reference, in turn, is requested to submit the Reference Form directly to the City of Raleigh Point of Contact identified on the Reference Questionnaire form for inclusion in the evaluation process.
- The form and information provided will become a part of the submitted proposal. The business reference may be contacted for validation of the response.
- It is the Proposer's responsibility to verify their references have been received by the City of Raleigh Point of Contact by the date indicated on the reference form.

APPENDIX III

REFERENCE QUESTIONNAIRE FORM

RFP #274-IT2026-02 – Enterprise Resource Planning (ERP) Modernization

(Name of Business Requesting Reference)

This form is being submitted to your company for completion as a business reference for the company listed above.

This form is to be returned to the City of Raleigh, **Parijat Malla**, via email to **Parijat.Malla@raleighnc.gov** no later than **3:00 pm EST, April 20, 2026**, and **MUST NOT** be returned to the company requesting the reference.

For questions or concerns regarding this form, please contact the City of Raleigh, Point of Contact above.

Company Providing Reference

Contact Name and Title/Position

Contact Telephone Number

Contact Email Address

Questions:

1. In what capacity have you worked with this company in the past? If the company was under a contract, please acknowledge and explain briefly whether or not the contract was successful.

Comments:

2. How would you rate this company's knowledge and expertise?

3= Excellent

2= Satisfactory

1= Unsatisfactory

0= Unacceptable

Comments:

3. How would you rate the company's flexibility relative to changes in the scope and timelines?

3= Excellent

2= Satisfactory

1= Unsatisfactory

0= Unacceptable

Comments:

4. What is your level of satisfaction with hard-copy materials, e.g. reports, logs, etc. produced by the company?
 3= Excellent 2= Satisfactory 1= Unsatisfactory 0= Unacceptable

Comments:

5. How would you rate the dynamics/interaction between the company and your staff?
 3= Excellent 2= Satisfactory 1= Unsatisfactory 0= Unacceptable

Comments:

6. Who were the company's principle representatives involved in providing your service and how would you rate them individually? Would you comment on the skills, knowledge, behaviors or other factors on which you based the rating?

(3= Excellent; 2= Satisfactory; 1= Unsatisfactory; 0= Unacceptable)

Name: _____	Rating: _____
Name: _____	Rating: _____
Name: _____	Rating: _____
Name: _____	Rating: _____

Comments:

7. With which aspect(s) of this company's services are you most satisfied?

Comments:

8. With which aspect(s) of this company's services are you least satisfied?

Comments:

9. Would you recommend this company's services to your organization again?

Comments:

APPENDIX IV SAMPLE CONTRACT

[Fill-in the information identified in brackets and keyword fields, delete any optional or alternate clause-language where indicated, and remove all bracketed and highlighted instructional text within the template.]

Rev.09/15/25

NORTH CAROLINA
WAKE COUNTY

AGREEMENT FOR SOFTWARE AS A SERVICE

THIS SOFTWARE AS A SERVICE AGREEMENT (“Agreement”) is entered into by and between the City of Raleigh, a North Carolina municipal corporation, (hereinafter, the “City”), and [Keywords], a [add vendor’s state of incorporation] [add vendor’s corporate structure (Corporation, LLC, Partnership, etc.)] (hereinafter, the “Contractor”). This Contract is effective as of the date of the City’s signature below (“Effective Date”).

Now, in consideration of sums to be paid by the City to the Contractor, and other good and valuable consideration, the Contractor and City do contract and agree as follows:

1. Description of Services

Contractor hereby grants to the City a nonexclusive, worldwide license to access and use [add number of copies or seats] licenses of Contractor’s software titled [add name of software] version [add version of software] as may be updated (the “Software”), a more detailed description of which is contained in **Exhibit A** and incorporated herein by reference. Contractor’s provision and licensing of the Software under this Agreement, and the scope of work or additional description contained in **Exhibit A**, shall be referred to as the “Services”.

[All the services related to the software that will or can be provided by the Contractor (like training, monitoring, or cloud storage) and are intended to be provided by the Contractor, must be stated and described on Exhibit A.]

2. Definitions

- 2.1. “Documentation” means all materials provided by the vendor that describe the features, functionality, performance standards, service levels, or specifications of the SaaS product, including user guides, service descriptions, and technical manuals. Documentation establishes the baseline for service expectations and shall be attached to this Agreement. The vendor may not materially reduce the described services or functionality without prior written approval from the City.
- 2.2. “City Data” means (a) any information, documents, data, instruments, records, or reports created or possessed by the City and provided to Contractor, (b) information or data provided to Contractor from the City’s residents, customers, employees, agents, or other contractors by virtue of this Agreement, and (c) any information or data derived from the processing, storage, or analysis of any other City Data provided to Contractor.

- 2.3. "Acceptance" means the written approval from the City of the services or work received by the City for the consideration as provided in Section 10, below.
- 2.4. "Commencement Date" means the date to which the Contractor shall begin the work and services, but no earlier than the last of the parties to sign.
- 2.5. "Completion Date" means the date by which the work and services must be complete.
- 2.6. "Deliverables" means the tasks, reports, information, documents and other items, which the Contractor is required to complete and deliver to the City in accordance to Exhibit A.
- 2.7. "Effective Date" means the date of the last of the parties to sign.
- 2.8. "Expiration Date" means the date by which the term or period of time the work and services are to be provided ends. And the date by which work, and services can no longer be provided by the Contractor.
- 2.9. "Notice to Proceed" is City's written notice and authorization for the Contractor to begin the work and services in accordance to Exhibit A.
- 2.10. "Project" means the work or services as defined in Exhibit A to be performed by the Contractor for the consideration as provided in Section 10, below.
- 2.11. "Services" (or "Work") means the work or services including any deliverables which the Contractor is to perform for City as set forth in Exhibit A.
- 2.12. "Communications" is any public or City employee facing information presented in channels such as, but not limited to, a website, mobile applications, social media, printed materials, vehicles, billboards, and videos.

3. Time and Period of Performance

- 3.1. **Initial Term.** The term of this Agreement shall be for *[add number of years/quarters/months of the services-the written number followed by the numeral in parenthesis]* from the Effective Date, unless earlier terminated by the parties ("Initial Term").
- 3.2. **Renewal Term.** On or before the expiration of the Initial Term, and then on or before the expiration of any Renewal Term as defined herein, this Agreement may be renewed by City for up to *[add number of renewal terms]* additional one-year terms ("Renewal Term"). Each Renewal Term shall run for one (1) year from the expiration of the previous Initial or Renewal Term and shall be subject to the same terms and conditions as the Initial Term unless earlier terminated or amended in writing by the parties.

[Note: In certain situations that warrant the change, a department may request a change to the renewal term language above for "automatic renewals" from IT Client Services during planning and approval phases of contract development.]

4. Compensation

The City shall pay the Contractor \$ *[add dollar amount]* for the Services to be performed hereunder. The total amount payable to the Contractor by the City under this Agreement shall not exceed \$ *[add dollar amount]* unless changed by a duly authorized amendment.

5. Invoices

5.1. Contractor shall submit invoice(s) to the CITY stating the nature and quantity of the Services performed and accompanied by proper supporting documentation as the CITY may require. The Contractor may submit invoices using ONE of the following options:

5.1.1. The Contractor shall email all invoices to: accountspayable@raleighnc.gov; or

5.1.2. The Contractor shall mail all invoices to:

City of Raleigh
Accounts/Payable
P.O. Box 590
Raleigh, NC 27602-0590

5.1.3. Each invoice must contain the following information:

5.1.3.1. Contractor name

5.1.3.2. Invoice Number

5.1.3.3. Current and Valid City of Raleigh Purchase Order Number

5.1.3.4. City of Raleigh Contract Number

5.1.3.5. Description of Services Performed

5.1.3.6. Date Services were performed

5.1.3.7. Address to which the Payment Should Be Sent

5.2. CITY will pay accurate, undisputed, properly submitted invoices within thirty (30) days after the CITY's Contract Manager has approved each invoice. An undisputed, properly submitted invoice is defined as an invoice that indicates only the Services that have been satisfactorily completed and accepted by the CITY pursuant to the terms of this Contract.

5.3. As a condition of payment, the Contractor must submit an invoice to the CITY no later than sixty (60) days after the applicable Services have been provided, access to licensed software has been activated, or deliverables have been made available for use—whichever is most applicable to the nature of the work. Any Services or deliverables not invoiced within this 60-day period shall be deemed waived, and the CITY shall have no obligation to pay for them. Exceptions may be granted in writing at the CITY's sole discretion.

5.4. The Contractor waives the right to payment for any work and services that have not been invoiced to the CITY within 60 days after such work and services were performed.

5.5. All invoices must include the following Purchase Order Number: _____.
Invoices submitted without the correct purchase order number will result in delayed payment.

New Purchase Order numbers will be generated as needed for annual encumbrances.

6. Quality Of Services

- 6.1. The Software provided under this Agreement shall be furnished in a stable and “general availability” format, to the reasonable satisfaction of the City, and shall materially conform to the Documentation, and all prevailing industry and professional standards.
- 6.2. If this Agreement relates to sensitive data: Contractor shall assure that all support, if any, is performed by appropriately qualified and licensed personnel, eligible to work in the United States, who shall exercise the degree of skill, and possess the credentials and knowledge normally possessed by members of their profession in good standing in the community.

7. Time is of the Essence

The parties acknowledge and agree that time is of the essence with respect to Contractor’s performance of the Services under this Agreement and that Contractor will respond within five (5) business days. Contractor shall deliver services and Deliverables on or before the assigned dates in the Exhibits for City’s consideration of acceptance.

8. Termination

- 8.1. Termination for Convenience. The City may terminate this Agreement at any time by providing thirty (30) days written notice to the Contractor (“Termination for Convenience”). In the event of a Termination for Convenience, all undisputed fees already paid by the City during the current Initial or Renewal Term shall be non-refundable and are forfeited. Contractor shall be entitled to receive just and equitable compensation for the Services provided to the City as of the date of termination. Notwithstanding the foregoing, in no event will the total amount due to Contractor under this section exceed the total amount due Contractor under this Agreement (or any subsequent Amendments). In the event of termination, the Contractor will be required to return and destroy the City’s data with 5 business days.
- 8.2. Termination for Cause without Opportunity to Cure. The City may terminate the Contract if the Contract violates or fails to perform any covenant, provision, obligation, term or condition contained in the Contract, provided that, unless otherwise stated in the Contract, such failure or violation shall not be cause for termination if both of the following conditions are satisfied:
 - 8.2.1. Such default is reasonably susceptible to cure; and,
 - 8.2.2. Contractor cures such default within thirty (30) days of receipt of written notice of default from the City.
 - 8.2.3. Contractor shall cease performance immediately upon receipt of such notice. In the event of a Termination for Cause all previously paid fees will be refunded to the City on a pro-rata basis. The pro-rated refund will be provided starting from the date Contractor receives notice of the City’s Termination for Cause.
 - 8.2.4. Notwithstanding the above, the Contractor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this Agreement, and the City may withhold any payment due to the Contractor for the purpose of setoff until such time

as the City can determine the exact amount of damages due the City because of the breach.

9. Remedies

- 9.1. Right to Cover. If the Contractor fails to meet the Completion Date or resolution time set forth in this Contract (including the exhibits), the City may take any of the following actions with or without terminating this Contract, and in addition to and without limiting any other remedies it may have:
 - 9.1.1. Employ such means as it may deem advisable and appropriate to perform itself or obtain the Services from a third party until the matter is resolved and the Contractor is again able to resume performance under this Contract; and,
 - 9.1.2. Deduct any and all expenses incurred by the City in obtaining or performing the Services from any money then due or to become due the Contractor and, should the CITY's cost of obtaining or performing the services exceed the amount due the Contractor, collect the amount due from the Contractor.
- 9.2. Right to Withhold Payment. If the Contractor breaches any provision of this Contract, the CITY shall have a right to withhold all payments due to the Contractor until such breach has been fully cured.
- 9.3. Specific Performance and Injunctive Relief. The Contractor agrees that monetary damages are not an adequate remedy for the Contractor failure to provide the Services as required by this Contract, nor could monetary damages be the equivalent of the performance of such obligation. The City has the right to seek specific performance and injunctive relief from a court of competent jurisdiction should the Contractor breach, or attempt to breach, the Contract. Accordingly, the Contractor hereby consents to an order granting specific performance of such obligations of the Contractor in a court of competent jurisdiction within the State of North Carolina. The Contractor further consents to the City obtaining injunctive relief (including a temporary restraining order) to assure performance in the event the Contractor breaches the Contract.
- 9.4. Setoff. The City shall be entitled to setoff and deduct from any amounts owed to the Contractor pursuant to this Contract all damages and expenses incurred or reasonably anticipated as a result of the Contractor's breach of this Contract.
- 9.5. Other Remedies. Upon breach of this Contract, the City may seek all legal and equitable remedies to which it is entitled. The remedies set forth herein shall be deemed cumulative and not exclusive and may be exercised successively or concurrently, in addition to any other available remedy.

10. Indemnification

- 10.1. Except to the extent caused by the sole negligence or willful misconduct of the City, the Contractor shall indemnify, defend, and hold harmless the City, including its officers, agents, and employees, from liability of any kind, including all claims, costs (including defense), and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims, costs (including defense) and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Contractor in the

performance of this Agreement. This representation and warranty shall survive the termination or expiration of this Agreement.

