EXHIBIT A1

(Scope of Work: Software Vendor Services)

1. Overview.

The Battery Park City Authority ("BPCA") is seeking a Solution to manage its operations that should be able to handle any specific requirements with minimal customization. Any anticipated customizations should be addressed in the Proposal.

The requirements, attached as **Exhibit D - ERP Requirements** as an Excel workbook, detail a host of function requirements for each process area of the Scope of Work. Each process area has its own tab in the workbook. The four required modules for this project are Core HR, Timekeeping, Absence Management, and Payroll.

The Proposer should provide information, as required in **Exhibit D - ERP Requirements**, on how their proposed product will meet the technical requirements.

Proposers should also summarize the ability of the software product to provide the following functionality at a later date, should BPCA choose to pursue such expanded services:

- Compensation Planning
- Analytics
- Other Functionality relating to such areas as FMLA administration, ADA, Discrimination and Safety

The Cost Proposal should not include the implementation of the above modules. It should only include Core HR, Timekeeping, Absence Management and Payroll requirements. However, the evaluation team will take information on the above modules into consideration in determining the Proposer's capabilities.

2. Critical Success Factors

The following critical success factors will provide guidance throughout the implementation and support life-cycle.

Table 1. Critical Success Factors (CSFs)

	CSFs		
1	Provide a Solution that will enable industry and business process best practices and will minimize customizations		
2	Provide a Solution with a user friendly interface that will accommodate a broad user base and promote full adoption		
3	Provide a Solution that allows secure entry and access to information from any computer, mobile device and other electronic device from anywhere at any time with accuracy and reliability		
4	Provide a Solution that has self-service capabilities		

5	Select a Solution that can be easily extended and integrated to incorporate new technologies, innovative built solutions, and third-party, bolt-on solutions
6	Drive standardized processes across BPCA's operations
7	Implement a Solution that can handle multiple workflows and approval processes to allow flexibility for tailoring to specific site operational needs
8	Minimize impact to the ongoing business operations through efficient use of business resources and the least-disruptive and time efficient transition to the new environment
9	Implement a Solution that delivers 'data ready' operational reporting and dashboard functionality
10	Implement an end-to-end integrated Solution that provides fully reconcilable financial and operational reporting from a single source
11	Reduce the performance dip common to ERP implementations immediately after go-live
12	Implement a Solution that will allow new acquisitions to be migrated and integrated in a standard, expedited manner
13	Develop and measure a set of specific benefits to ensure maximum value for the investment
14	Develop an organizational change management program in support of role and process changes required to adopt a fully integrated and data-dependent Solution
15	Implement an affordable system that can be implemented today on time and on budget, and sustained into the future with informed total cost of ownership over the life of the contract.
16	A flexible system that can accommodate multi-tenant architecture and configurable options so that different functionalities maybe turned on or off
17	Provide ERP Business Intelligence (BI), reporting, analytics and statistical information to the right user, at the right time
18	Improve data accuracy, reliability and availability of information to plan, forecast and report

19	Implement tools and automation to sustain process improvements, cost savings and standardization through automation
20	Work with the existing vendor to assist BPCA in transition and onboarding.
21	Implement a solution that is as robust as possible in regards to disaster recovery and business continuity.

Across all process areas, BPCA will assess the technical capabilities of each Proposal's Solution in the following overall areas:

- Enterprise Application Integration
- Business Intelligence, Analytics, and Reporting capabilities and architecture
- Mobile Applications and development tools/capabilities
- Security Architecture and Administrative tools
- Overall Technical Platform and Operating System compatibility

3. Transition / Future State

BPCA is seeking a single, unified Solution. The Solution should require minimal customization, and all necessary customization should be described in the Proposal.

4. Technical Requirements

The Solution must offer the highest standards and best practices in technical, architecture and security standards and its system architecture must allow for optimal scalability, flexibility and interoperability.

All components of the system must be auditable.

Upon termination of the agreement the Proposer will provide BPCA with all data in a readable digital format.

5. Expected Benefits

Each Proposer should be prepared to address how the proposed Solution will achieve the following benefits for BPCA:

- a. Process improvement and streamlining
- b. Efficiency (within field operations)
- c. Seamless Integration (elimination of redundancy)
- d. Single source of truth
- e. Effective communication
- f. Minimization of legal risk and liability
- g. Compliance
- h. Single sign-on

6. Integration

BPCA uses ADP Enterprise eTime for time and attendance and time off management, ADP WFN for HR data storage, payroll processing, benefits tracking, performance management and applicant tracking, ADP TAM for FMLA administration and NYBEAS (New York Benefits Eligibility and Accounting System) for benefits administration.

In addition, BPCA offers its employees the following benefits:

- a. NYS Health Insurance Program (NYSHIP)
- b. FSA (healthcare and dependent care)
- c. Workers' Compensation
- d. M/C Life Insurance
- e. NYS and Local Retirement System (NYSLRS)
- f. Delta Dental
- g. BAI (transit and wellness benefit)
- h. Davis Vision
- i. COBRA
- j. UNUM Enhanced STD and LTD
- k. ARCH Statutory STD and NYSPFL
- 1. EAP
- m. TIAA-CREF
- n. NYS Deferred Compensation Plan

BPCA uses Microsoft Dynamics Great Plains software for its finance related functions. While compatibility is preferred, integration with existing systems is not required. Phasing of HRIS functionality, if any, will require temporary interfaces.

7. Data Conversions

The number of records to be converted from ADP WFN into the new Solution is as follows:

Active EEs	166
Active EEs + dependents who are eligible for benefits	82
Active + Terminated in the calendar year who are W2 eligible	557
Average number of new hires per month	2
Number of pay groups	2 (1 active)
Pay frequencies used	26
Number of earnings and deduction codes actively used	Earnings: 7
	Deduction: 28
	Memo Codes: 3
Number of ESS users	166
Number of MSS users	40
Number of TLM users	166

8. User Base

The following table depicts the organizational breakdown and estimated ERP user base by functional roles.

Table 2. Estimated Head Count by Organization and Function

Organization	Users
Employees	177
HR and Benefits	5
Payroll	6

Assumptions: Headcounts include full time, part time and seasonal staff. * Administrative managers are counted under the function for which they are responsible.

9. Project Team Organization

The Proposer is responsible for providing a dedicated project manager to oversee all aspects of the software implementation and service as a single point of contact for the project team.

BPCA foresees using a project steering committee to oversee the Proposer and will make available business process owners, functional groups, technical groups, and subject matter experts. Ancillary groups will be coordinated through BPCA's project steering committee.

Table 3. Proposed BPCA Project Organization

Executive	VP of Human Resources		
Sponsorship:	Chief Operating Officer		
Project Manger	Project Manger		
Project Day to Day	IT Program Lead		
Point Persons:	HR Program Lead		
	HR Lead		
	Finance Lead		
	Benefits Lead		
Subject Matter	Payroll Lead		
Experts:	Timekeepers		
	Infrastructure/DBA Lead		

EXHIBIT A2

(Scope of Work: System

Integrator)

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Enterprise Resource Planning (ERP) System Implementation Services

1.1 Full Life-Cycle Implementation Approach

As part of the RFP process, BPCA is relying on the Proposer to provide input, from your experience, on a valid implementation approach, which includes sequencing, timeframes, staffing, and estimated costs. The system implemented must meet the requirements for Core HR, Timekeeping, Absence Management, Leave Management, Performance Management, Learning and Development, Applicant Tracking, Background Screening, Drug Testing, and Payroll, attached in **Exhibit D: ERP Requirements** Excel workbook.

BPCA expects that a qualified Proposer will be able to utilize the information provided in this RFP along with experience gained from other similar and successful implementations to provide a specific approach, plan, sequence, and staffing estimates/coverage to deliver a high quality implementation for the modules/processes required. We expect that your approach will be both cost-efficient and effective in ensuring that business disruption is minimized and adoption is maximized. In your response, we would like focused attention to the following areas (at a minimum) to describe your implementation approach rationale:

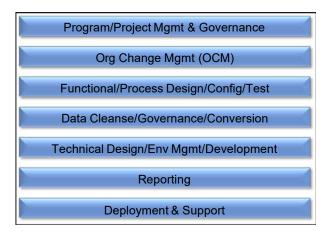
- One of our key objectives is to implement one fully integrated ERP solution across all functions of the organization. This will enable simplification of our ERP/IT environment and will also enable business shared services to be extended to many back-office and field support operations. We think there are two fundamental approaches: (1) deploy process/modules in phased approach; (2) deploy all processes/modules at one time.
- Please provide your recommendation along with your rationale. Highlight the advantages and disadvantages of your recommendation and how you would mitigate any key risks associated with your recommended approach.
- Please describe how the System Integrator proposes to continue to implement subsequent waves while simultaneously providing the necessary site and warranty period support for waves that are already in/have just gone into production.
- Please ensure that the staffing plan and costs are aligned with your recommended approach.
- Please provide all key assumptions.

1.2 Services, Roles & Responsibilities

This section defines the key work streams that are directly related to this project. All services and deliverables performed within the scope of this work will fall into one of the work streams depicted below. Each work stream is described in terms of key activities and responsibilities as well as the minimal set of deliverables that should be produced from each work stream throughout the proposed services.

As part of your response, it is mandatory that the Proposer confirms/refines all responsibilities and defines the complete set of deliverables within each work stream. The deliverables should be mapped to the phase in which they are produced (i.e., Project Preparation, Design, Build/Test, Final Prep, and Go-Live/Support). This will form the basis for specific scope of work for the chosen vendor.