- 10.2. The Contractor shall indemnify, defend, and hold harmless the City, its officers, agents and employees from liability of any kind, including claims, costs (including defense) and expenses, on account of any copyrighted material, patented or unpatented invention, articles, device, or appliance manufactured or used in the performance of this Agreement.
- 10.3. The Contractor shall indemnify, defend, and hold the Customer harmless from any damages, costs, or claims arising from a security breach, unauthorized disclosure, or failure to adhere to the cybersecurity and privacy obligations outlined in this Agreement.

11. Insurance

- 11.1. Additional Insured. Contractor agrees to endorse the City as an additional insured on the Commercial General Liability Policies, Auto Liability Policies, and Umbrella Liability Policies if being used to meet the standard of the General Liability and Automobile Liability. The Additional Insured shall read as follows:
City of Raleigh is named additional insured as their interest may appear.
- 11.2. Certificate of Insurance. Contractor shall provide to the City a Certificate of Insurance evidencing that all coverages, limits and endorsements required herein are maintained and in full force and effect. Said Certificates of Insurance shall provide a minimum thirty (30) day endeavor to notify duty by Contractor's insurer, when available. If Contractor receives a non-renewal or cancellation notice from an insurance carrier affording coverage required herein, or receives notice that coverage no longer complies with the insurance requirements herein, Contractor agrees to notify the City within five (5) business days with a copy of the non-renewal or cancellation notice, or written specifics as to which coverage is no longer in compliance. The Certificate Holder address should read:
City of Raleigh, Post Office Box 590, Raleigh, NC 27602-0590
- 11.3. Minimum Coverage Requirements. Contractor agrees to maintain at all times during the life of this Agreement, on a primary basis and at its sole expense, the following coverages and limits. The requirements contained herein, as well as City's review or acceptance of insurance maintained by Contractor is not intended to and shall not in any manner limit or qualify the liabilities or obligations assumed by Contractor under this Agreement. All insurance companies must be authorized to do business in North Carolina and be acceptable to the City of Raleigh's Risk Manager.
 - 11.3.1. Commercial General Liability – Combined single limit of no less than \$1,000,000 per occurrence and \$2,000,000 aggregate. Coverage shall not contain any endorsement(s) excluding nor limiting Product/Completed Operations, Contractual Liability, or Cross Liability.
 - 11.3.2. Automobile Liability – Limits of no less than \$1,000,000 Combined Single Limit. Coverage shall include liability for Owned, Non-Owned, and Hired automobiles. In the event that Contractor does not own automobiles, Contractor agrees to maintain coverage for Hired and Non-Owned Auto Liability, which may be satisfied by way of endorsement to the Commercial General Liability policy or separate Auto Liability policy. Automobile

coverage is only necessary if vehicles are used in the provision of Services under this Agreement or are brought on City property.

- 11.3.3. Cyber Liability Insurance – Including first-party and third-party coverage, with limits no less than \$1,000,000 per occurrence and \$3,000,000 in the aggregate for all claims each policy year. The policy maintained to satisfy this provision shall not contain terms limiting or excluding coverage for ransomware, malware, intellectual property, or data breach claims.
- 11.3.4. Worker’s Compensation & Employer’s Liability – Contractor agrees to maintain Worker’s Compensation Insurance in accordance with North Carolina General Statute Chapter 97 with statutory limits and employer’s liability of no less than \$1,000,000 per occurrence.
- 11.3.5. Umbrella or Excess Liability – Contractor may satisfy the minimum liability limits required above under an Umbrella or Excess Liability policy, provided that if the Umbrella or Excess Liability policy is being used to satisfy the Cyber Liability policy requirement above, then said policy shall not contain terms limiting or excluding coverage for ransomware, malware, intellectual property, or data breach claims. There is no minimum Per Occurrence limit of liability under the Umbrella or Excess Liability, however, the Annual Aggregate limits shall not be less than the highest ‘Per Occurrence’ limit for required policies. Contractor agrees to endorse City of Raleigh as an ‘Additional Insured’ on the Umbrella or Excess Liability unless the Certificate of Insurance states the Umbrella or Excess Liability provides coverage on a ‘Follow-Form’ basis.
- 11.3.6. Professional Liability – Limits of no less than \$1,000,000 for each claim and \$3,000,000 aggregate coverage limit. A Professional Liability policy is only required if Support is being provided as part of the Services under this Agreement.

12. Communications

- 12.1. If communications to the public and/or City employees are required as part of the Contractor’s scope of work under this Contract, then the Contractor shall work with the City in the development of a communications plan (“Communications Plan”) that must first be approved by the City in writing before any such communications are delivered to the public and/or City employees.
 - 12.1.1. For the avoidance of doubt, this Section does not apply to communications with City employees who are authorized users of the Services. The City’s current brand and communications guidelines are incorporated into this Contract by reference.
- 12.2. **Communications Plan Approval.** Any public marketing materials, or public outreach from the Contractor related to the service or effort under this Contract that references the City of Raleigh, must first be reviewed and approved by the City’s Communications Department. This is to ensure that the Communications Plan: (i) complies with the City’s brand and communication guidelines; (ii) integrates with the City’s other communications channels and digital strategy; (iii) meets accessibility guidelines; and (iv) conforms to communications best practices with respect to general user experience.

12.2.1. For the avoidance of doubt, this section does not apply to communications within the application to [Keywords] authorized users, existing [Keywords] documentation or help articles or resources, or content and communication is that is broadly available to all [Keywords] customers without naming specific customers.

12.3. Accessibility Requirements: All HTML web materials made available to the general public conform with World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG), version 2.1, level AA.

12.3.1. Languages: HTML content made available for the general public Webpages that are public will be available for use with publicly available translation tools (e.g. G-translate).

12.4. Advertising. Contractor shall not use the existence of this Contract, or the name of the City of Raleigh, as part of any advertising without the prior written approval of the Customer. This includes granting and rescinding permission - which shall be provided at the discretion of the Communications Director of the Customer.

12.5. Trademarks. Any trademarks and service marks ("Trademarks") adopted by the Contractor to identify the Services. Documentation and other products and services, belong to the Contractor. Nothing herein grants, or shall be construed to grant, to Customer any rights to such Trademarks.

13. Trademark

13.1. Acknowledgement of City Brand and Tree Logo Ownership and Restrictions. The City of Raleigh has developed proprietary branding (the "City Brand") centered around the Raleigh tree mark logo (the "Tree Logo"). The City's exclusive rights and ownership in and to the Tree Logo are protected under trademark and copyright, including U.S. Copyright Reg. No. VAu1-322-896, N.C. State Trademark Registration Reg. No. T-23070 and Federal Trademark Registration Reg. No. 5,629,347, as well as under other federal and state laws.

13.1.1. Contractor acknowledges and understands that the City is not conferring any license to Contractor under this Agreement to use or depict the Tree Logo or other aspects of the City Brand. Contractor shall not make any use or depiction of the Tree Logo or other aspects of the City Brand without the prior express written approval of the City. In this regard, should any materials being produced by Contractor for the City under this Agreement contemplate use or depiction of the Tree Logo, including, but not limited to, printed materials, digital media, signage and/or display materials, Contractor shall proceed under the auspices and direction of the City's Communications Department and shall comply with all guidelines and restrictions governing use or depiction of the Tree Logo.

14. Cybersecurity and Privacy

14.1. As is necessary to comply with Section 22 below, City Data does not include this Agreement or any internal information, documents, data, instruments, records, or reports created by and originating solely with Contractor or its licensors that, while pertaining to this Agreement, do not otherwise contain City Data as defined above.

- 14.1.1. As between the City and Contractor only, City Data shall remain the exclusive property of the City, and the City retains the right, title, and interest in all City Data unless specifically relinquished in writing. “Authorized Persons” means City employees or agents. “Contracted Persons” means Contractor’s employees who are currently engaged in the provision of Services under this Agreement, and Contractor’s subcontractors who comply with Section 14.6 below.
- 14.2. Permissible Use of City Data. Contractor may use any City Data in its possession only as is necessary to provide the Services under this Agreement or to comply with any applicable law or court order. Contractor otherwise prevents and shall contractually prohibit the access, copying, or use of City Data in Contractor’s possession by any third-party, Contractor’s other customers, or Contractor’s subcontractors, provided that Contractor may disclose City Data to Contractor’s subcontractors as is necessary to provide the Services under this Agreement only if:
- 14.2.1. Contractor’s contract with such subcontractor contains terms reasonably consistent with this Agreement; and,
- 14.2.2. Such subcontractor has acknowledged in writing, either independently or in its contract with Contractor, that the City Data shall remain the exclusive property of the City and that the subcontractor will maintain an industry standard information security program.
- 14.3. Data Security & Protection. The Contractor shall implement and maintain appropriate administrative, technical, logical, and physical safeguards to ensure the security, confidentiality, integrity, and availability of Customer Data and prevent anyone other than authorized City employees or designees from monitoring, using, or gaining access to City Data.
- 14.3.1. The Contractor will employ industry best practices and regulatory requirements for cybersecurity and data in the collection, transmission, storage and access of City Data and will make all reasonable attempts to prevent the loss, corruption, or unauthorized alteration of City Data. These measures shall be consistent and comply with the following frameworks:
- 14.3.1.1. NIST Cybersecurity Framework (CSF) 2.0
- 14.3.1.2. CIS Controls (latest version)
- 14.3.1.3. ISO/IEC 27001 and 27701 (if applicable to privacy and security management)
- 14.3.2. Data Storage, Transmission, and Access. The Contractor will store, collect, and process City data solely on servers physically located within the continental United States of America in a climate-controlled environment which includes: (i) fire and security hazard detection and suppression systems, and (ii) network and electrical redundancy systems, for instance automatic fail-over standby generators or backup Uninterruptable Power Supply.
- 14.3.3. Utilize, at a minimum and if applicable, Multi-Factor Authentication, updated network security certificates, Transport Layer Security v1.2 or later, or other like transmission security, end-to-end and at rest encryption using AES-256 at a minimum, in accordance

with the Federal Information Processing Standard Publication 140 as applicable and as amended from time to time, and other similar security measures commonly utilized in the storage, transmission, and access of data.

14.4. Data Security and Privacy Documentation. Contractor shall provide the City a copy of the following documents, or attestation as outlined, within three business days of the City's request for such documents.

14.4.1. Attestation of the industry standard compliance framework(s) used as the basis for the creation of the Contractor's security-related documents and artifacts:

14.4.1.1. Data Classification policy;

14.4.1.2. Privacy policy;

14.4.1.3. Security Training and Awareness policy;

14.4.1.4. Incident response plan;

14.4.2. The Contractor shall attest that the Incident Response Plan follows industry standard practices, such as those that at a minimum are consistent with the contingency planning requirements of NIST Special Publication 800-61 Rev. 2, NIST Special Publication 800-53 Rev. 5, and the incident response requirements of NIST Special Publication 800-53 Rev. 4, as those standards may be amended. Contractor will adhere to each of its established policies to the extent such policies do not conflict with this Agreement or violate any laws, rules, or regulations.

14.4.2.1. If Contractor does not possess or maintain one of the foregoing policies, Contractor shall notify the City of this deficiency prior to the execution of this Agreement:

14.4.2.1.1. Mobile Device Management policy;

14.4.2.1.2. Disaster Recovery plan;

14.4.2.1.3. Business Continuity plan;

14.4.2.1.4. Audit and testing schedules;

14.4.2.1.5. Security requirements for third-party business partners and contractors;

14.4.2.1.6. Background Check policy;

14.4.2.1.7. Summary of all previous data breaches; and

14.4.2.1.8. Any other relevant information regarding security policies or procedures.

- 14.5. Data Privacy & Compliance. The Contractor shall comply with the latest version of all applicable federal, state, and local laws, including but not limited to:
 - 14.5.1. North Carolina Identity Theft Protection Act, N.C.G.S. § 75-60 et seq;
 - 14.5.2. The Payment Card Industry Data Security Standard (PCI-DSS) (if applicable);
 - 14.5.3. The General Data Protection Regulation (GDPR) (if applicable);
 - 14.5.4. The Health Insurance Portability and Accountability Act (HIPAA) (if applicable);
 - 14.5.5. The Criminal Justice Information Services (CJIS) Security Policy (if applicable).
- 14.6. Subcontractors & Third-Party Service Providers. If the Contractor engages any subcontractors or third-party services or service providers that process Customer Data, the Contractor shall:
 - 14.6.1. Ensure subcontractors and third-party services or service providers adhere to the same security and privacy requirements set forth in this agreement;
 - 14.6.2. Conduct security assessments of subcontractors and third-party services or service providers before engaging their services;
 - 14.6.3. Provide the City with an annual updated list of subcontractors and third-party services or service providers and attest that these entities are continuing to adhere to the same security and privacy requirements set forth in this agreement;
 - 14.6.4. Remain fully liable for any actions or omissions of subcontractors and third-party services or service providers related to Customer Data security.
- 14.7. Notification of Security Incident: Contractor shall promptly notify the City in writing of any actual or suspected security incident, data breach, unauthorized access, or other cybersecurity event that compromises City Data, systems, or services. The notification must occur:
 - 14.7.1. Within 24 hours of detecting a confirmed breach affecting City Data;
 - 14.7.2. Within 48 hours of detecting a suspected security incident requiring further investigation.
 - 14.7.3. This does not include pings and other broadcast attacks on Contractor's firewall, port scans, unsuccessful log-on attempts, denials of service, and any combination of the above, so long as no such incident results in a data security incident related to City Data. The initial notification shall be sent to the City's Chief Information Security Officer (CISO) and include:
 - 14.7.3.1. A summary of the incident and affected data;
 - 14.7.3.2. The date, time, and nature of the incident;
 - 14.7.3.3. Steps taken to contain and mitigate the breach;

14.7.3.4. A timeline for corrective action and root cause analysis.

14.8. Security Investigation. The Contractor must cooperate with the City's request to investigate and resolve the incident in a timely manner, promptly implement necessary remedial measures, and document all responsive actions and measures related to the security incident to include all post-incident review or after-action reports and actions that will be taken to prevent a reoccurrence of the data breach. If a Data Security Incident occurs in which City Data is accessed, viewed, copied, altered, or deleted, Contractor must, at its sole cost and expense:

14.8.1. Investigate, identify, and remediate the root cause of the incident;

14.8.2. Bear any costs associated with the investigation and resolution of the incident;

14.8.3. Prevent the public disclosure of the Data Security Incident except as required by law or with the City's permission;

14.8.4. If applicable, pay the reasonable costs to City for sending notification to individuals whose personal information is City Data, as required by the North Carolina Identity Theft Protection Act, N.C.G.S. § 75-60 et seq.;

14.8.5. If applicable, engage the services of a credit monitoring or identity protection service;

14.8.6. If applicable, publish a website or toll-free number and call center for affected individuals as required by North Carolina and federal law;

14.8.7. Complete all remedial and corrective actions in accordance with information security industry best practices; and

14.8.8. Provide City within 10 business days the written findings of any investigation and access to remedial measures as they may be relevant to end users or consumers of Contractor's SaaS products.