Figure 1. Work Streams



The following outlines the high-level roles and responsibilities of both BPCA and the System Integrator overall and for each deliverable.

The following table identifies the roles and responsibilities associated with the services. The columns on the following tables include:

- PR Proposer(s), including designated subcontractors
- BPCA BPCA including affiliates/locations where required

Role Definition:

- \blacksquare R = Responsible: Those who do the work to complete the task.
- A = Accountable: The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible
- C = Consulted: Those whose opinions are sought, typically <u>subject-matter experts</u>; and with whom there is two-way communication.
- I = Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

BPCA maintains full ownership of this project. However, when the Proposer is in the "Responsible" role for a given deliverable, BPCA expects the Proposer to provide leadership, direction and full accountability for the deliverable, including direction of BPCA personnel assigned to the area.

1.2.1 Program/Project Management & Governance

The Proposer will collaborate with BPCA throughout the program to ensure world-class program/project management and governance processes are defined, designed, executed, and refined, as needed. The table below is provided to ensure clarity and guidance as to BPCA's expectations within this work stream.

 Table 1.
 Program/Project Management & Governance

Roles and Responsibilities	PR	BPCA
Program/Project Management		
Develop Overall ERP Charter	R	A/C/I
Establish and retain a resourceful BPCA project team who can address all aspects of the project scope and produce the required deliverables	C/I	R/A
Establish and retain a resourceful System Integrator project team who can address all aspects of the project scope and produce the required deliverables	R	A/C/I
Establish procedures for knowledge transfer between BPCA and System Integrator	R	AC/I
Provide knowledge of BPCA's Enterprise Strategy, current Operating Model, and future state direction	C/I	R
Verify that a project budget has been established and that the appropriate tracking mechanisms are in place	C/I	R/A
Proactively identify System Integrator resource needs throughout the project	R	A/C/I
Proactively identify BPCA resource needs throughout the project	C/I	R/A
Track the overall progress of the project according to the work plan and ensuring that regular status reports are produced, distributed, and reviewed in a timely basis	R	C/I
Verify that regular project/cross-team communications are produced and are available to the core and extended project team members	R	C/I
Develop an issue management process and tracking tool	R	C/I
Monitor and manage project issues	R	C/I
Verify that Quality Assurance procedures and processes are in place that will help generate high-quality work products and deliverables and a final product that meets the business requirements	P	C/I
Develop a risk management plan	R	A/C/I
Regularly analyze project risks and establish processes and procedures to prevent or manage these risks	R	C/I
Establish procedures and processes for capturing, escalating, and resolving the various types of project issues	R	C/I
Vendor management and handle any additional procurements needed	-	R/A
Governance		
Establish and refine change control procedures and processes throughout the project life cycle	R	A/C/I
Document and facilitate key design decisions and ensure the right inputs are being provided by the right parties on time to the right decision-makers	R	A/C/I

1.2.2 Organizational Change Management (OCM)

The objectives of the activities in this work stream are to verify that BPCA understands the need for the specified change and its effects and that BPCA possesses the capabilities and motivation to change. More specifically, the activities will assist in:

- Accelerating BPCA's adoption of the changes required to fully use ERP
- Reducing the drop in performance that is typically associated with large-scale ERP implementations
- Helping to verify that BPCA is prepared to work with a new or changed set of processes that are enabled by the technology embedded in the ERP solution
- Transferring knowledge to BPCA, developing methods and content for user adoption and ongoing support of desired job performance

 Table 2.
 Organizational Change Management (OCM)

Roles and Responsibilities	PR	BPCA
Overall Communications and Change Leadership		
Create and implement communication strategies and plans and prepare for large- scale communication events	R	A/C/I
Ensure that consistent and effective messaging (i.e., style, breadth/depth, format, mechanism) is being used across all communications	R	A/C/I
Execute cascaded communications across the impacted business segments and locations	С	R/A
Create and manage change networks and institute change champions or super users to help drive the changes through the impacted business segment	С	R/A
Specific Process Change Readiness		
Assess and document the users' perspectives on the process changes that result from the move to a new ERP	R	C/I
Verify that appropriate client stakeholders have the information, capabilities, and tools they need to transition to new and changed business processes and to adopt the technology changes	R	C/I
Design specific roles and organization structures to achieve ERP adoption and expected benefits	R	A/C/I
Modify specific roles and organization structures to achieve ERP adoption and expected benefits	С	R/A
Assemble and maintain a business case that articulates and tracks process- specific benefits	R	A/C/I

Roles and Responsibilities	PR	BPCA
Determine and commit to quantified benefits for business case	С	R/A
Training & Knowledge Transfer		
Create a systematic process for business and IT knowledge transfer through the project life cycle in order to build skills and capabilities for delivering and supporting the implementation	R	A/C/I
Provide support to enable the project team to fully understand the current business processes and the existing legacy environment as well as the identified gaps and challenges in deploying to BPCA	R/C	A
Develop and deliver a role-based learning program and materials to equip the end- user community with training sessions and materials so it can work effectively in the ERP environment	R	A/C/I

1.2.3 Functional/Process Design, Configuration, and Testing

The objective of this work stream is to realize the required ERP solution so that BPCA is fully supported across its end-to-end business processes. More specifically, the activities in this work stream will assist in:

- Ensuring consistent and full use of the configuration capabilities of the ERP solution
- Ensuring full understanding of identified gaps and challenges so that optimal decisions are made with respect to business process changes vs. package configuration changes vs. extensions
- Ensuring all upstream dependencies and down-stream impacts are factored into design and configuration decisions
- Delivering a fully integrated solution, inclusive of key integration points with identified non-ERP applications that will coexist with the ERP
- Involving operational users early and often throughout the project life cycle to ensure full understanding of the design and its impact on existing business processes
- Helping translate improved business processes and leveraging the ERP configuration into operational benefits
- Validating that technology, process, and people can work together as designed prior to go-live

Table 3. Functional/Process Design, Configuration, and Testing

Roles and Responsibilities	PR	BPCA
Design		
Review and understand the existing requirements, gaps, and challenges already identified with respect to the business needs	R	A/C
Provide ongoing current state business process and legacy solution content, materials and BPCA subject matter personnel to ensure ownership of requirements, design, configuration, and testing priorities, decisions, deliverables, and results	-	R
Provide experienced ERP and process consultants who can expose best practices leadership and solutions to the functional gaps, challenges, and requirements required for the new ERP	R	A
Create design documentation that specifies package configuration choices and recommended options based on understood requirements	R	A/C
Develop white papers and stakeholder communication content, via high quality and clear documentation, for all applicable new designs, business rules, and key decisions that need to be understood and accepted	R	A/C
Develop functional specifications for all applicable new designs, interfaces, workflows, and extensions	R	A/C
Design role-based security for the user community	R	A/C
Develop and ensure the end-to-end process architecture across ERP and non-ERP solutions is fully accounted for within the final design	R	A/C
Configuration		
Define ERP implementation configuration and development standards and best practices that should be leveraged	R	A/C
Ensure baseline and detailed configuration is aligned with requirements, including setup hierarchies, master files, transaction processing, workflows, and interaction with interfaces and extensions	R	A/C
Testing		
Provide test plans, tools, scripts, cases that can be reused	R	A/C
Develop a comprehensive testing strategy, plan, and schedule for BPCA's businesses, including integration, user acceptance, performance, and regression testing	R	A/C
Ensure clear documentation and execution of all defined test scenarios	R	A/C
Monitor testing and provide test results/status and action plans to fix defects	R	A
Execute integration, performance, and regression testing	R	A/C
Execute User Acceptance Testing (UAT)	С	R/A

1.2.4 Data Cleanse/Governance/Conversion

The objective of this work stream is to ensure accurate and reliable data is available in the ERP solution for each go-live at each location during the implementation. More specifically, the activities in this work stream will assist in:

- Ensuring consistency across the BPCA enterprise for data design, data standards, and data governance
- Enabling improvements in data quality so that reporting and resulting decision-making is more effective
- Reducing work-around, re-work, and reconciliation associated with poor data quality

Table 4. Data Cleanse/Governance/Conversion

Roles and Responsibilities	PR	BPCA
General		
Ensure that data design documentation and knowledge of required data entity relationships are provided to BPCA	R	C/A
Ensure that data design related to new ERP functionality from the selected ERP solution is understood by BPCA	R	C/A
Provide experience, knowledge, and guidance for all local regulatory data requirements for all in-scope geographies	R	C/A
Data Cleanse		
Identify all sources for master file and transaction file data within the legacy environments	С	R/A
Ensure that legacy data requiring conversion is cleansed and rationalized prior to loading into the ERP solution	С	R/A
Data Governance		
Determine the business need and approach for historical data conversion and retention	С	R/A
Define data standards across the BPCA enterprise	С	R/A
Define master data maintenance processes and workflows in support of business requirements	R	A/C
Design new data governance processes and organizational model required for the ERP implementation	R	A/C
Identify and secure accountability for required data stewards within BPCA businesses	С	R/A
Ensure compliance with data standards and data governance processes	-	R/A
Implement new data standards and governance across the BPCA enterprise	С	R/A
Data Conversion		
Develop Data Conversion Strategy and Plan as per implementation schedule	R	A/C
Develop data mapping and related specifications for automated conversions	R	A/C
Develop procedures for all manual conversions/loads	R	A/C