14.9. Business Continuity and Disaster Recovery Plan: Contractor shall establish and maintain a comprehensive business continuity and disaster recovery plan that covers the restoration of both technology and business operations in the event of an unplanned event. Upon the City's request, the Contractor shall provide the City access to Contractor's business continuity and disaster recovery plans for the City's review, including the frequency and last utilization of any such plan. The Contractor agrees to review and update its BC/DR plan on at least an annual basis.

14.9.1. The planning process for the business continuity and disaster recovery plan shall include risk analysis, business impact analysis, and recovery strategies for different scenarios to include cyberattacks, geographic/regional events, pandemics, and natural disasters (e.g., tornado, hurricane, flooding, fire, power outage). The business continuity and disaster recovery plan shall cover, among other things, Contractor's operations associated with its activities under the Agreement. Contractor shall utilize geographically diverse data centers to ensure availability in the event of a disaster or Data Security Incident.

- 14.10. Data Retrieval. For the duration of this Agreement and for forty-five (45) days following this Agreement's expiration or termination, Contractor shall provide the City with a method for accessing, retrieving, and downloading all City Data in a nonproprietary, industry standard format, and shall assist the City in accessing, retrieving, or downloading all City Data held by any of Contractor's subcontractors who qualify as Contracted Persons, to the extent that such City Data has not been removed or otherwise already deleted by Contracted Persons, City, or its Authorized Persons.
- 14.11. Data Return at the City's request. Contractor shall:
- 14.11.1. Return all City Data to the City in a nonproprietary, industry standard machine-readable format within forty-five (45) days of such a request, except as required by applicable law or to defend itself in any legal action, proceeding or investigation, including all data held by the Contractor's subcontractors;
 - 14.11.2. Permanently delete all Customer Data from Contractor and subcontractor systems, unless otherwise required by law, and not retain any City Data following the above forty-five (45) day period and must remove, delete, purge, overwrite or otherwise render City Data inaccessible.
 - 14.11.3. Upon the removal, deletion, or purging of such data, the Contractor will ensure that destruction of the data was performed securely and in accordance with the latest revision of NIST Special Publication 800-88;
 - 14.11.4. Contractor will provide to the City an attestation of destruction once data has been destroyed.
- 14.12. Data Deletion. City may, in its sole discretion and upon written notice to Contractor, instruct Contractor to delete City Data instead of returning such City Data. Contractor will not delete any City data without prior written consent from the City and not before a copy of such data has been provided to the City. Notwithstanding the foregoing, Contractor will have no obligation to maintain City Data more than forty-five (45) days after the effective date of termination of this Agreement.
- 14.12.1. For the purposes of this Subsection 13.3 and as is necessary to comply with Section 14.8 below, City Data does not include this Agreement or any internal information, documents, data, instruments, records, or reports created by and originating solely with Contractor or its licensees that, while pertaining to this Agreement, do not otherwise contain City Data as defined above.
- 14.13. Data Backups: The Contractor shall implement and maintain a comprehensive data backup strategy to ensure the security, integrity, and availability of City Data. At a minimum, the backup solution shall:
- 14.13.1. Include automated, regularly scheduled backups of all City Data;
 - 14.13.2. Maintain at least one offsite or geographically separate backup to prevent data loss due to localized incidents;
 - 14.13.3. Utilize encrypted backups both in transit and at rest;

- 14.13.4. Support versioning and recovery of previous data states to protect against accidental deletions or corruption.
- 14.14. Backup Frequency and Retention. The Contractor shall adhere to the following backup schedule and retention policy:
 - 14.14.1. Backup Frequency: Critical data (e.g., databases, configurations, customer records) shall be backed up at least once every 24 hour; Full system backups shall occur weekly.
 - 14.14.2. Retention Policy: Daily backups shall be retained for at least 30 days; Weekly backups shall be retained for at least 90 days; Monthly backups shall be retained for at least one year, unless otherwise agreed upon.
- 14.15. Disaster Recovery and Restoration. The Contractor shall implement a disaster recovery plan that ensures timely data restoration in the event of a cybersecurity incident (e.g., ransomware, data breach); a system failure or hardware malfunction; a natural disaster or force majeure event. The Contractor shall:
 - 14.15.1. Ensure that data restoration can be completed within 3 hours of an outage (Recovery Time Objective – RTO);
 - 14.15.2. Guarantee that no more than 1 hour of data loss occurs in the worst-case scenario (Recovery Point Objective – RPO);
 - 14.15.3. Test backup and recovery processes at least quarterly and provide reports upon request.
- 14.16. Customer Access to Backups. The Contractor shall provide the City with Access to self-service backup recovery options (if applicable);
 - 14.16.1. The ability to request a full data export in a machine-readable format;
 - 14.16.2. A process to verify the integrity of backed-up data upon request.
- 14.17. Data Ownership and Compliance. All backup copies of City Data shall remain the sole property of the City. The Contractor shall ensure that backup and recovery procedures comply with all applicable data protection laws and regulations (e.g., NIST CSF, GDPR, HIPAA, ISO 27001).
- 14.18. Security and Encryption. All backup data shall be encrypted using industry-standard encryption protocols (e.g., AES-256). Backups shall be protected against unauthorized access through strict access controls. Any third-party backup service providers used must comply with the same security and compliance requirements as the Contractor.
- 14.19. Backup Failure and Notification. If a backup failure occurs, the Contractor shall notify the City within 24 hours and provide:
 - 14.19.1. A detailed report of the failure, including root cause analysis.

14.19.2. Immediate steps taken to remediate the issue.

14.19.3. An updated timeline for ensuring proper backup restoration.

14.20. Security Audits & Assessments. The City agrees to work closely and collaboratively with the Contractor in the event an audit of records is required. The Contractor and the City shall mutually agree on the scope and schedule of the audit to ensure minimal disruption to operations. Both parties commit to transparent communication and cooperation to successfully complete the audit in compliance with applicable regulations and contractual obligations. The Contractor shall:

14.20.1. Maintain detailed security logs and monitoring systems to detect unauthorized access or anomalous activity;

14.20.2. Conduct annual third-party security audits (e.g., SOC 2 Type II, ISO 27001, or equivalent) and provide results to the Customer upon request;

14.20.3. Allow the Customer to perform security assessments, penetration testing, or compliance audits upon reasonable notice.

14.21. Ongoing Security Improvements: The Contractor shall continuously monitor industry trends, emerging threats, and regulatory updates to ensure security measures remain effective. Any material changes to security protocols must be communicated to the Customer in a timely manner.

15. Amendments

This Contract may be amended only by written agreement of the parties executed by their authorized representatives.

16. Applicability of North Carolina Public Records Law

Notwithstanding any other provisions of this Agreement, this Agreement and all materials submitted to the City by the Contractor are subject to the public records laws of the State of North Carolina and it is the responsibility of the Contractor to properly designate materials that may be protected from disclosure as trade secrets under North Carolina law as such and in the form required by law prior to the submission of such materials to the City. Contractor understands and agrees that the City may take any and all actions necessary to comply with federal, state, and local laws and/or judicial orders and such actions will not constitute a breach of the terms of this Agreement. To the extent that any other provisions of this Agreement conflict with this paragraph, the provisions of this Section shall control.

17. Assignment

This Agreement may not be assigned without the express written consent of the City.

18. City Property

The Contractor shall be responsible for the proper custody and care of any property furnished or purchased by the City and provided to Contractor for use in connection with the performance of this Agreement and will reimburse the City for the replacement value of its loss or damage.

19. Companies Boycotting Israel Divestment Act Certification
Contractor certifies that it has not been designated by the North Carolina State Treasurer as a company engaged in the boycott of Israel pursuant to N.C.G.S. § 147-86.81.
20. Compliance with Laws
Contractor understands and agrees that the City may take any and all actions necessary to comply with federal, state, and local laws and judicial orders and such actions will not constitute a breach of the terms of this Agreement. To the extent that any other provisions of this Agreement conflict with this paragraph, the provisions of this Section shall control.
21. Compliance with Safety Standards
Contractor shall comply with all laws, ordinances, codes, rules, regulations, safety standards and licensing requirements that are applicable to the conduct of its business, including those of federal, state, and local agencies having jurisdiction and authority. Contractor shall familiarize itself with any building regulations applicable to any City worksite where Contractor is performing Services.
22. Confidentiality
Contractor shall protect the confidentiality of any and all individuals and will not discuss, transmit, or narrate in any form other information, medical or otherwise, received in the course of providing services hereunder except as authorized by the individual, a legally responsible person for the individual, or as otherwise permitted or required by law.
23. Contracting Authority
Contractor represents and warrants that it has full authority to enter into this Agreement and that each party has obtained all necessary consents in connection with the execution and delivery of this Agreement. The persons executing this Agreement on behalf of the parties warrant that they are duly authorized to execute this Agreement on behalf of their party. This Agreement constitutes a valid and legally binding obligation on each party, enforceable in accordance with its terms.
24. Entire Agreement / Incorporation of Documents
This Agreement, and any documents incorporated herein by reference, constitute the complete Agreement between the parties and supersedes all prior oral or written statements or agreements between the parties concerning the subject matter of this Agreement. In cases of conflict between this Agreement and any of the above-incorporated documents, the terms of this Agreement shall prevail.
25. E-Verify
Contractor shall comply with E-Verify, the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law and as in accordance with N.C.G.S. § 64-25 et seq. In addition, to the best of Contractor's knowledge, any subcontractor employed by Contractor as a part of this Agreement shall be in compliance with the requirements of E-Verify and N.C.G.S. § 64-25 et seq.
26. Force Majeure
Except as otherwise provided in any environmental laws, rules, regulations or ordinances applicable to the parties and the services performed under this Agreement, neither party shall be

deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations by an act of war, hostile foreign actions, nuclear explosion, earthquake, hurricane, tornado, controlling governmental order issued pursuant to a public health crisis, or other catastrophic natural event or act of God. Either party to the Agreement must take reasonable measures and implement reasonable protections when a weather event otherwise defined as a force majeure event is forecast to be eligible to be excused from the performance otherwise required under this Agreement by this provision.

27. Governing Law

Both the City and the Contractor, for themselves and their respective agents, officials, employees, and servants, hereby acknowledge and agree that this Contract shall be governed and construed in accordance with the applicable laws of the State of North Carolina, without regard to its choice of law provisions, and no other.

The proper, sole, and exclusive venue for any civil action arising out of or in any way related to this Contract shall be the federal or state courts sitting in Wake County, North Carolina.

28. Health Insurance Portability and Accountability Act (HIPAA)

In the event that the Services include the collection, processing, storage, or handling of Protected Health Information as that phrase is defined within Contractor shall comply with any and all laws and subsequent amendment thereof relating to the privacy and security of healthcare information, including the Health Insurance Portability and Accountability Act of 1996 (45 C.F.R. Parts 160, 162 & 164 and 42 C.F.R. Part 2), as further expanded by the Health Information Technology for Economic and Clinical Health Act, which was adopted as a part of the American Recovery and Reinvestment Act of 2009, and any subsequent modification thereof. Pursuant to 45 C.F.R. § 164.506, the parties may share an individual's Protected Health Information for the purposes of treatment, payment, or health care operations without the individual's consent.

29. Immunity

Nothing in this Agreement shall be construed to mandate purchase of insurance by the City pursuant to N.C.G.S. § 160A-485 or in any way waive the City's defense of sovereign or governmental immunity from any cause of action alleged or brought against any party for any reason if otherwise available as a matter of law. No officer, agent or employee of the City shall be subject to any personal liability by reason of the execution of this Agreement or any other documents related to the transactions contemplated hereby. Such officers, agents, or employees shall be deemed to execute this Agreement in their official capacities only, and not in their individual capacities. This Section shall not relieve any such officer, agent, or employee from the performance of any official duty provided by law.

30. Iran Divestment Act Certification

Contractor certifies that, as of the date listed below, it is not on the Final Divestment List as created by the State Treasurer pursuant to N.C.G.S. § 147-86.55, et seq. In compliance with the intent of the Iran Divestment Act and N.C.G.S. § 147-86.60, Contractor shall not utilize in the performance of the Agreement any subcontractor that is identified on the Final Divestment List.