Roles and Responsibilities	PR	BPCA
Design and execute mock migrations as per implementation schedule	R	C/A
Develop the automated conversion program and associated code	R	C/A
Execute all manual conversions/loads	С	R/A
Validate converted data throughout the testing processes, including mock migration	С	R/A

1.2.5 Technical Design/Environment Management/Development

The objectives of this work stream are to ensure that the technical solution supports the end-to-end functional design and that the overall technical development and production environments are reliable, stable, and meet performance requirements throughout the project life cycle. More specifically, the activities in this work stream will assist in:

- Ensuring compliance with, and leverage of, established BPCA technical and architecture standards
- Ensuring approved development objects are delivered to the testing cycles when needed
- Ensuring that the technical environment does not become a constraint or bottleneck at any time
- Delivering technical objects that support the end-to-end design and associated functional requirements

Table 5. Technical Design/Environment Management/Development

Roles and Responsibilities	PR	BPCA
General		
Ensure that technical design documentation and knowledge of existing environment that ERP will need to coexist with is provided to System Integrator	С	R
Ensure that solution architecture related to new ERP functionality is understood by BPCA	R	С
Provide technical environment, architecture, and development standards that BPCA subscribes to	-	R/A
Adhere to BPCA's established technical environment, architecture, and development standards	R	
Technical Design		
Management of technical design schedule and resources	R	A/C
Develop technical requirements documents to describe platform, security, architecture, controls, and integration requirements	R	A/C

Roles and Responsibilities	PR	BPCA
Develop all specifications for applicable development objects agreed to during Design	R	A/C
Ensure that solution architecture is well-documented and fully depicts and describes the end-to-end solution that aligns with the end-to-end business processes supporting the ERP target state environment	R	A/C
Provide experienced ERP technical consultants who can expose best practices leadership and solutions to the technical gaps, challenges, and requirements required for ERP	R	A
Environment Management		
Monitor Pre-Production Environments	R	С
Manage Environment Configuration and Build Control	R	С
Ensure System Performance and Reliability	R	A/C
Prepare system for production release	R	A/C
Procurement of all required hardware or software to support the implementation	-	R/A
Certify that the installation of the ERP system instance and environment, including database sizing and partitioning, are in compliance with the standards for the respective software release	С	R/A
Ensure that all activities comply with the ERP system standards for the respective software release	С	R/A
Development		
Management of development schedule and development resources	R	A/C
Coding and unit testing of all approved development objects	R	A/C
Performance testing	R	A/C

1.2.6 Reporting

There are three main objectives of this work stream:

- 1. To address root causes of any existing data quality and reporting process deficiencies so that prioritized process and data governance improvements can be delivered along with the new technology solution
- 2. To meet the reporting needs for BPCA businesses
- 3. Ensure that the first two objectives are delivered within a new ERP reporting architecture and solution that provides the foundation for a significantly improved user experience at executive, operational management, and end user levels

Table 6. Reporting

Roles and Responsibilities	PR	BPCA
Improve Data Quality and Reporting Processes		
Assess data quality and governance processes and identify improvement opportunities	R	A/C
Develop data quality and governance strategy and plan	R	A/C
Implement cross-regional data quality standards, governance processes, and business accountability	С	R/A
Meet BPCA Reporting Needs		
Identify reporting needs	R	A/C
Create and approve inventory of reporting development objects to meet gaps	R	A/C
Ensure development approach is consistent with reporting architecture defined by Solution Architecture team	R	A/C
Build and unit test reports	R	A/C
Incorporate reporting into end-to-end integration and UAT test plans	R	A/C
Execute integration test	R	A/C
Execute User Acceptance Testing (UAT)	С	R/A
Develop reporting training materials	R	A/C
Deliver reporting training	R	A/C
Establish ERP Reporting Solution		
Design reporting architecture for dashboards, analytics, and user queries	R	A/C
Establish standard toolsets for each reporting need	R	A/C
Implement reporting architecture in conjunction with BPCA reporting needs	R	A/C
Establish reporting user group for sustained and optimized usage and continuous improvement	С	R/A

1.2.7 Deployment and Immediate Post Go-Live Support

The objective of this work stream is to ensure an accelerated and high quality implementation followed by a focused and experienced support effort. The ultimate goal is to minimize business disruption and maximize user adoption. More specifically, the activities in this work stream will assist in:

- Providing an implementation schedule and associated staffing that can meet the demands of a phased, multi-site rollout in an efficient manner
- Ensuring site readiness prior to cutover
- Ensuring BPCA support organization readiness to provide expanded support of the ERP solution to internal and external stakeholders
- Ensuring that BPCA is self-sufficient in providing ongoing support

Table 7. Deployment and Immediate Post Go-Live Support

Roles and Responsibilities		BPCA
Support Transition		
Develop training materials	R	A/C
Deliver training	R	A/C
Support Transition		
Assess BPCA's current support model for its level of fit and, based on successfully implemented support models, determine changes to the existing structure and processes	R	A/C
Develop site-specific transition plans that encompass business process, operations, and organization alignment (Business and IT)	R	A/C
Establish backup, Disaster Recovery and other infrastructure related activities for ongoing support and maintenance of ERP and Non-ERP applications	С	R/A
Conduct knowledge transfer sessions and establish a Knowledge Management Repository to deal with issues, incidents, support and other problems	R	A/C
Provide help desk management personnel to approve the transition plan and to accept responsibility for ongoing applications maintenance services		R/A
Design/refine, develop, and implement the technical support infrastructure, including help desk procedures, telecommunications, and issue-tracking systems	С	R/A
Establish ongoing production support organization (IT and Business)	С	R/A
Deployment & Go-Live		
Assess implementation options and determine optimal implementation plan, sequencing, schedule, resource loading, accountability, etc.	R	A/C/I
Perform data migration from existing systems to new systems, by either electronic or manual methods, and perform selected integration and stress testing to validate that the solution is ready for production	R	A/C/I
Deliver site-specific system and user documentation	R	A/C
Conduct pre-installation site surveys to assess site readiness against a set of best practices checklist criteria	R	A/C
Review and approve readiness of cutover deliverables	С	R/A
Coordinate implementation and support activities with BPCA and site management teams	R	A/C
Perform the Go-Live cutover to the production system	R	A/C

Roles and Responsibilities	PR	BPCA
Provide on-site support for an appropriate period of time to ensure stabilization (min of 3 months per implementation phase)	R	A/C
Post Go-Live Operations		
Conduct post-implementation acceptance tests	С	R/A
Conduct Lessons Learned activities with each deployment	R	С
Identify and implement system fixes to correct system level performance problems (warranty period). These could be related to configuration, coding, data, training, root causes, etc. Update all documents associated with these fixes, as applicable.	R	A/C
Provide personnel to manage Warranty Service requests and related tracking through resolution and sign-off	R	A/C
Approve all Warranty Service fixes with formal sign-off	С	A
Perform System Monitoring activities to support post go-live operations	С	R
Continuous Improvement		
Establish an ongoing assessment and evaluation process to determine if the project goals were achieved and to identify additional areas for improvement	С	R/A

1.3 Team Structure and Key Personnel

All proposed key personnel must be approved by BPCA and named as "key personnel" in the contract. System Integration key personnel shall include, but not be limited to, the positions described below.

Senior Executive

A Senior Executive shall have P&L responsibility for the proposed services. The Senior Executive will be BPCA's primary point of contact throughout the project. Among other qualifications and responsibilities, the Senior Executive shall: (a) be knowledgeable about the services of the Proposer and its subcontractors' products and services; (b) be experienced in operating similar systems for clients similar to BPCA; and (c) provide direct line of sight authority to secure sustained commitments from Proposer throughout the implementation.

Program/Project Manager

The Program/Project Manager will serve as the day-to-day, on-site System Integrator lead and work directly with his/her counterpart at BPCA. This role is widely held as the most critical role for a Proposer to successfully support an ERP implementation. The Program/Project Manager must be a seasoned veteran with a successful track record in multiple full life cycle ERP implementations in the public sector.

Functional/Process Leads

The Proposer will identify persons to serve as leaders of each of the functional/process teams. These leads will provide project management capabilities for their functional/process domain and will be paired with BPCA leads for each domain. These individuals must possess deep knowledge of the software modules being implemented as well as process, configuration and integration best practices. These leads will be able to proactively guide BPCA's team through cross-functional

considerations and change management considerations so that design and configuration decisions are fully exposed to upstream and downstream impacts as well as all affected stakeholders.

Organization Change Management Lead

The System Integrator will designate a Change Management lead that has successfully held this role on other large-scale ERP implementations for other public sector clients. This lead will be seasoned in all methodologies and leading practices to help drive effective communications; organization and process change understanding, advocacy, and acceptance; and effective/efficient training.

Technical Lead

The System Integrator will designate a Technical Lead who has successfully held this role on other large-scale ERP implementations for other public sector clients. The Technical Lead must be a seasoned project manager who can provide direction and ensure knowledge transfer for all development activities and resources, tools and utilities, environment management, performance testing, and technical cutover activities and support.

Solution Architect

The System Integrator, in conjunction with the Software Vendor, will designate a Solution Architect Lead who has successfully held this role on other large-scale ERP implementations for other public sector clients. The Solution Architect must be seasoned in helping define, design, build, test, and deploy a technical architecture that supports the necessary process architecture defined by the end- to-end solution and business processes. The Solution Architect will be critical to ensuring that integration, services, data, reporting, mobile, portal, and security architectures are robust, flexible, interoperable, and meet system performance requirements. The Solution Architect must also help ensure that the Solution is scalable and supportable at a low total cost of ownership.