31. Non-Appropriation of Funds

The City of Raleigh is a governmental entity, and this Agreement's validity is based upon the availability of public funding under the authority of its statutory mandate. In the event that funds are not available and not appropriated to the program specified in this Agreement, then this

Agreement shall automatically expire without penalty to either party. In the event of a legal change in the City's statutory authority, mandate, and mandated functions which adversely affects the authority to continue performing obligations under this Agreement, then this Agreement shall automatically expire without penalty to either party.

32. Non-Discrimination

To the extent permitted by North Carolina law, the parties for themselves, their agents, officials, directors, officers, members, representatives, employees, and contractors agree not to discriminate in any manner or in any form based on actual or perceived age, mental or physical disability, sex, religion, creed, race, color, sexual orientation, gender identity or expression, familial or marital status, economic status, veteran status or national origin in connection with this Agreement or its performance.

The parties agree to conform with the provisions and intent of Raleigh City Code § 4-1004 in all matters related to this Agreement. This provision is incorporated into the Agreement for the benefit of the City of Raleigh and its residents and may be enforced by an action for specific performance, injunctive relief, or any other remedy available at law or equity. This section shall be binding on the successors and assigns of all parties with reference to the Agreement.

33. Notices

All notices, requests for payment, or other communications arising under this Agreement shall be in writing, shall include an auditable receipt, and sent to the following individuals:

<u>City of Raleigh</u>	<u>Contractor</u>
Attn:	Attn:
Title:	Title:
Address 1: P.O. Box 590	Address 1:
Address 2: Raleigh, NC 27602	Address 2:
Telephone:	Telephone:
Email:	Email:

All notices required or permitted under this Agreement shall be sufficient if sent by personal delivery, electronic mail, or certified mail. The parties may update their addresses for notice from time to time by notice to the other party in conformance with this Section. Except as otherwise provided in this Agreement, notice is effective only upon receipt by the receiving party.

34. Relationship of the Parties

The Contractor shall be considered an independent contractor and as such shall be wholly responsible for the work to be performed and for the supervision of its employees. Nothing herein is intended or will be construed to establish any agency, partnership, or joint venture. Contractor represents that it has, or will secure at its own expense, all personnel required in performing the Services under this Agreement. Such employees shall not be employees of or have any individual contractual relationship with the City.

35. Right to Audit and Access to Records

The City may conduct an audit of any services performed and fees paid subject to this Agreement. The City or its designee may perform such an audit throughout the Term of the Agreement and for three (3) years after termination thereof or longer if otherwise required by law. The

Contractor and its agents shall maintain all internal books, documents, papers, accounting records, contract records and such other evidence as may be appropriate to substantiate costs incurred under this Agreement. "Records" shall be defined as data of every kind and character, including but not limited to books, documents, papers, accounting records, contract documents, information, and materials that, in the City's sole discretion, relate to matters, rights, duties or obligations of this Agreement. Records and employees shall be available during normal business hours upon advanced written notice. Electronic mail shall constitute written notice for purposes of this section. The City or its designee shall have the right to: (i) review and copy records; (ii) interview current and former employees; (iii) conduct such other investigation to verify compliance with Agreement terms; and (iv) conduct such other investigation to substantiate costs incurred by this Agreement. The Contractor shall provide the City or its designee reasonable access to facilities and adequate and appropriate workspace for the conduct of audits. The rights established under this section shall survive the termination of the Agreement, and shall not be deleted, circumvented, limited, confined, or restricted by contract or any other section, clause, addendum, attachment, or the subsequent amendment of this Agreement. The Contractor shall reimburse the City for any overcharges identified by the audit within ninety (90) days of written notice of the City's findings. Contractor shall, upon request, provide any records associated with this engagement to the North Carolina State Auditor that are necessary to comply with the provisions of N.C.G.S. § 147-64.7.

36. Severability

To the extent permitted by applicable law, the parties hereby waive any provision of law that would render any clause of this Agreement invalid or otherwise unenforceable in any respect. In the event that a provision of this Agreement is held to be invalid or otherwise unenforceable, such provision will be interpreted to fulfill its intended purpose to the maximum extent permitted by applicable law, and the remaining provisions of this Agreement will continue in full force and effect.

37. Third-Party Beneficiary

This Agreement is not intended for the benefit of any third party. The rights and obligations contained herein belong exclusively to the parties hereto and shall not confer any rights or remedies upon any person or entity other than the parties hereto.

38. Public Records Obligations; Trade Secrets

Notwithstanding any other provisions of this Agreement, this Agreement and all materials submitted to the City by the Contractor are subject to the public records laws of the State of North Carolina and it is the responsibility of the Contractor to properly designate materials that may be protected from disclosure as trade secrets under North Carolina law as such and in the form required by law prior to the submission of such materials to the City. Regardless of what Contractor may label as a trade secret, determination as to whether it is or is not entitled to protection will be determined by the City, in its sole discretion, in accordance with N.C.G.S. § 132-1.2 and any other applicable law.

39. Survival

The provisions of this Agreement related to intellectual property, the City's public records obligations, confidentiality, the right to audit, City Data, indemnification, and insurance survive the termination or expiration of this Agreement.

The remainder of this page remains blank intentionally.

SAMPLE

IN WITNESS WHEREOF, the parties have executed this Agreement by digital signature, under seal, on the respective dates below, and this Agreement shall be effective upon the date of the City’s signature (the “Effective Date”) or as of the Effective Date set forth on page one of this Agreement.

CONTRACTOR:

CITY:

[Keywords]

CITY OF RALEIGH
a North Carolina municipal corporation

By:

By:

Signature (SEAL)

Signature

Name

Name

Title

Choose an item.
Title

Date of Signature

Choose an item.
Department

Date of Signature

ATTEST:

ATTEST:

Signature

City Clerk (or designee) (SEAL)

Name

Title

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

Chief Financial Officer (or designee)

APPENDIX V

Demonstrations

As part of the demonstration process, vendors are requested to showcase key use cases that reflect real-world scenarios relevant to municipal operations. These use cases are designed to assess the system’s capabilities. The CoR has requested demonstrations of the use cases listed below.

Hire to Retire: Acquire Talent Use Case Description

Business Outcome	Identify and acquire skilled workers to fill open positions and meet organizational needs. Successful, efficient end-to-end process for offering positions to identified candidates, and familiarizing them with the organization.
Main “Actor(s)”	HR Personnel, Manager(s), Candidates, Employees
Scenario Beginning	Source candidates
Scenario End	Onboard new hire so they may be paid, enrolled in benefits, etc. and become familiar with the City, culture and expectations.
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Create, modify and track requisitions. • Track comments / justification for requisition and approval of requisition. • Provide Standardized Posting Template - all postings should have the same look and feel in the system. • Track and understand the status of requisitions. • Workflow management to ensure all appropriate steps are followed to allow for complete reporting and compliance to local laws/regulations • Provide mobile capability to allow external candidates to view job postings online and apply. • Track the following for each candidate: Qualifications, Education Level, Professional Licenses • Auto-trigger applicant notification emails based on various stages of status (communication after apply, screen, interview, reject, position hold, position cancel). • Perform preliminary screening on job applications and to do automatic filtering to create a shorter list of viable candidates. • Search applicant database for internal and external candidates and provide search results that would be organized by percentage match. • Search applicant database for internal and external candidates and provide search results that would be organized by percentage match. • Provide a candidate relationship management tool to build talent pools, source, and communicate with interested job seekers. • Flag positions for special requirements. • For the Hiring Manager to electronically rate and/or weight skills, experience, education, certification and licenses as compared to pre-determined classification standards. • Automatically perform a pre-screening based on pre-screening to provide an initial rating. • Allow new hires to provide/verify information directly (e.g. SSN, DOB, etc.) directly via self-service. • Auto-trigger the ordering of the drug testing (integration with a 3rd party application) based on candidate status and track everything through ATS.

	<ul style="list-style-type: none"> • Track, report and document all offers and their status, including tracking dates associated with the changes in the offer (e.g., extended; accepted; counter; counter acceptance; rejected; withdrawn) • Ensure role-based access to reports or view dashboards (ability to view and extract all the necessary data and data elements) • User to receive customized/personalized on-boarding plan by role (Department, Title, Manager Level etc.). • Automatic Workflow to electronically deliver HR documentation to new hires or other employees. • Create and track an On Boarding Plan. Plan should be able to specify and track other City employees whom new hires should meet during their first week of employment. The system shall provide ability for Manager to customize/modify the plan as needed.
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Hire to Retire: Administer HR Use Case Description

Business Outcome	Support the HR team's day-to-day operations while administering HR services
Main "Actor(s)"	HR Personnel, Managers
Scenario Beginning	Employee information and HR services (including need for new positions) available
Scenario End	Track and report on various HR services (including position fulfillment).
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Generate employee reports, based on user-defined time period. • The system shall provide the ability to create, edit and view job classifications and classification related data for any effective date (for example, history, current, future, cancelled) and maintain historically. • The system shall provide the ability to associate job classification to career path of classification series (for example, job series, comparability, job families, career progression series) for multiple labor units. • Provide the ability to track and report on progress of position fulfillment efforts. • Generate, complete and track Personnel Action Requests in the system.

Hire to Retire: Manage Workforce Performance Use Case Description

Business Outcome	Enabling employees' growth by developing their knowledge, skills, and capabilities to drive better business performance.
Main "Actor(s)"	Employees, Manager(s), HR Personnel
Scenario Beginning	Identify areas for growth (assess skills gaps)
Scenario End	Design, deploy and track training programs

Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Provide a portal for employees to access all talent-related information. • Allow for employees to access a personalized learning dashboard that displays required, recommended, and optional courses based on role, competency gaps, and career interests. • Provide the ability to perform data-based talent assessments. • Link performance evaluation directly to development plans and learning recommendations. The system shall provide the ability to recommend learning content automatically based on completed performance reviews, skill gaps, or talent profile data. • Collect and analyze training metrics including employee, job title, department, and due date. • Automatically provide developmental and training activities based on talent, succession and performance data (IDPs) and link to the appropriate resources for completion (e.g., LMS, SuccessFactors, Assessments, etc.). Training plan would include classes and due date assignments. • Capture user and qualitative feedback on content by including a ratings system for evaluation / self-evaluation. (Rating system should be customizable and flexible to change). • Provide tools and templates (e.g., performance review, 9-box grid, succession plans, developmental action plans, completion and status reports, etc.) to support succession management activities. • Evaluate potential successors based on readiness, performance, and potential ratings (e.g., 9-box grid or equivalent matrix). The system shall ensure this information is only visible to talent management and department leadership. Model “what-if” scenarios for succession events (e.g., retirements, resignations, transfers) to assess organizational impact.
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Hire to Retire: Manage HR Service Delivery Use Case Description

Business Outcome	Enabling workforce success by delivering consistent, efficient, and compliant HR services to improve employee experience and drive organizational performance.
Main “Actor(s)”	Employee, Manager(s), HR Lead, Department Administrator
Scenario Beginning	Employee and Manager self-service workflows
Scenario End	Ability to increase employee / manager self-service functionality
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • The system shall provide ability for HR to manage all transactions that have been submitted in a centralized 'queue'. • The system shall provide ability for Department Administrator or HR Lead to submit a termination transaction via manager self-service. • The system shall provide the ability for an employee to store and retrieve scanned documents, and associate with their employee ID. HR Lead / Department Administrators will have the ability to approve any changes. • The system shall update address changes through employee self-service (ESS). HR Lead / Department Administrators will have the ability to approve any changes. • The system shall provide an electronic benefits enrollment process with workflow and notifications based on user-defined enrollment time period.

Hire to Retire: Manage Compliance & Guidance Use Case Description

Business Outcome	Processes in place for tracking and processing compliance to State and Federal laws, regulations, City's workforce equity and health & safety initiatives
Main "Actor(s)"	Employee, Manager(s), HR Personnel
Scenario Beginning	Employee faces a work-related incident
Scenario End	A work-related incident is formally recorded based on the pre-determined standards, laws and regulations
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Track work-related accidents according to the following criteria: • Employee name (Birth name or official name needed for workers compensation and OSHA recordkeeping) • Employee Social Security Number • Supervisor name • Case number (this info will be pulled from Workers Comp / TPA portal) • Severity of injury • Cause of injury • Recording location (Department and Division) • Date and type of accident • Preventable/Not Preventable (For motor vehicle incidents only) • Injury class code • Days restricted work • Days loss from work • Type of restriction • Date restricted duty should end (For wind down/ ADA interactive process tracking purposes) • Name of attending physician • Occupational (OSHA) reported injury • Workers' compensation claim (delineate between leave being "personal" or "workers' compensation")

Hire to Retire: Manage Employee Relations Use Case Description

Business Outcome	Support CoR labor relations / agreements, manage workforce complaints / grievances and manage disciplinary actions
Main "Actor(s)"	Employee, Manager(s), HR Personnel
Scenario Beginning	Occurrence of a grievance or an incident that requires a disciplinary action
Scenario End	Complaint / grievance and disciplinary action officially recorded

Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Maintain data required for and to generate Equal Employment Opportunity quarterly and annual No Fear Reports, including but not limited to: Complaint Activity, Complaints by Basis, Complaints by Issue, Processing Time, Complaints Dismissed by Agency, Total Final Actions Finding Discrimination, Findings of Discrimination Rendered by Basis, Findings of Discrimination Rendered by Issue, Pending Complaints Filed in Previous Fiscal Years by Status, and Complaint Investigations. • The medical ADA request shall include the following employee fields: Employee name, Gender, Employee Social Security Number, Ethnicity, Current classification, Date of ADA accommodation request, Body part, Denied/approved/pending selection, Accommodation was granted or denied, Medical and practitioner appointments, Doctor's comments section. • Provide the following fields in a general harassment database: Complainant's name, Complainant's ethnicity, Complainant's gender, Complainant's age, Date complaint was received by HR department, Type of complaint, Respondent's name, Respondent's ethnicity, Respondent's gender, Respondent's Social Security Number, Investigator, Findings (merit vs no merit), Date of report of findings, Proposed discipline, and Final discipline.
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Hire to Retire: Manage Workforce – Separation/Off-boarding Use Case Description

Business Outcome	Processes in place for formal separation between an employee and CoR through resignation, termination, or retirement in order to limit loss of knowledge transfer and ensure a stable transition and positive outcomes.
Main “Actor(s)”	Employee, Manager(s), HR Personnel
Scenario Beginning	Resignation or termination, documentation, exit interviews, return of company property
Scenario End	Completion of offboarding checklist

<p>Key Requirements/ Desired Features</p>	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Incorporate notification of post-employment restrictions in termination workflow (e.g. system will notify all relevant parties so employee access to State/Local resources such as buildings, computers etc. is disabled). • Send electronic notification of employee termination to the following departments: (Security, Information Technology (IT), Payroll, HR, Other, user-defined). • Trigger exit interviews/surveys and capture results. • Allow Managers to process voluntary employee resignations and restrict non-voluntary employee termination processing at the Manager level. • Allow to initiate termination, trigger offboarding checklist, then terminate the employee record. • Categorize terminations based on type (e.g., retirement/resignation, reduction in force, death, and discharge). • Create and manage progress against tasks identified in the offboarding checklist with optional and mandatory tasks. • Create and track progress against a knowledge transfer plan (e.g., support the transferring of an employee's job responsibilities internally or flag a potential need for an open requisition). • Enable the modification or cancellation of the offboarding process (e.g., if an employee changes his/her/their mind). • Enter the Leave of absence action/reason when last day worked is different than termination date. • Track multiple types of terminations including, but not limited to, the following: layoff, retirement, death, etc. • Ability to undo an incorrect termination and restore past timesheet values. • Indicate whether the employee is eligible for rehire when a termination transaction is submitted. • Limit termination action/reason based on employee role. • Manage clearance removals (e.g., once checkout form is generated from the offboarding checklist, route accordingly for clearance removal, then route back to HR to terminate the employee).
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Total Rewards Management: Manage & Administer Benefits Use Case Description

<p>Business Outcome</p>	<p>Easily accessible and manageable benefits plans and eligibility criteria, and the ability to adjust enrollment plans based on employee life or job changes. Leverage technology and automation to offer a full and flexible spectrum of benefits options and adjust offerings with intuitive interfacing and enhanced employee experience. It will enable CoR to reduce administrative workload with flexible configuration and automation.</p>
<p>Main “Actor(s)”</p>	<p>Manager(s), HR Personnel, Employees(s), Benefits Administrator(s), Compensation, Payroll(s)</p>
<p>Scenario Beginning</p>	<p>Benefits Administrators can configure, manage and adjust benefit plans, and are able to introduce new offerings</p>
<p>Scenario End</p>	<p>Plans are configured for employee to view, edit and enroll/select benefits</p>

<p>Key Requirements/ Desired Features</p>	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Establish eligibility rules based on plan rules and regulatory requirements such as ACA. • Override capability for exceptions to eligibility requirements. • Create, edit and view employee eligibility benefits data and related employee benefits data according to user-defined criteria including historical data. • Default, edit and maintain benefits during enrollment and qualifying events and maintain historically. • Ability to prevent an employee who is also a dependent from dual enrollment in CoR benefits. • Prevent authorization of deduction prior to eligibility and prevent enrollment in a plan for which an employee is not eligible. • For participants in the trade and labor group who waive insurance, require proof of other coverage as an attachment. • Produce a pre-enrollment plan and premium information as well as the ability to enroll online. Provide benefits enrollment verification/confirmation. • Employees to perform open enrollment, view their benefits summary and elections. • Enrollment (online/mobile) by employees with appropriate workflow/security to produce notifications, warnings, and approvals. • Automate a benefits eligibility and rules engine allowing for tiered eligibility, automatic enforcement of rules, configurable eligibility logic (e.g. waiting periods, benefit classes). • Allow for guided decision support, validation checks and side-by-side comparisons (of previous and current elections but also include future election option types) in the Open enrollment / benefits election module. • Report on benefits based on date of hire, employment type and years of service. • Calculate the cost of coverage on an individual basis with varying contribution rates by employee. • Connect with vendors through an Electronic Data Interchange (EDI). • Enroll, process and manage benefits in compliance with COBRA in the following situations – employee termination, dependent reaches the ineligible age, employee death or divorce. • Automatically enroll eligible employees in plans as defined by the organization. • Calculate credited service based on CoR specific business rules (e.g., calculation of creditable service should take into account break in service for rehires). • Generate an automated notice when employee becomes Medicare eligible based on user-defined criteria (e.g., 60 days before eligibility).
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Total Rewards Management: Retiree Management Use Case Description

<p>Business Outcome</p>	<p>Retiree pension and benefits management involves managing the administrative aspects of retiree pension plans, including enrollment, eligibility determination, and maintaining participant records</p>
<p>Main “Actor(s)”</p>	<p>HR Personnel, Retiree</p>
<p>Scenario Beginning</p>	<p>Employee is off-boarded and is eligible for retiree benefits</p>
<p>Scenario End</p>	<p>Retiree benefits processed</p>

Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Enter the retirement dates on true retirement dates instead of waiting for a payroll cycle to complete • Enroll retirees, coming back as a part-time or seasonal employee, into eligible benefits • Generate an automated notice when retiree/dependent becomes Medicare eligible based on user-defined criteria (e.g., retirees and spouses turn 65, dependents of active and retirees turn 26, etc. • Track and collect benefit payments from retirees. • Automate retiree benefit tiers based on hire date and years of service, including handling complex scenarios such as rehires, part-time conversions, and multiple benefit programs. • Track benefits for different categories of retirees based on hire date (e.g., prior to 2008, between 2007-2008, and after 2008) • Allow employees to be automatically enrolled when defined enrollment date is reached (e.g. as in the case of retiree life insurance) • Produce form 1095 for retirees who are on the City's Plan but not yet on Medicare. • Manage employee pension funds, calculate pension contributions during employee's employment period in support of employee retirement, and manage periodic payments. • Process final paycheck for employees when retiring while allowing them to be enrolled in retiree benefits in a timely manner • Provide retirees with information about their benefits, including plan changes, payment schedules, and options for managing their benefits.
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Total Rewards Management: Manage Workforce – Manage Absence/Leave Use Case Description

Business Outcome	Absence & Leave management facilitates the ability for
Main “Actor(s)”	HR Personnel, Employee(s), Payroll, Manager(s)
Scenario Beginning	Employee needs to take time off
Scenario End	Leave recorded in the system

<p>Key Requirements/ Desired Features</p>	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Allow for various types of leaves to be managed such as family medical leave (continuous and intermittent, paid parental leave and unpaid leave of absence), absence due to disability, absence due to workers compensation, military leave and donated leaves. The authorized users should have access to eligibility, balance tracking and processing / approval workflows. • Automatically update Calculations based on ‘Current Calendar Year Start’ and "Anniversary Date" amount. • Capture Comp/Time in Lieu Days - When employees take 'time in lieu' days, automatically deduct from the total number of hours. • Appropriately update the leave taken and balances; send leave request notification and reminders to the approvers • Enter Comp days automatically using overtime rules calculations and allow Department Administrator(s) to manually override them, as needed. • Provide a ‘leave’ view for the employee • Support online Leave Request Form, processing workflow and approval/denial notification to the employee. • Allow employees to have multiple administrators assigned as delegates to approve requests in their absence. • Provide access based on various user roles: Employees, Managers, Dept. admin, HR Administrator who can view, update and override entitlement/balance etc. • Support leave administration (e.g., vacation, sick, FMLA, donated leave, etc.) and monitor compliance with system-maintained leave policies/rules/tables • Support accrual of leave rules, balances, and calculations • Pay out unused vacation balances (per CoR's policies) when employee ceases employment with the City (e.g., termination, retirement, or deceased). Vacation balance examples include unused delayed holiday and unused comp time • Pay out unused sick leave (based on a specific CoR criteria) at the time of retirement • Enter Floating Holidays manually by HR admin and/or by a subset of employees (i.e., public safety staff). • Have the capability for new leaves approved for a fiscal year should start on July 1st and then switch to anniversary date. • For e.g., Birthday leave awarded on July 1st 2024 will be accrued thereafter on the employee's service anniversary date starting in 2025. Accrued birthday leave must be used by the employee's anniversary date of the year immediately following accrual of the leave
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Total Rewards Management: Manage Workforce – Manage Time & Attendance Use Case Description

Business Outcome	Time and Attendance management facilitates the execution of procedures associated with requesting, approving, tracking and computing time for work.
Main “Actor(s)”	HR Personnel, Employee(s), Payroll, Manager(s)
Scenario Beginning	Interface of leave data from the Timekeeping system
Scenario End	Interface the balances from the HCM to the Timekeeping system

Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Accommodate different standard hours per) and provide the ability to change standard hours based on roles and departments (i.e., for Public Safety employees vs. Non-public Safety employees). • Accrue time as per configurable criteria for multiple roles with different accruals (e.g., public safety employees have different accruals). • Automatically calculate overtime for employees based on different pay rates according to day, location, employee type, etc., based on FLSA rules. • Record hours in an "Out of Title" position (different rate of pay for employee for a designated amount hours in a given day), pre-established.
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Budget to Actuals: Budget Management Use Case Description

Business Outcome	Develop the initial budget based on the gathered data and defined parameters including budget approval, versioning and allocation of resources
Main “Actor(s)”	Budget Manager, Department Heads
Scenario Beginning	Annual Budgeting effort
Scenario End	Budget is approved and the workflow is completed
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Define the forecasting model, configure organizational structures, and import multiple data types from various sources to establish a complete budgeting foundation. • Create multiple budget versions across defined stages with automated validation, approval workflows, and audit trails for all changes and transitions. • Capture detailed line-item inputs, manage allocations based on user-defined criteria, and maintain narratives and comments for transparency and context. • Enable multi-year “what-if” analysis, scenario planning, and dynamic updates to revenue and expenditure projections throughout the fiscal year. • Provide real-time analysis at any stage, generate comparative reports, and produce budget documents in multiple formats for digital publication and stakeholder review. • Record audit trail info when information is moved from one stage of the budget development cycle to another stage. • Approve and finalize budgets, automate data transmission in required formats, and maintain complete audit history for compliance and governance. • Integrate user defined budget worksheets with budget entry screens. • Support multiple ledgers. • Allow for detailed budget submissions with an approval workflow and the ability to review prior and future budget years. • Provide modification of budget collection forms to accommodate changes in the budget process that come up due to year-to-year needs of data collection. • Create parent child budget relationships. • Track and report on project budget vs. actuals.

Budget to Actuals: Perform General Accounting – Project Use Case Description

Business Outcome	Accurately manage project billing and accounting
Main “Actor(s)”	Project Accountant

Scenario Beginning	Set up Project
Scenario End	Project Set up completed with project billing and financial reports
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Provide a central repository to store, view , manage and track all projects from setup through completion. • Provide workflow enabled to support transparency, approvals and visibility to status of project creation and approvals. • Indicate whether this is for asset replacement so that this triggers notification of asset disposal. • Capture expected project completion date. • Indicate if the project is in the capital budget. • Assign a valid G/L account code to the project. • Integrate with A/P for project booking of expenses when invoices paid. • Integrate with Fixed Assets to account for/trigger asset valuation, asset disposal, depreciation start, and asset transfers. • Integrate with time entry system (either external or part of your solution). • Track the status of project forms/approvals; ability to configure approval workflow based on thresholds and escalation procedures. • Provide the capability to track and report on project budget vs. actuals. • Provide alerts for when completion date is coming due (i.e., early warning that project could be late) • Track budget authority and cost at a NC level of the organizational structure by user-defined categories. • Track all labor and benefits costs reported on timecards and entered into a time system that is integrated. • Track all other non-salary costs. • Retrieve data from historical time period or closed projects. • "Drill down" to the originating documents within a project for the original purchase order or contracts. • Record project/cost center-related transactions by fiscal period. • Maintain project/cost center detail information on both a year-to-date and inception-to-date basis. • Record miscellaneous adjustments, reclassifications and interfund transfers associated with projects/cost centers. • Calculate available project balances from inception-to-date appropriations, expenses, and expenditures. • Identify and structure a project in multiple phases over multiple years with associated budgets. • Monitor the status of project-related receivables (including cash) and deferrals. • Perform budgetary control edits prior to entering and posting transactions. • Perform edits to determine whether transactions submitted for processing fall within time frames for which specific budgets active and may be expended. • Track hours expended for all projects by organizational unit, pay period, employee, contractor, account number, etc. • Generate online project authorization forms and project numbers for opening and closing projects. • Prevent costs from being charged to closed projects or closed project phases. • Prevent costs from being charged to closed accounts or "inactive" accounts. • Retain original budget and budget changes detail through the project life. • Immediately provide revised budget status upon the revision of project estimates. • Retain all accounting transactions relating to projects online throughout the project life. • Display a warning message when trying to close a project with outstanding charges, open or outstanding purchase orders, or which has been over expended.