1.3.1 Key Staffing Assumptions

Retention

The assigned staff must be able to work across in the required geography throughout the engagement with minimal turnover. Any unavoidable turnover must communicated to BPCA with no less than 30 days' prior notice and an immediate knowledge transfer plan must be put into action that requires an overlap period of the outgoing and incoming resources working together on-site.

During this overlap period, BPCA will pay only for the time and expenses for one resource.

Full-Time Project Resources

The System Integrator will ensure that all Key Personnel are staffed full-time to fulfill System Integrator's responsibilities under the contract. Any periods of part-time staffing should be clearly explained in the Proposal.

EXHIBIT B

(Current Technology State)

Current Technology State

A description of the technical infrastructure currently supporting BPCA's HR functions is below. Technically sufficient, cloud-hosted software that unifies BPCA's HR functions will serve BPCA's mission by strengthening controls and enhancing processes from operational and technological perspectives.

1. Application Inventory

BPCA currently uses the following applications for its HR functions:

- ADP Workforce Now (ADP WFN) is used to store HR and benefits data and to process Payroll. It also includes an Applicant Tracking System (ATS), Learning Management System (LMS) and is used for annual performance reviews and goals setting
- ADP eTime for timekeeping and time off requests
- ADP Screening and Selection Services (ADP SSS) for background screening and drug testing
- ADP Total Absence Management (ADP TAM) is used to administer FMLA
- Payroll processing is done in coordination with ADP as part of an existing contract. HR functions not supported by these applications are supported with either manual/paper-based processes or Microsoft Office.
- Screen shots of the ADP WFN, ADP eTime, ADP SSS and ADP TAM applications are provided in Section 13 Current HR System Screen Shots.

2. IT Organization

BPCA's Information Technology ("IT") department has five primary support functions:

- IT Technical Services supports computer hardware and software infrastructure.
- IT Security, Risk & Compliance maintains and evaluates risks to systems and computers against outside malignant forces.
- IT Engineering is responsible for the design and enhancements to maintain new technology standards.
- IT Business Systems is responsible for the development, maintenance, support, and Quality Assurance for all corporate applications.
- IT Project Management Office is responsible for IT demand management and project management process governance. It also provides full-time project managers for larger and more complex projects.

3. Technology Infrastructure

Database Server Hardware for Production Environment

- BPCA's environment for server hardware is as follows:
- BPCA has standardized DELL servers

- BPCA has standardized its storage to a Storage Area Network (SAN) solution
- Production System Partition (per server) CPU Dual 2.2 Ghz 20M Cache Memory 128GB
- Diskless Internal SD Modules OS Windows Data Server 2012
- Production Disaster Recovery System:
- Locally based appliances and cloud-based solution
- Virtualization Environment
- BPCA will virtualize servers unless the following exceptions arise:
- Processor cores or memory exceed the Microsoft Hyper-V limits
- There is a need for a physical accessory (USB port or special storage bus)
- No support for virtualization from an application vendor

4. Virtualization Environment

The following table details the BPCA virtualization environment:

Table 2. Virtualization Environment

Name	OS	RAM
VM	VMware ESXi 5.5.0	640GB

5. Middleware Environment

The following table details the BPCA middleware environment:

Table 3. Middleware Environment

Name	Versions
Microsoft SQL Server	2012; 2014

6. Desktop Hardware Environment

The following table details the BPCA desktop hardware environment:

Table 4. Desktop Hardware Environment — Current Procurement Configurations

Name	OS	RAM	Drives	Others
Dell OptiPlex	Windows 7	8GB	500GB HDD, DVD	I7 3.4Ghz
7010	Professional			

7. Desktop Applications

The following table details the BPCA supported desktop applications:

Table 5. Support Desktop Applications

Name	Versions
Browsers	IE11, Chrome (some BPCA internal apps do not fully
	work with Chrome), Firefox
Email client	Outlook 2013
Office	Office 2013 Professional
Java	Various, but can be application specific
.Net	4.5, but not uniform
Adobe Reader	XI
Adobe Acrobat	XI

8. Database Environment

The following table details the BPCA supported databases:

Table 6. Database Environment

Database	HW	Editions	Environments
Microsoft SQL Server	Virtual	2014; 2012	Production and Test
2012			

9. Additional Utility Applications

The following table details the BPCA's additional utility applications.

Table 7. Additional Utility Applications

Name	Used For
Microsoft Dynamics GP	General ledger program
Paramount WorkPlace	Accounts Receivable and Payable program
DLOCs	Warehouse program
Open Text	Legal documentation program
FileMaker Pro	Database program
ABRA	HR program
Lizard Tech SID Plug-in	Plug in for GIS
Prizm PDF viewer	Plug in for GIS

Citrix	Provides small subset of application access
Symantec Endpoint Protection	Endpoint virus protection

10. Network Printer Environment

The following table details the BPCA network printer environment:

Table 8. Network Printer Environment

Model	Usage
HP 3055, 3300, P3015, 3380, M401, M602, P3005dn, M475dn, M451dn, P4515x, CP5225, 2420dn	General Printing
MPC5000, MPC6001	Copier

11. Network Environment

The following table details the BPCA network environment:

Table 9. Network Environment

Item	Description
Switches	Cisco
Routers	Cisco
Firewall	SonicWALL

12. Internet Environment

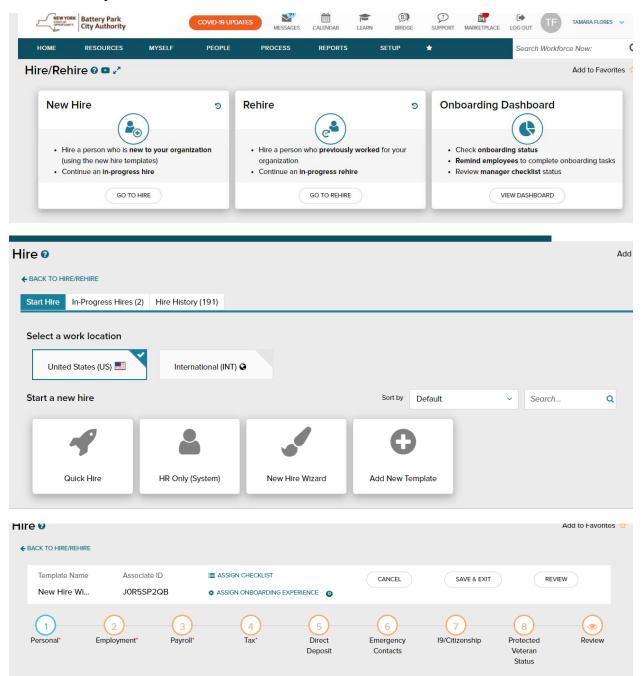
The following table details the BPCA Internet environment:

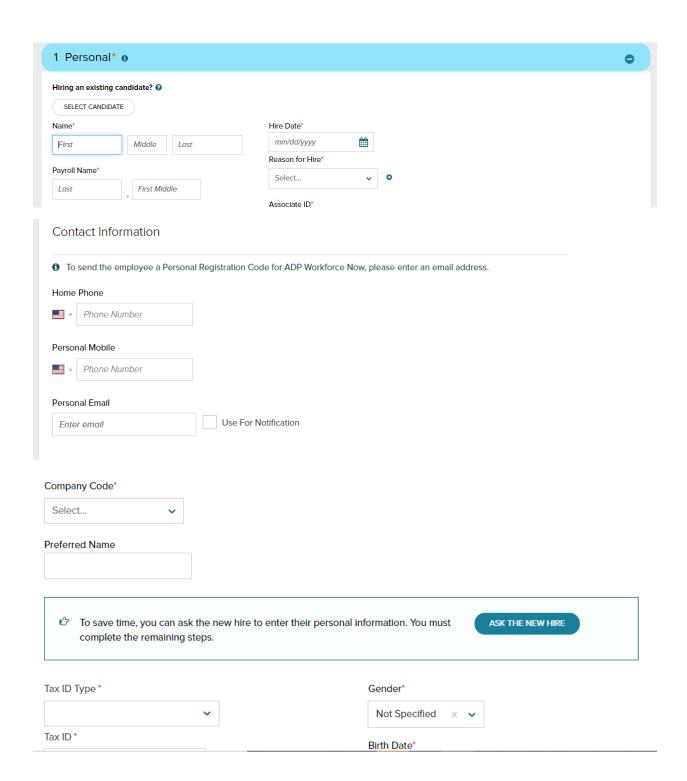
Table 10. Internet Environment

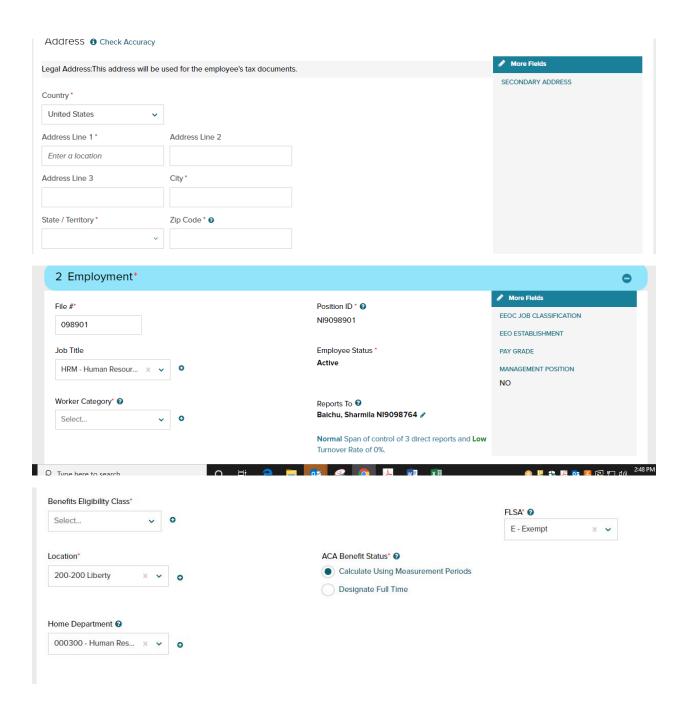
Item	Description
Web Server	IIS – Intranet
Firewall	SonicWall
LDAP	Active Directory 2008 R2

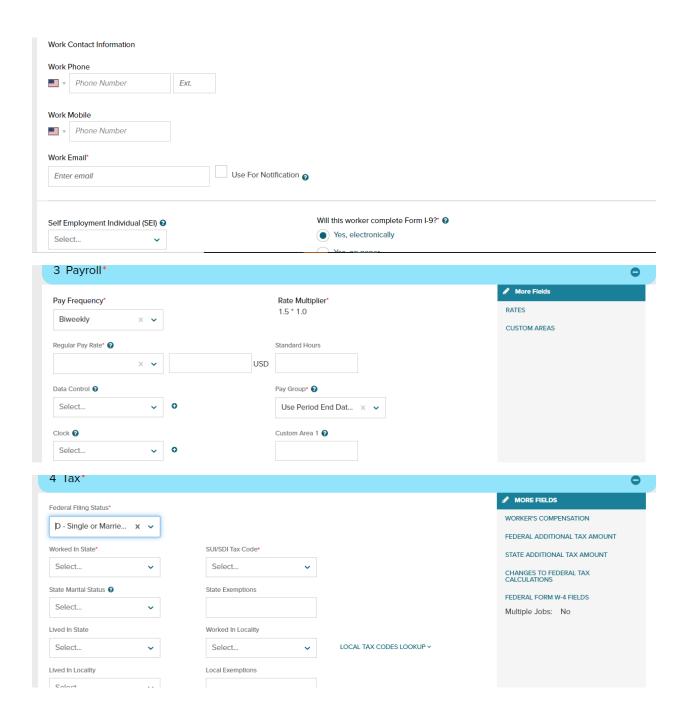
13. Current HR System Screen Shots

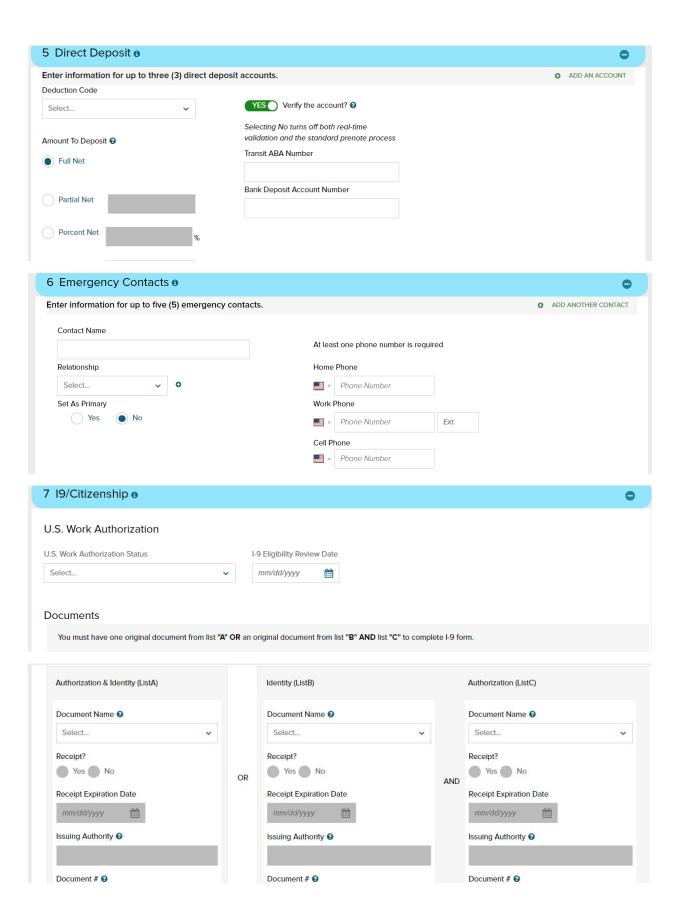
New Hire Setup Screen



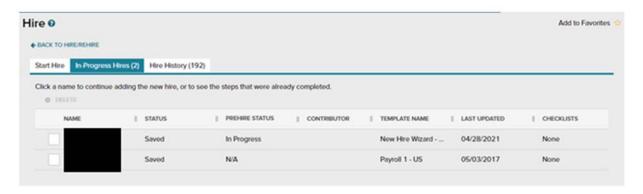




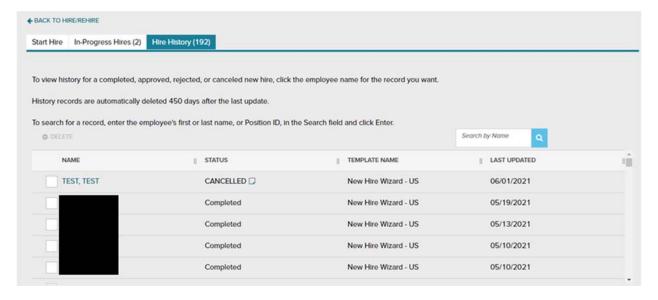




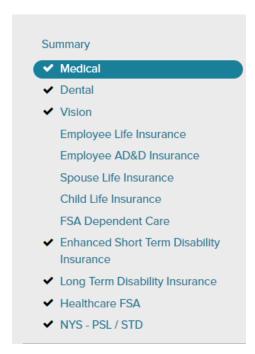
Hire in Progress Screen



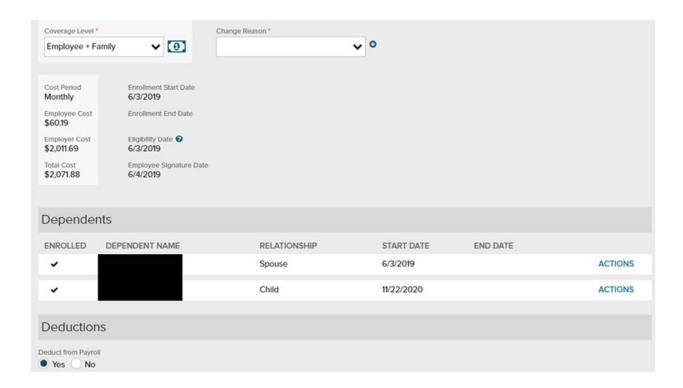
Hire History Screen



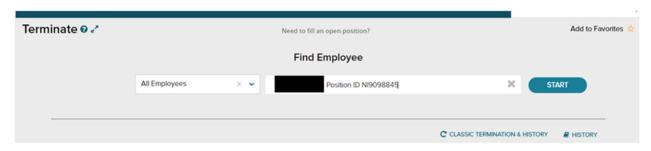
Benefits Portal Screen

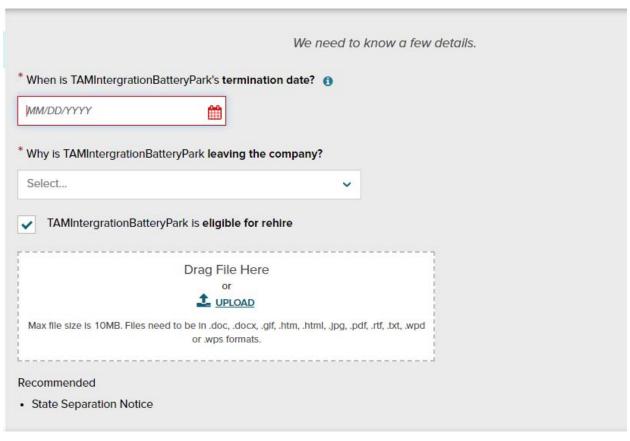


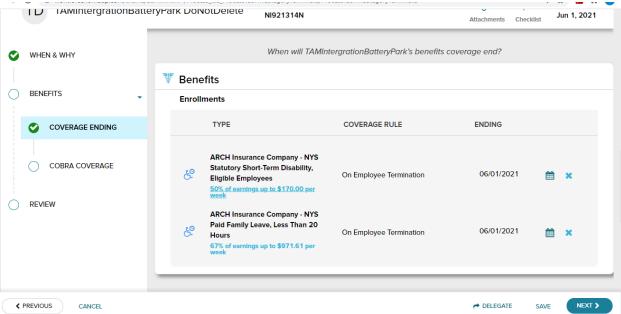


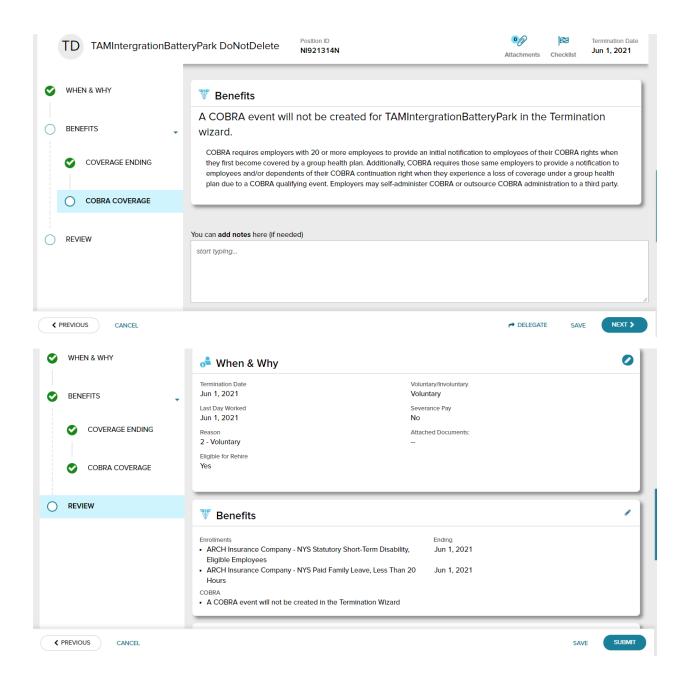


Termination Screen