	<ul style="list-style-type: none"> • Reject transactions that would result in a project exceeding budget authority. • Establish multiple contracts and POs under a single project. • Setup contracts as an encumbrance. • Track days remaining on contracts for advance notification that a contract associated with a specific project or projects is soon to expire. • Provide layers of cost centers (e.g., department, location) that roll up to an unlimited number of summary totals with totals by any level within the organizational structure. • Support both Capital and Expense accounting functionality. • Provide the flexibility to allow users with the capability to open a closed project, with security controls and audit trail. • Provide a master project listing, including status information (open, closed, etc.). • Produce status reports by project and cost center for any time period, including detailed revenues and expenditures. • Provide an accounting period-to-date project distribution summary with prior month comparison, actual to budget comparison, and inception-to-date. • Compare actual expenditures to budget by project and report by month. • Report fiscal year-to-date expenditures and allocations for multiple year projects. • Warning/notification that grant period is ending/period of performance is ending soon for projects. • Perform mass updates is a requirement. • Have a built-in fraud and error detection for real-time monitoring and reduced external dependency.
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Budget to Actuals: Manage Accounts Payable (T&E) Use Case Description

Business Outcome	Expense management includes management of cost allocations from travel and expenses
Main “Actor(s)”	Finance, Manager, Employee
Scenario Beginning	Expense reimbursement request is received
Scenario End	Request is approved and payment is released

Key Requirements/ Desired Features	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Initiate online requests and obtain online travel authorization approval and automated CoR defined travel policy compliance verification. • Track and Process different types of travel and expenses (e.g., per diem management, mileage / distance calculations, multi-leg trip support, etc.) • Electronically manage the required supporting documentation (e.g., travel reimbursement package) and route along with online approval process. • Provide mobile capability for employees to submit expenses, receipts, and trip data • Allow web-based data entry of travel expense reports. • Delegate authority and maintenance of audit trail via workflow. • Initiate online requests and obtain online approval for travel advances. • Process travel advances, including liquidation of travel advance from travel reimbursement claim. • Record travel expenditures at budgetary level defined by CoR. • Identify taxable/reportable payments. • Provide 1099 data to the State Controllers Office in required format. • Generate reports for T&E. • Support E-Travel web-based program or provide similar functionality. • Schedule travel and expenses in a Calendar. • Provide T&E approval workflow. • Book T&Es in the GL. • Authorized users can set and monitor compliance with regards to CoR policy. Notify or block out-of-policy expenses
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Record to Report: Manage Treasury & Cash Use Case Description

Business Outcome	Cash management in Treasury involves overseeing CoR's cash flow operations to optimize liquidity, minimize risks, and maximize returns on cash assets.
Main "Actor(s)"	Treasury manager, Cash Management Staff, Finance Manager, Banks
Scenario Beginning	Monitoring CoR's cash position on a regular basis to track actual cash balances against forecasted cash flows
Scenario End	Cash flow optimization
Key Requirements/ Desired Features	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Produce a daily cash deposit entry. • Provide cash balancing and reconciliation tools and reports, including automatically uploading bank statements and clearing lockboxes and payments through automation. • Calculate average daily, monthly, and quarterly, CoR fiscal year cash balance by category, group, and organizational unit. • Support employee petty cash process. • Create automated balance sheets, income statements and cash flow reports. • Provide Bank to Book Reporting as part of the reconciliation process. • Automatically match and reconcile ERP and bank transactions in the same period as part of the bank reconciliation process. • Produce bank statement and book balance for each account. • Apply unidentified cash receipts to a pending receipt account and reverse from pending upon resolution. • Provide cash forecasting (weekly, monthly, quarterly) and cash positioning reports. • Generate on-demand daily, monthly, quarterly and semi-annual check registers based on user-defined parameters, including but not limited to the following types

	<p>of items: paid, canceled, rejected, voided, held and pending. Original check registers shall be reproducible on demand.</p> <ul style="list-style-type: none"> • Generate a variance report showing revenue accruals vs. actual collection. • Provide a daily and weekly cash receipt report by batch revenue code. • Provide a monthly cash report. • The system shall provide the ability to calculate cash flow (e.g., receipts and disbursements), and to forecast cash position and requirements, based on any level in the organization structure, by user-defined criteria. • Support ratio analysis, and cash flow analysis. Develop forecasting models and methodologies to predict future cash flows based on historical trends, business activities, market conditions, seasonality, and other relevant factors. • Generate cash flow projections or forecasts for different time horizons (short-term, medium-term, long-term). • Identify outstanding checks, deposits and adjustments which have not cleared as part of the bank statement reconciliation process. • Accept computer-to-computer transfer of bank statements. • Automatically match and reconcile ERP and bank transactions in the same period as part of the bank reconciliation process. • Void and reenter incorrect or incomplete check and deposit transactions, with manager approval via workflow. • Flag and void check transactions with returned items (e.g., one or more checks with insufficient funds) based on notifications received from the bank. • Attach scanned images of checks (provided by the bank) to the payment transaction record. • Calculate average daily, monthly and quarterly, fiscal year (e.g., Federal, State) cash balance by category, group and organizational unit, in order to adjust these average cash balances as needed, based on user-defined criteria. • Track daily cash position, based on user-defined criteria (e.g., GL account, subsidiary ledger). • Interface payroll data for purposes of projections for cash flow, based on user-defined criteria. • Track receipt and deposit processing, based on user-defined criteria. • Provide Bank to Book Reporting as part of the reconciliation process. • Provide bank reconciliation reports. • Support a cash receipts journal. • Support cash disbursements journal. • Support cash requirements reporting from A/P. • Support reporting and analytics for the entire balance sheet. • Generate a daily bank deposit listing, by location and bank account number. • Generate a cash management report, which monitors the timeliness of check deposits (e.g., date of check, date check received, date check was deposited, date check was remitted, date check was posted), based on user-defined criteria. • Generate error reports to facilitate with the bank reconciliation process, based on user-defined criteria. • Discrepancy between posted amounts between the bank and GL for both receipts and disbursements. • Generate on demand daily, monthly, quarterly and semi-annual check registers based on user-defined parameters, including but not limited to the following types of items: paid, canceled, rejected, voided, held and pending. Original check registers shall be reproducible on demand.
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Record to Report: Manage Grants Use Case Description

Business Outcome	Seamless management of all aspects of cash and investments Reduction of manual processes and redundancies
Main “Actor(s)”	Grants Admin / Manager, Employee, Finance, AP

Scenario Beginning	Request received asking for grants.
Scenario End	Request processed and grants awarded.
Key Requirements/ Desired Features	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Provide a central repository to store, view ,manage and track all grants from setup through completion, including but not limited to time-based expenses (internal and external), material-based expenses, milestone-based services, expense allocations, Grant award and oversight. • Provide the functionality for accounting, tracking and reporting of revenues for grant purposes, both due and received. • Provide functionality associated with grant reimbursement requests, and the reporting, tracking and accounting of grant receivables. • Provide workflow enabled to support transparency, approvals and visibility to status of grant creation and approvals. • Capture grant attributes such as grant requestor (department), grant type, grant category, grant description, grant owner, and grant amount, grant agency and Project Manager. • Indicate whether this is for asset replacement so that this triggers notification of asset disposal. • Capture expected grant start date and completion date. • Generate financial reporting and payment requisition forms by any level within the organizational structure, by grant number and other unique identifiers. • The system shall provide the ability to indicate if the grant is in the capital budget. • Assign a valid G/L account code to the grant. • Integrate with A/P for grant booking of expenses when invoices paid and integration with cash receipts/revenue for booking revenue. • Integrate with Fixed Assets to account for / trigger asset valuation, asset disposal, depreciation start and asset transfers. • Retrieve data from historical time period or closed grants. • Track all labor and benefits costs reported on timecards and entered into a time system that is integrated. • Track City Employee Time for all grants by grant project code through integration with the Time & Labor Module. • Provide year-to-date grant information. • Report fiscal year-to-date expenditures and allocations for multiple year grants. • Research prior months and prior years data at all detail levels. • Provide layers of cost centers (e.g., department, location) that roll up to an unlimited number of summary totals with totals by any level within the organizational structure. • Support both Capital and Operating Expense accounting functionality for Grant Management. • Designate or assign Grant Administrator(s) to specific grant projects and allow Grant Administrators to access information only from the grant projects they are assigned to. • Provide tracking, automated alerts and reporting capabilities sent / made available to authorized City employees associated with the grant. • Provide early alerts of potential grant over-spending (e.g., higher actual vs. planned burn rates while still within overall budget) and significant variances that could impact period-end financial reporting and disclosures. • Provide robust out-of-box, ad-hoc (user controlled) queries, and dashboard reporting to show grant health. Allows ability to show portfolio view by business unit, department, owner, grant category, grant type, etc. • Route/review reimbursement requests and financial reporting within the grants management tool. • Provide a master grant listing, including status information (e.g., open, closed) and PDF and MS Excel grant status report export capability.

	<ul style="list-style-type: none"> • Provide a grant listing, including but not limited to the project manager, department/division, organizational unit, grant number/name, total budget cycle, outstanding POs, expended to date/percent, expended this month, percent complete by phase, remaining, contract, phase, etc. • Provide grant, and cost center (e.g., project, department) detail transaction reports, including but not limited to, grant number/name, grant manager, transaction date, reference number/source, entered by, journal entry number, transaction code, vendor, year(s), period(s), invoice/receipt, description, PO number, check number, amount and outstanding POs, comparisons of actual to budget, available by revenue and expense categories by period or year to date as requested, etc. • Separate prior year expenditures and prior year budget for generally accepted accounting principles (GAAP) reporting, Federal fiscal year, State fiscal year, calendar year, etc. (view life-to-date budget, remaining budget, single year and monthly, etc. for GAAP reporting). • Produce status reports by grant and cost center (e.g., department) for any time period, including detailed revenues and expenditures.
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Record to Report: Manage Ledgers, Chart of Accounts & Financial Accounting Use Case Description

Business Outcome	Efficient management of the sets of books and Chart of Accounts (CoA) structure, ability to generate reports
Main “Actor(s)”	Accounting Manager, Department Heads
Scenario Beginning	Establishing the Chart of Accounts
Scenario End	Producing Accounting Reports
Key Requirements/ Desired Features	<p>Demonstrate the system’s ability to:</p> <ul style="list-style-type: none"> • Lock out any level within the organizational structure or account code structure (based on user defined criteria). • Separate prior year expenditures and prior year budget for generally accepted accounting principles (GAAP) reporting, Federal fiscal year, State fiscal year, calendar year, etc. (view life-to-date budget, remaining budget, single year and monthly, etc. for GAAP reporting). • Generate federal financial reporting and payment requisition forms by any level within the organizational structure, by project number and other unique identifiers.

Record to Report: Manage Fixed Assets Use Case Description

Business Outcome	Optimize the fixed asset lifecycle to maximize utilization, ensure compliance with GAAP/GASB standards, and reduce total cost of ownership.
Main “Actor(s)”	Accounting, Department Heads, Finance Manager
Scenario Beginning	Establishment of the Chart of Accounts and asset categories for a new reporting period or upon acquisition of new assets.

Scenario End	Fixed asset records are accurate, depreciation and accounting entries posted, reports generated, and audit evidence retained.
Key Requirements/ Desired Features	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Support multiple, departments, functional units, books, and asset classes. • Have user defined allocation tables that can be used in allocating asset cost and depreciation expense for each asset. • Have Asset types that include, leased asset, donated asset, purchased new, "— purchased used----constructed " . • Have General Ledger accounts for asset cost, accumulated depreciation, and depreciation expense. • Support GAAP and GASB requirements. • Provide an asset master. • Establish and enter fixed asset categories and sub-categories. • Assign specific tag number or multiple asset numbers by location. • Provide user defined major asset type codes. • Define, for equipment with subcomponents, either a hierarchical relationship or a common asset class. • Automatically create assets from Construction In Progress items when the project is completed and closed. • Enter different types of leases as fixed assets, including capitalized leases. • Allow individual assets to be designated as non-depreciable (e.g., land, site improvements, artwork and non-depreciable structures). • Specify the location of an asset including surface/subsurface, address, building, etc. • Capture the asset's condition, date of delivery, and salvage value. • Create mass acquisition entries of the same properties. • Transfer, dispose, or re-instate an asset or a group of assets by a user defined criteria. • Maintain accounts for capital leases and leasehold improvements. • Account for split, consolidated, partial retirement, and full retirement of assets. • Record asset transfers between locations, departments, or external sources, as an acquisition and/or disposition, using internal checks and balances. • Have books by asset and support multiple depreciation methods and tax calculations for an asset. • Record and accumulate multiple betterments for individual fixed assets. • Perform adjustments on fixed asset records. • Calculate periodic and accumulated amortization and determine the net book value as of the current date or lease termination. • Monitor fixed asset status. • Provide adjustments, transfers and retirements that can be performed online. • Provide General ledger accounts that can be validated online against the Chart of Accounts in the General Ledger. • Provide a listing of assets that can be extracted for a physical count based on physical location and acquisition date. • Support management reporting by producing management level fixed asset analysis reports for balances by: • Produce management level fixed asset analysis reports and fixed asset activity reports. • Provide an ad hoc report writer that is available to access all files and fields within the system and includes user-defined selection and sorting criteria. • Provide drill-down functionality that provides visibility into all purchases or expenses that were booked into an asset when being created or built as part of a job or project, thus reducing reconciliation and reporting issues. • Allow to customized reports according to local information needs. • Determine what options are available when assigning lives to leased assets. • Create the roll forward from activity reports (tied to GL).

	<ul style="list-style-type: none"> • Maintain historical cost information and other adjustments (including impairments) for parent book. • Provide Depreciation methods. • Calculate accumulated depreciation and book value on a user-defined basis. • Capture and change the useful life of an asset and reset depreciation counter, either via a catchup Journal entry, or on a go forward basis. This should also be able to be done for mass changes, not just one asset at a time. • Maintain fair market value (FMV) costs as it relates to depreciation and maintain actual cost (AC). • Provide multiple prorate methods to determine when depreciation starts for purchased assets. • Provide depreciation expense calculations that can be run in a preliminary or actual mode by book. • Post to the General Ledger and to relevant account codes based on the type of asset. • Provide integration between Fixed Assets and Finance.
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Record to Report: Perform Period Close Use Case Description

Business Outcome	Manage close processes include finalizing financial transactions and preparing financial statements at the end of an accounting period, such as a month, quarter, or year
Main “Actor(s)”	Accounting Manager
Scenario Beginning	Provide accounting guidance, maintain close calendar, communicate with 3rd parties
Scenario End	Monthly close (with quarterly post-close reporting entries) & external reporting/ensuring adherence
Key Requirements/ Desired Features	<p>Demonstrate the system’s ability to:</p> <ul style="list-style-type: none"> • Support closing each module and each location separately or all at once as user chooses (decision made at user location). • Allow for a User to select summary or detailed posting of transactions to the General Ledger from supporting subsidiary systems. • Permit close of current accounting period on any user-selected date. • Enter data through user defined document templates (e.g., entering a quick code, or alias, that will pull the desired chart of accounts into the document). • Allow entries, with proper authorization, for periods other than current (e.g., the last period of prior year for closing purposes, adjustment period). • Perform automated year-end close including closing a range of accounts to a fund balance. • Close on any day following the end of a period with no required close dates and/or no errors when the close is after the period end date. • Provide warnings for Period End Close if non logical accounts records, batch pending to be posted, wrong periods or waiting for update are detected. • Perform multiple pre-closing trial balances prior to actual closing. • Use auto-fill features per transaction by entering the first few letters in any field for reversing entries, recurring entries and percentage allocations based on user profile. • Support reversing transactions. • Force balanced transactions or it will not accept out of balance transactions. • Generate a balancing entry automatically with authorization - based on user defined journals. • Identify journal entry batches with a unique batch number that is never duplicated. • Allow multiple users to enter journal entry batches simultaneously. • Prevent release of out-of-balance journal batches.

- Allow control by the General Ledger system users over the posting of automated journal batches from integrated subsystems.
- Journal entries may be accessed and changed/corrected online.
- The reversal date for reversing entries is user-defined.
- The system requires journal entries to be approved and released before they are posted to the accounts.
- The system supports pre-close or trial closes and generates pro forma financial statements.
- The system automatically creates year-end closing entries.
- Supports accrual journals, which automatically reverse themselves in the following period or a user-defined period.
- Support posting to prior periods when those periods are open.
- Prevent the deletion of an account with a balance.
- Support automatic journal entry numbering (or on-line log).
- Support automatic journal entries which can be established and automatically posted each period.
- Allow for the creation of a journal voucher using previously entered journal voucher format. Include ability to copy previously entered journal to a different department.
- Hold the release of an inter-department journal voucher until approved.
- Support journal entry footnotes or a line item description area.
- Support standard journal entries which may be selected and posted as a group, versus individually.
- Support controls which exist to prevent double posting of standard journal entries in the same financial period.
- Support automatic reversing entries which can be established and automatically posted the following period.
- Accept current activity for a new year and permits adjustments to the prior fiscal year's account balances. Support general ledger account numbers being assigned to each credit memo by line.
- Provide the ability to create and post journal entries directly in the General Ledger.
- Support uploading journal entries or budget input from spreadsheets.
- Support budget input from other data warehouse systems; not limited to spreadsheets (i.e., spreadsheets entered into a system once).
- Support searching for account number by name or partial description.
- Support account distributions which are validated real-time against the General Ledger system.
- Provide batch balancing for batch transaction input.
- Provide on-line balancing for on-line transaction input.
- Permit users to carry data from one screen to another without re-keying.
- Allow for updates to the General Ledger to be performed (immediately and at user-controlled time).
- Perform sub-system transactions with automatic postings to the GL detail and control accounts by organizational unit.
- View originating transactions as well as account balances at the same time. Should have the ability to support click and view supporting detail at each level of the hierarchy.
- Identify the employee positions/departments for each transaction.
- Access historical data used to calculate internal billing amounts.
- Provide an interface from internal billing to budgets so that internal billing amounts can be used in budget projections and creation.
- Provide journal entry screens with large fields to provide cross-reference, description, and other information and have the ability to attach large data documents.
- Provide the ability to perform a GL pre and post review, validation, edit and balancing of journal entries.
- Automatically post recurring journal entries, reversing and offsetting entries.

	<ul style="list-style-type: none"> • Accept journal entries and offsetting entries from external applications. • Add, stop or change any entry during the year. • Perform updates and adjustments between pre-closing trial balance and final post closing account balances at accounting period end. • Perform revenue and expenditure inquiry at any level or grouping of line items. • Post journal entries to more than one budget fiscal year and to detail and control accounts simultaneously. • Identify out of balance or incorrectly entered transactions (e.g. invalid account number) using on-line error messages or automatic generation of edit listing reports. • Capture user-defined journal descriptions and/or comments. • See the originators of journal entries and a description of the entry. • Provide the ability for valid journal entries to be reviewed and approved online after automated notification from user using Workflow based on employee hierarchy defined security. • See the remaining budget available during journal entry preparation.
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Record to Report: Finance Service Delivery Use Case Description

Business Outcome	Provide timely, accurate, and compliant financial statements and management reports as a service to the enterprise
Main “Actor(s)”	Finance Management
Scenario Beginning	Identification of report
Scenario End	Reports generated
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Provide online drill up or down capabilities on a CoR transaction, account or batch within the system to view various levels of detail. • Drill down from the general ledger to view the respective source documents processed in the other modules (e.g. Accounts Payable, Purchasing, Accounts Receivable). • Download production reports to a PC in a user defined format (e.g., MS-Excel, MS-Access, PDF). • Display and report GL data at various levels of detail in support of mandated reports (i.e., account, transaction, organization levels, revenue/expense category, object, cost center, project, etc.). • Provide inquiry access to prior fiscal year data in summary and detail. • Select a specific account or range of accounts (contiguous and noncontiguous) and report account activity by user-defined categories and parameters. • Provide historical analysis with the ability to look at different periods of time. • Support a comparative income statement which allows the following comparisons / methods: <ul style="list-style-type: none"> • Restate or not restate history after a re-organization. • Support a trial balance format in summary and or detail. • Support journal entry work sheets. • Flag reports that are not printed. • Support transaction registers. • Support a cash receipts journal. • Support cash disbursements journal. • Support sales journal. • Support payroll journal. • Support other journals (examples - exception reports and file change reports). • Support year-to-date, quarter-to-date and quarter financial statements. • Support user defined account aging.

	<ul style="list-style-type: none"> • Support a screen review of invoices which are due by vendor or invoice. • Provide a user functional query tool to pull data delineated across years, account structure, etc. into excel books/worksheets. • The transaction register lists all transactions posted from subsidiary systems and lists all journal entries. • Support Journal entry queries. • Provide financial statements for: Departments, Functional Units, Managers, Divisions, Cost centers, Projects/jobs responsibility reporting • Support printing financial statements to the screen. • Provide a summary balance sheet and income statement. • Individual reports are produced for each level in the corporate structure Actual and budget, comparison to last year-to-date and variances. • List last years budget, current budget, current YTD actual, prior YTD actual, projected actual, and rolling actual for the last 13 periods. • Produce fiscal year end budget reports in user-defined formats. • Provide Expense Summary - by department, division, function, object (including original budget, revised budget, percentage of revised budget used and actual expenses for Period and YTD) and other user-defined criteria, including time slices. • Provide Revenue Recap Summary by department, division, function and object (including totals Period and YTD, original budget, revised budget and percent of annual budget realized) and other user-defined criteria, including time slices. • Provide Revenue Accounts Transaction Report (including revenue budget and receipts for Period and YTD) and other user-defined criteria, including time slices. • Be compliant with OSC Governmental Accounting Standards Board (GASB)-34 pertaining to financial reporting. • Provide increased self-service (i.e., a customer portal), improved usability (such as feature attachments for invoices and receipts, and flexible research/search options), better navigation and UI. • Streamline payment processes and ensure compliance. It shall automate payment processing workflows with secure digital approval chains, audit trails, and bulk payment execution. It shall also track expense recognition/ledger details reimbursed from debt programs. • Provide a centralized treasury hub or shared service center supported by automation tools to standardize processes, gain cash visibility, and enforce controls across the city. • Provide end-to-end tracking accessible to AP and stakeholders—from invoice processing to payment clearance. • Create and approve travel authorizations linked to expense reports, with full lifecycle visibility through reimbursement.
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Record to Report: Support Finance Relations & Requests Use Case Description

Business Outcome	Enable secure, compliant, and efficient handling of finance-related requests and stakeholder communications by providing accurate audit trails, financial archives, and centralized access to financial information
Main “Actor(s)”	Finance Support staff, Finance Manager
Scenario Beginning	A finance-related request or communication need arises
Scenario End	Request is fulfilled accurately

Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Provide an audit trail on a single General Ledger distribution or range of General Ledger accounts. • Provide an audit trail to see who and why a journal entry is unposted. • Produce an annual report of financial transactions for external audit purposes. • Produce archive of all financial transactions in a detail transaction file for financial reporting, including but not limited to the following: <ul style="list-style-type: none"> • Allow for Control accounts to be used by subsystem journals only. • Allow accounts flagged for Budget use only. • Allow departments flagged for Budget use only. • Upload new/changed Chart field values and descriptions to reporting database. • Allow the input of valid department numbers only (on-line edit of department numbers). • Allow the input of valid project numbers only (on-line edit of project numbers). • Define any department to not have any open periods by sub system. • Fully comply with IRS requirements. • Manage communications and data with investors, provide a central location for sharing / viewing financial documents, publications, and the newsroom, coordinate with banks to secure services, negotiate fees, and ensure operational efficiency, and communicate with stakeholders, including taxpayers and investors, about how these funds are managed and utilized.
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Source to Pay: Manage Accounts Payable (Invoice and Payments processing) Use Case Description

Business Outcome	Management of invoice creation and payment for processing
Main “Actor(s)”	Invoice Team, Accounting Team, Vendor
Scenario Beginning	Purchase Order created
Scenario End	Invoice created and Payment processed
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Perform decentralized invoice entry based on user-defined criteria. • Process one invoice matched against multiple purchase documents (e.g., POs, contracts) in the same transaction/batch. • Process an invoice which crosses multiple appropriations/fiscal years/funds/programs, based on user-defined criteria: Aging, Date of Invoice/Credit Memo, Invoice/Credit Memo Receipt Date Invoice Number/Credit Memo Number, Invoice Revision Date/User ID, Payment Status, Amount Aging Vendor/Vendor ID (e.g., name, address, Tax ID), User-Defined Vendor Type, Purchase document number (e.g., PO, Contract), Line item posted against, reflecting full chart of account code, By User-Defined Code(s), Date Range (user-defined), Date of Payment Voucher, Payment Voucher Number, Check Date, Check Number, Other. • Support the automatic release of mismatch invoices for payment (within certain thresholds) when a change order is entered into the system. • Support general ledger account numbers being assigned to each credit memo by line. • Automated Invoice Capture & OCR: Automatically capture invoice data from scanned documents, PDFs, or email attachments using Optical Character Recognition (OCR) and AI-based data extraction. • Identify and flag duplicate payments. • Provide fraud and risk protection mechanisms. • Segregation of duties i.e., ensures that invoice creation, approval, and payment

	are handled by different roles.
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Total Rewards Management: Manage Payroll and Pension Use Case Description

Business Outcome	Deliver accurate, compliant, and timely payroll and pension processing as a scalable service—covering complex schedules, separations, special pay scenarios, and GL integration
Main “Actor(s)”	Payroll Service Delivery Lead/HR Operations
Scenario Beginning	A payroll cycle (regular, off-cycle, or separation) or pension event is initiated per the published processing calendar
Scenario End	Payroll and pension are processed accurately and on time
Key Requirements/ Desired Features	<p>Demonstrate the ability of the system to:</p> <ul style="list-style-type: none"> • Handle the end-to-end payroll lifecycle. • Calculate overtime for public safety employees with non-standard work periods. • Process final paychecks for separations. • Calculate FLSA regular rates for special circumstances. • Handle transitions between work periods with weighted overtime. • Ensure military differential pay is exempted from FICA. • Integrate with GL (if its part of the ERP or outside of ERP). • Ensure payroll and accounting systems are separate. • Ensure accurate transfer and booking of accounting lines after payroll certification.