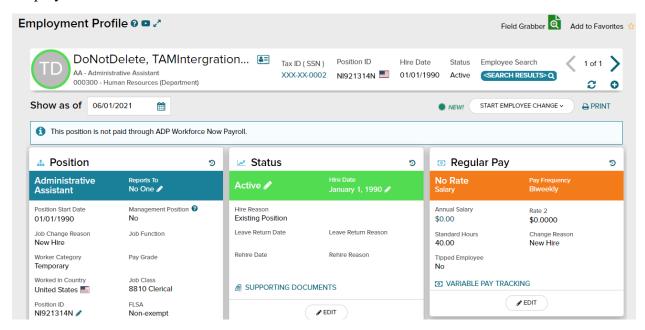




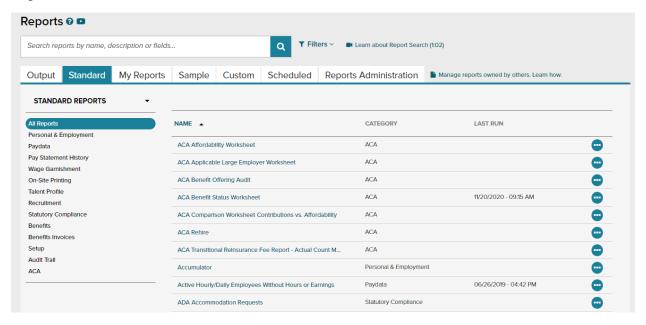




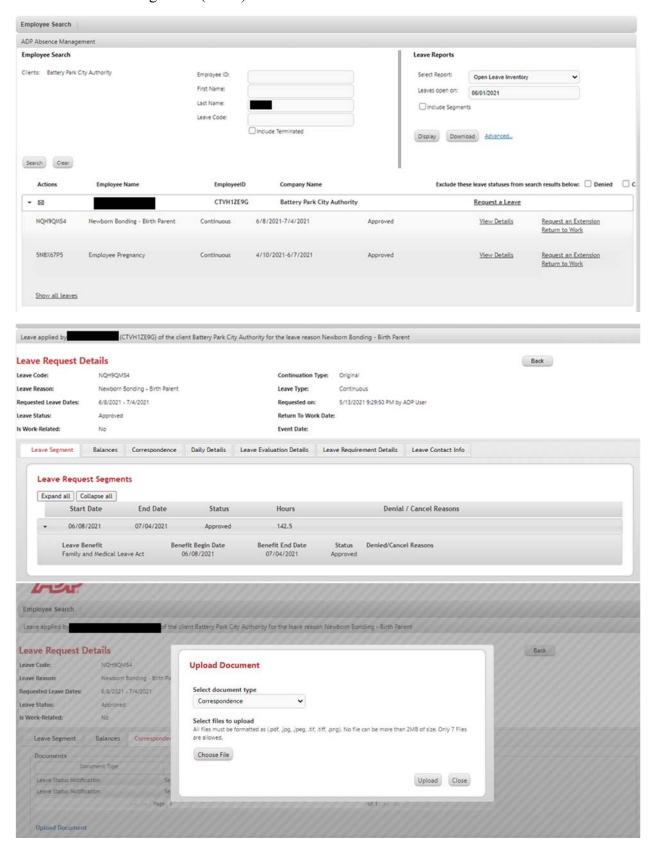
Employment Profile



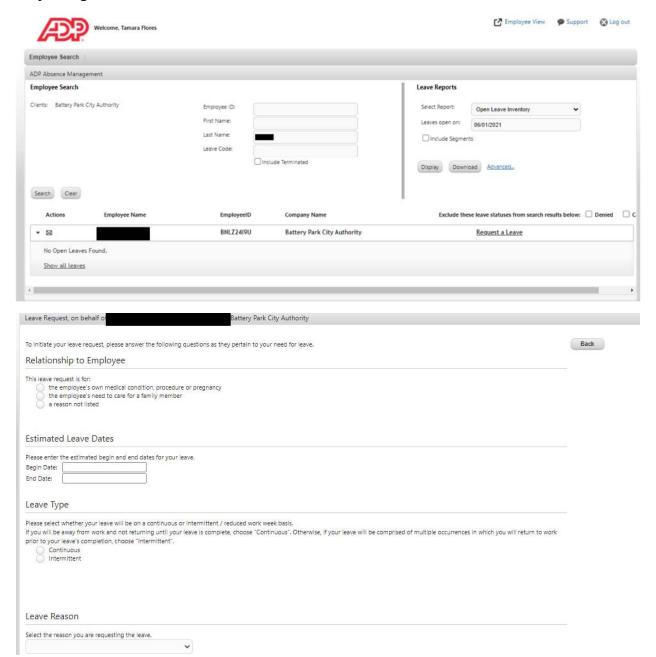
Reports Screen



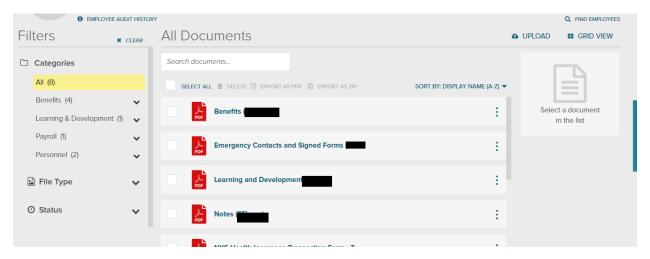
Total Absence Management (TAM) Screen



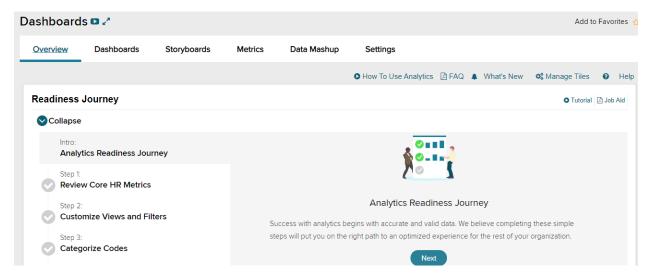
Requesting a Leave

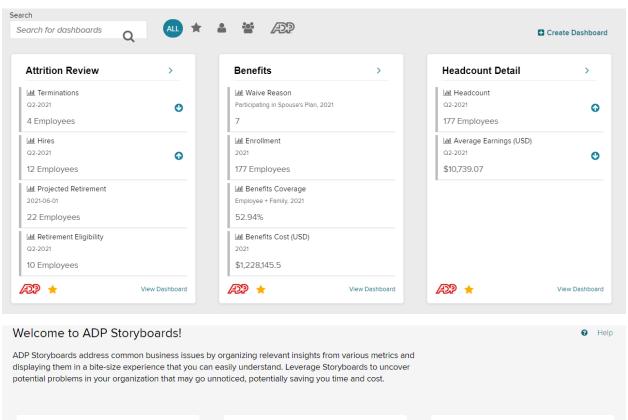


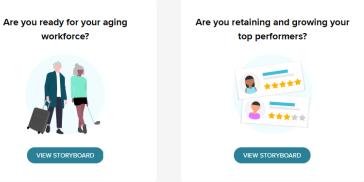
Document Cloud



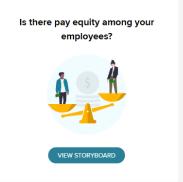
Analytics Screen



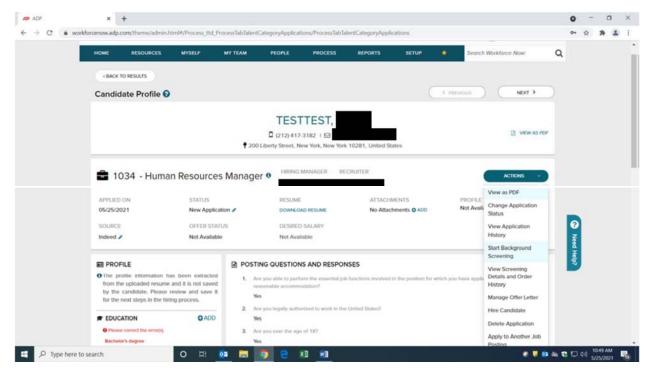




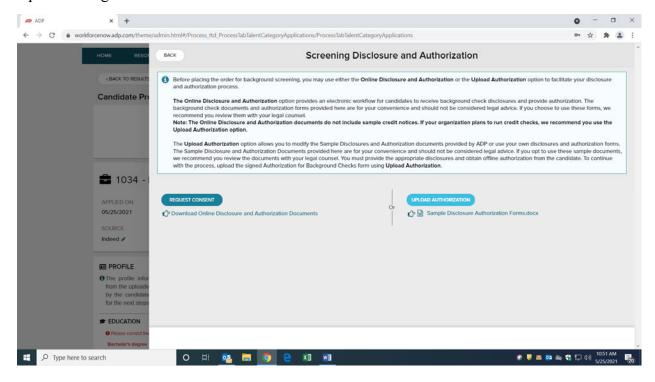
workforce?