Source to Pay: Strategically Source Use Case Description

Business Outcome	Manage the procurement process, from identifying potential vendors to finalizing contracts, ensuring cost-effectiveness, quality, and compliance with organizational standards.
Main “Actor(s)”	Procurement, Finance, Legal, external vendors, others
Scenario Beginning	Receipt of a purchase request from internal CoR department for product or service by Procurement.
Scenario End	Selection of one or more vendors for the requested product or service

Key Requirements/ Desired Features	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Track cumulative spending with a vendor for a project or grant. • Track cumulative spending for specific commodity items or groups of items (i.e. plumbing supplies, technology consultants or gravel) by vendor. • View CoR spend utilization against pre-determined CoR limits. • Allow authorized users to distinguish vendors the CoR has paid from vendors the CoR has not yet done business with to date. • Sort data by contract, by category of contracts (construction vs. architecture and engineering), by Key Business Unit, by contract size, and any other categories specified by the CoR from time to time. • Manage internal team collaboration on sourcing projects to Requirements. Ensure the system allows the ability to manage audit trail of communications, decisions and policy-driven workflows (i.e., thresholds for when sourcing is required). • Ability to post bids on CoR's website and other websites (eVP) as determined by the CoR. • Allow an authorized user to create a solicitation package using a prior solicitation as a template. • Provide a report of procurement awards that were not given to the low bidder for CoR specified procurement types. • Allow the CoR to tabulate bids/proposals after opening and apply scoring preferences/penalties based on response categories. • Allow authorized users to enter raw scores for solicitation (e.g. RFP) award evaluation criteria for the award and the system to calculate a weighted average score across evaluation criteria and scorers.
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Source to Pay: Manage Solicitations Use Case Description

Business Outcome	Manage the creation, publication, and tracking of solicitation documents to invite vendor proposals, ensuring transparency, compliance, and timely responses.
Main "Actor(s)"	Procurement, Finance, Legal, external vendors, others
Scenario Beginning	Receipt of a purchase request from internal CoR department for product or service by Procurement.
Scenario End	Selection of one or more vendors for the requested product or service

<p>Key Requirements/ Desired Features</p>	<p>Demonstrate the system’s ability to:</p> <ul style="list-style-type: none"> • Allow the CoR to post award and non-award (unsuccessful) information associated with the closed solicitation for public viewing - the non-award (unsuccessful) information shall be optional and not required. • Allow the CoR to automatically create a vendor master file record when a bidder receives an award, if the vendor is not already setup with a vendor master file record (as a vendor) in the system the award is the first one the bidder receives. Centralize sourcing information for faster & intuitive reporting. • Allow vendors to identify in their solicitation response the vendor certification category and vendor self-identified category (HUB, minority, small business, women owned, etc.) for which the subcontractor is fulfilling a requirement. • Allow a vendor completing an electronic bid to submit alternate quotes by line item for a solicitation - this function should be an optional setting for each solicitation and turned on/off by authorized CoR user prior to the posting of the solicitation with the option locked-down and not editable on or after the public advertising date. • Allow an authorized user to route a solicitation for review, modify (tracking changes), and approval by team members by procurement event. • Sole source a bid and award a solicitation/sourcing event to a single vendor. • Permit the award of a specific item on a multi-item bid to a single vendor. • Allow solicitation evaluation team members to record notes regarding a vendor's scoring for RFPs. • Track the number of bids (not awarded) - rejected each year due to non-conformance with any requirement the City deems necessary to track (not just limited to SBE/MWBE/DBE/HUB requirements (total for each category)). • Identify each bid rejected and track reason for rejection of each bid not accepted. • Track the number of bids where the bidder meets a CoR goal vs. satisfying the good faith efforts requirements (also being able to know the total for each category). • Report the differences between original commitments to final attainments. • Calculate the extended price of each line item for each vendor (i.e. quantity multiplied by unit price). • Provide for reporting capabilities to create pre-designed reports to include detailed project data and Comparison of Submittals for a select project. Reports include bid results, bid tabs, submittal summary, etc. • Provide for reporting capabilities to generate pre-designed reports to include detailed Schedule of Values for a select solicitation record. Reports include itemized pricing sheet, rating sheet, etc. • Provide search, filter and sort capability for a specified period of time of all prime vendors solicited. • Provide detailed information including number of times vendor was solicited, number of times of successful/unsuccessful bids, etc. • The system shall provide the ability for the CoR to decide if we will allow only vendors registered with the CoR to submit electronic bids.
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Source to Pay: Manage Supplier Contracts Use Case Description

<p>Business Outcome</p>	<p>Proactively managing contracts from the initiation stage through the award, compliance and renewal stages. Advanced (AI/ML) contract management capabilities include contract metadata abstraction, redline and negotiation recommendation.</p>
<p>Main “Actor(s)”</p>	<p>Contracting Manager, vendors</p>
<p>Scenario Beginning</p>	<p>Request for vendor contract</p>
<p>Scenario End</p>	<p>Execution & storage of executed contracts</p>

<p>Key Requirements/ Desired Features</p>	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Trigger an alert of necessary updates or changes to existing documents based on the occurrence of certain events (e.g., update contract when name changes, insurance renewals, etc.). • Upload insurance certificates related to a contract and flag insurance expiration dates. • Allow a user to determine that an insurance certificate is on file and up-to-date for a contract. • Notify CoR defined users when insurance certificates or performance bonds are about to expire based upon CoR defined lead times (ex. 90 days in advance). • Generate notification to vendors when milestones or thresholds are met (e.g., tax exempt certification, insurance expiration date). • Send a notice to a department and the vendor when an insurance certificate is about to expire if an updated certificate should be obtained. • Retain historical information on previous insurance certificates and keep this information as long as the original contract or pod is retained. • Provide the ability to allow the negotiation of contract terms and conditions (initial draft covering the City's template) via the Internet so that both parties can redline a document and retain versioning history. Allow for the option to turn it on or off based on contract. • Route contract through approval workflows based on predefined business rules and thresholds. • Seamless integration with e-signature platform (CoR uses DocuSign) for contract signing and execution. • Store & archive executed contracts. • Pull reports based on contracts per Business Unit.
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Source to Pay: Purchase Goods and Services Use Case Description

<p>Business Outcome</p>	<p>Streamline procurement processes, ensuring timely and cost-effective purchasing, while maintaining accurate records and fostering stronger vendor relationships.</p>
<p>Main "Actor(s)"</p>	<p>Purchasing Manager, Category Manager, Requester, Others</p>
<p>Scenario Beginning</p>	<p>Purchase req routed to generation of PO</p>
<p>Scenario End</p>	<p>PO transmitted to vendor</p>

<p>Key Requirements/ Desired Features</p>	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Provide an inbound interface for monthly p-card transaction data that reflects the monthly billing statement submitted from the p-card bank. The transaction data will include each p-card holder's activity for that period. The activity information will include the date the transaction occurred, the transaction ID, the transaction description, the transaction charge/credit, the p-card used, and the default account assignments associated to that p-card. • Link p-card activity with a vendor to the vendor file in the Financial system to obtain a total amount spent with vendor and commodities and services purchased. • Provide the Departmental card Administrators ability to receive and review p-card account transactions; attach receipts and other documents to transaction records; Identify and resolve p-card account statement discrepancies; Select appropriate G/L Code for purchase; Verify availability of funds; Release transactions for Department approval. • Provide the ability for the vendor file to contain a 1099 flag including type of 1099 (S, MISC) and type of income (box 1 Rents, box 3 Other income, box 7 Nonemployee compensation, box 14 Gross proceeds paid to an attorney). • The system shall have an improved 1099 process with automated alerts for missing data, scheduled audit queries, and a more user-friendly interface. The system should allow better control over vendor selection for reporting and eliminate the need for repetitive manual steps or file adjustments. • Provide intuitive & simplified Purchase Requisition intake forms. • Ability to route requisitions to various available purchase mechanisms. • Provide intuitive & simplified web applications for management of purchase requisitions, purchase orders, workflow approvals & others. • Configure multiple purchase order types & associated workflows based on business rules & established thresholds. Additional ability to define workflow exceptions by authorized users. • Support requisitions which are required to be approved to be viewed and approved by the applicable approver(s) only. • Add configurable fields to Purchase Requisition, Purchase Order and any associated documents. • Automate flow of header & item information between various document types (PRs / POs) without retyping or reentering of redundant information. • Preview purchase orders document before Procurement. • Establish Procurement levels for receipts. • Communicate an ERP purchase order related to a requisition for purchase back to the work order or inventory management system that created the purchase request. • Communicate a receiving discrepancy noted in the ERP back to the work order or inventory management system that generated the purchase request or from the inventory system back to ERP depending on the Client's implementation strategy. • The system shall provide the capability of tracking parts/items with the same stock number by serial number for warranty, locating, billing or other purposes. • The system shall provide the ability to alert users online when inventory items issued are under warranty. • The system shall provide the capability of tracking parts/items with the same stock number by serial number for warranty, locating, billing or other purposes. • Alert users online when inventory items issued are under warranty.
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Vendor Management: Manage Vendor Relationships Use Case Description

<p>Business Outcome</p>	<p>Ensure a 360 view of up to date and accurate vendor information</p>
<p>Main "Actor(s)"</p>	<p>Purchasing, Category Management, vendors, Others</p>

Scenario Beginning	Vendor record creation & updating requested
Scenario End	Vendor record updated
Key Requirements/ Desired Features	<p>Demonstrate the system's ability to:</p> <ul style="list-style-type: none"> • Create a singular record & 360 view of vendor records across multiple modules (e.g., Sourcing, Purchasing, Vendor Relationship, others). • Provide a vendor self-service portal allowing CoR vendors to setup their profiles by filling in critical details such as addresses, banking information, certifications, insurances, MWBE status and others. • Provide a unified vendor experience portal with key details including but not limited to their profile information, upcoming CoR solicitations. • Enable streamline communication & collaboration with vendors through dedicated web-based portals and centralizing all communication at a single location. • Merge vendor records in the event of acquisition, mergers, joint-ventures, others. Including the ease of migrating all active and open contracts, POs, Invoices to the updated vendor record and automatic notification all relevant parties (e.g., legal) as needed. • Mark inactive/suspended & archive vendor records based on disciplinary actions or inactivity for a defined period. • Automate notifications of expirations to vendors for their action through self-service portal. Route vendor updates to designated CoR users for review & approval. • The system shall support the ability to detect duplicate: vendor listings, tax ID numbers, addresses. • Support invoice matching tolerances which are established at a vendor level. • The system shall support the vendor's self-service view of their detailed account status to provide access to the following fields: Invoice number, Invoice Date, Associated PO(s), Invoice Due Date, Schedule Payment Date, Document Type (invoice, credit memo, debit memo, payment), Status (pending, approved, payment scheduled, paid), Invoice Amount, Invoice Discount. • Record vendor certification including, but not limited to: Application Date Rec'd, App. Date Processed, Cert. Date, Cert. Expiration Date (3 years), and Certification Status. • Allow for CoR staff to revoke a vendor's certification, under unique circumstances, and have the ability to record notes on reasons (i.e., out of business, outside of eligible parameters, etc.). • Allow for restrictions on renewal process (for unique circumstances). • Track spending amounts and commodities/services with CoR vendors to have real time information about compliance and quarterly goals. • The system shall provide the ability for CoR to audit information reported by vendors about race, ethnicity, gender and certification status, and to track who performed the audit and when. • The system shall provide the ability to capture and track bid, RFP and contract-related target expenditures (both absolute dollar values and percentages) for specific vendor types, including but not limited to: Historically Underutilized Businesses (HUBs), Minority Women Business Enterprises (MWBEs), Service-Disabled Veteran-Owned Business (SDVOBs), Disadvantaged Business Enterprises (DBEs), Small Business Enterprises (SBEs), etc. • The system shall provide the ability to allow an authorized user to generate a small business or minority business utilization report with user defined time parameters. • The system shall provide the ability to design automated letters or notifications upon completion of user-defined vendor self-service events (e.g., "thank you for registering on-line").

- Support the CoR or MWBE program by identifying vendors that are interested in becoming certified by the CoR as a small, minority, woman owned business and other Federal Designations.
- Allow a user to manually customize and send a message, via the CoR's E-mail system, to registered vendors based on vendor attributes.
- Prevent duplicate vendor entry by tax identification number, and vendor name.
- Provide Forensic Accounting (validation to prevent fraud). Demo the solution's capabilities (including AI, if applicable) to assist with forensic accounting.
- Allow transactions with valid vendors only (e.g., active vendors, not inactive or suspended).
- Reject transactions/payments to deactivated vendors (vendors no longer accredited by the CoR).
- Allow an authorized user to designate the ownership status of a company (Minority Owned, Women Owner etc.) - with multiple designations possible.
- Allow an authorized user to merge two vendors into one vendor record. This should include linking the history of both vendors to the new record.
- Allow a registered vendor to securely update their vendor information through a web-based portal with a workflow for City review and approval prior to posting.
- Block the creation of a contract in the master contract table if the vendor is not present in the master vendor table.
- Assign a reason code for inactivation of a vendor.
- Produce a list of potential vendors/bidders who provide the requested commodities or services based on a commodity coding system (e.g. NIGP).
- Allow for a comprehensive role-based permission system should be available within the system.
- Support vendor data including but not limited to the following: Name/DBA, Address, purchasing contract, accounts payable contact, vendor notes, phone number, a vendor alphanumeric search key, vendor payment terms, vendor report sort criteria, Buyer, vendor contact name, business type, tolerances for receipt matching, department(s) doing business with, payment type and bank information for EFT, user-defined fields and comments, use tax flag, due date, discount date, discount percentage.

Attachments

[Requirement Worksheet](#)

[Technical Requirements](#)

[Cost/Pricing Template](#)