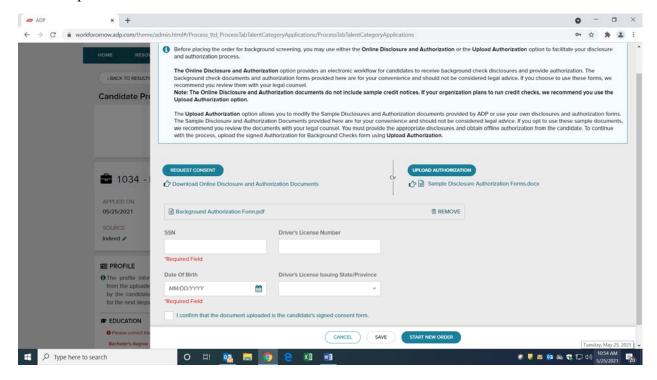
Screening & Selection Services- Criminal Background Screening & Drug Testing Screening Start Background Screening in Candidate Profile



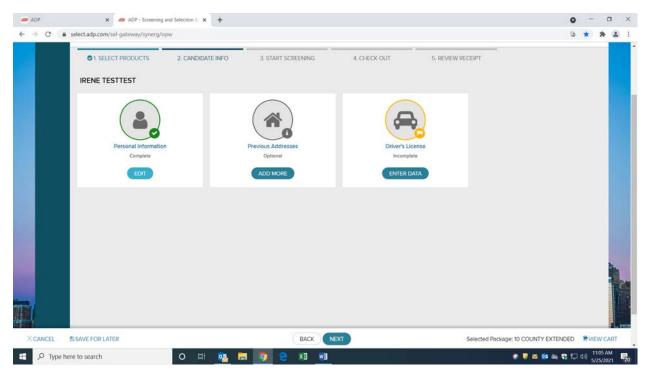
Upload Background Authorization Form

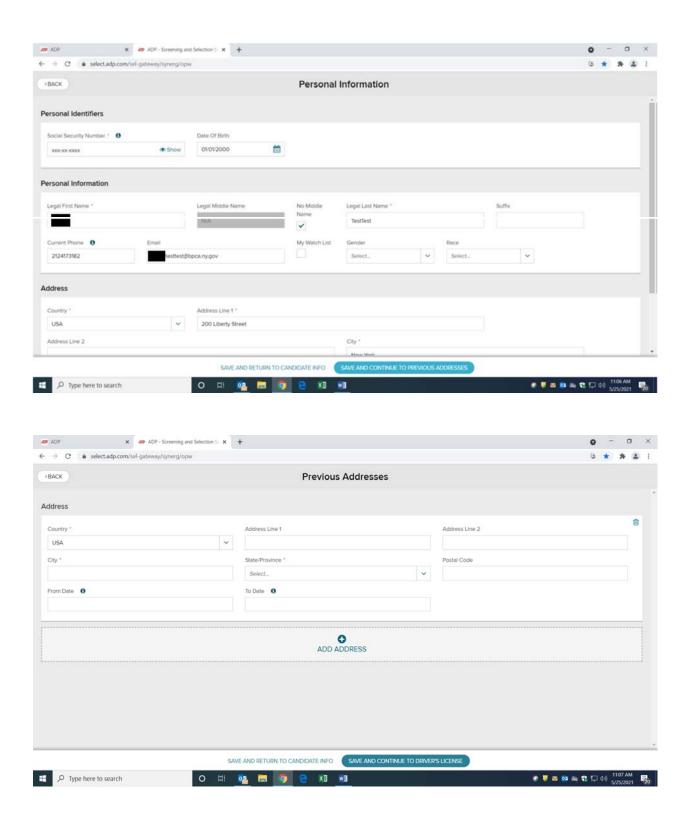


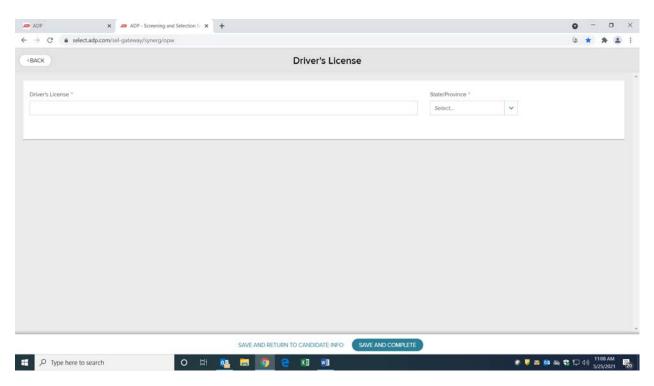
Fill in required fields and click Start New Order



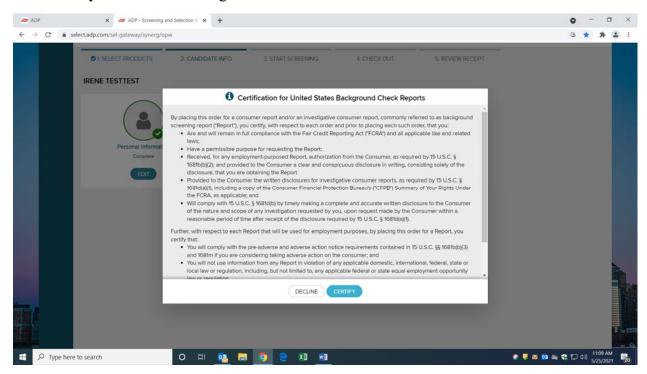
Fill out the Personal Information, Address and Driver's License information



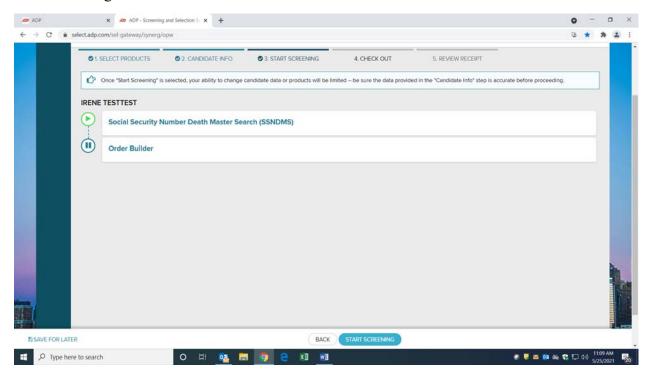




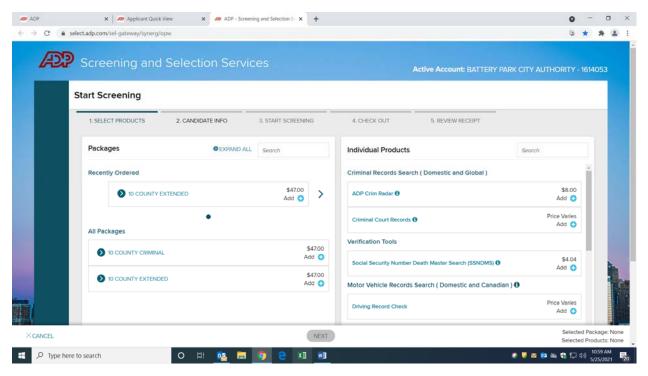
Click Certify to initiate screening selections



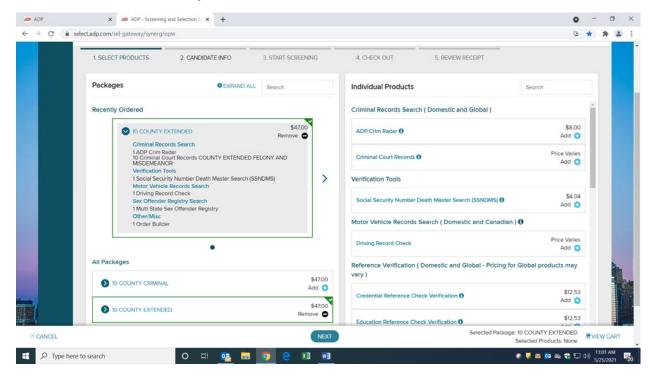
Start Screening



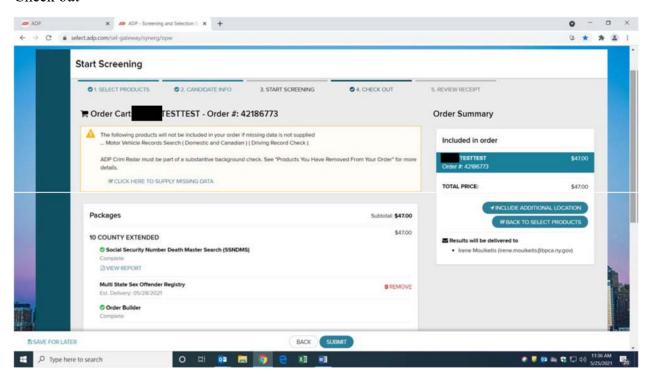
Select 10 County Extended for Criminal Background screenings



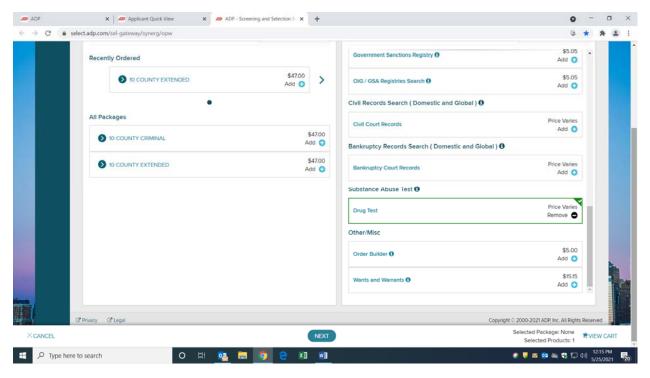
Click within the box to verify what is included in the order



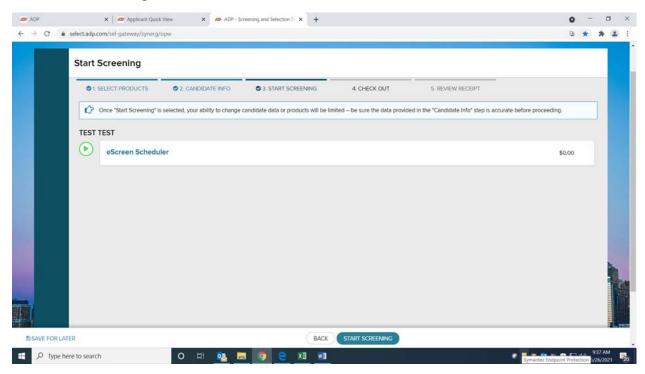
Check out

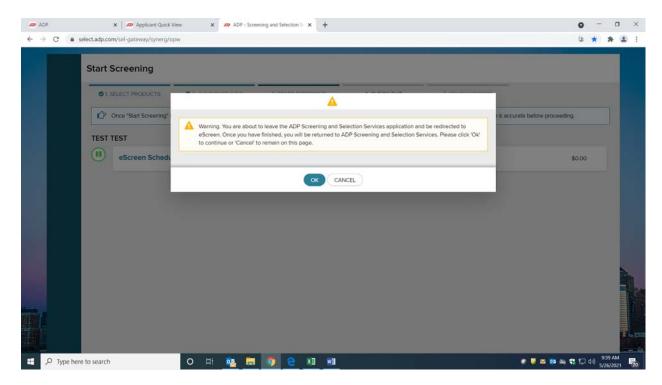


Drug Testing: Same steps as above, but select Drug Test instead of 10 County Extended

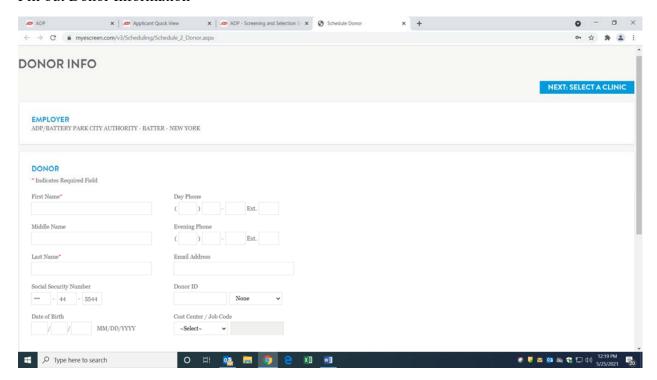


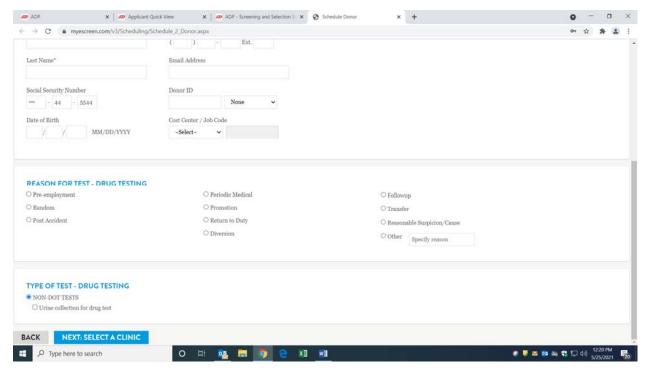
Click Start Screening



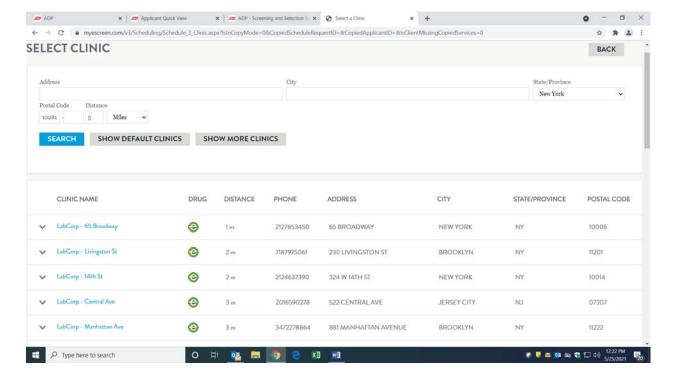


Fill out Donor Information

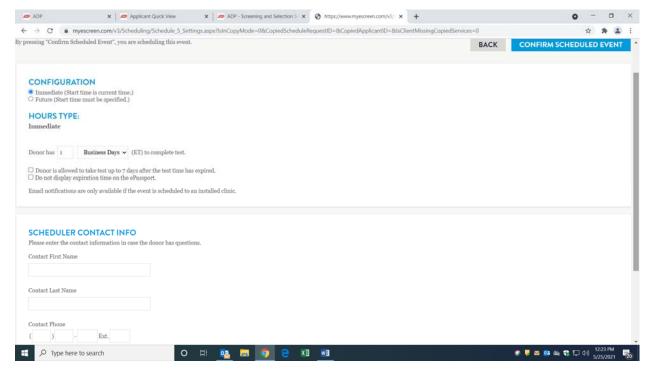




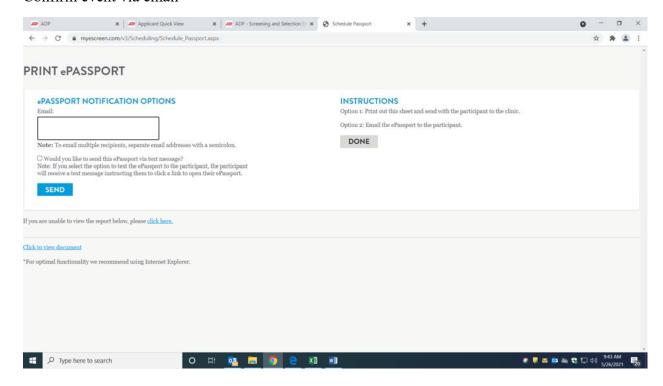
Select a Clinic



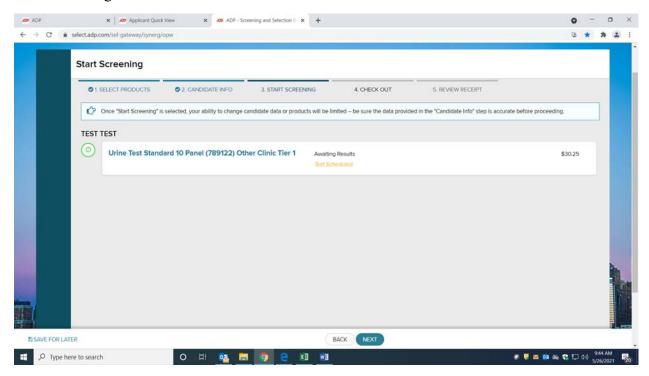
Select Duration of Time to complete the test



Confirm event via email

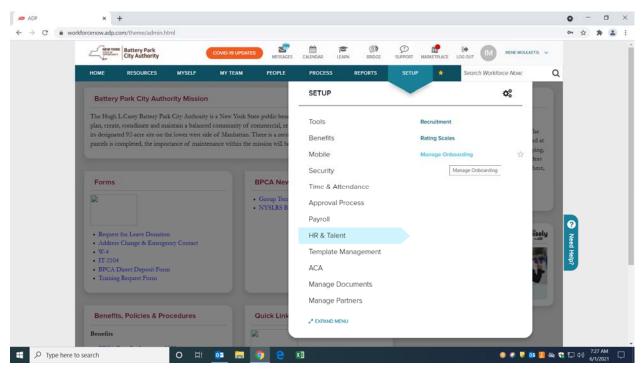


Start Screening and Check out

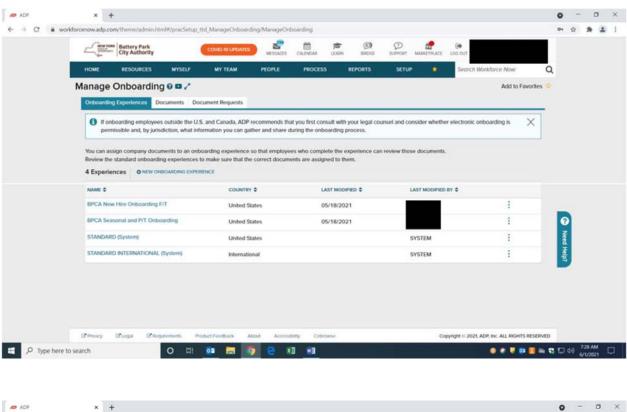


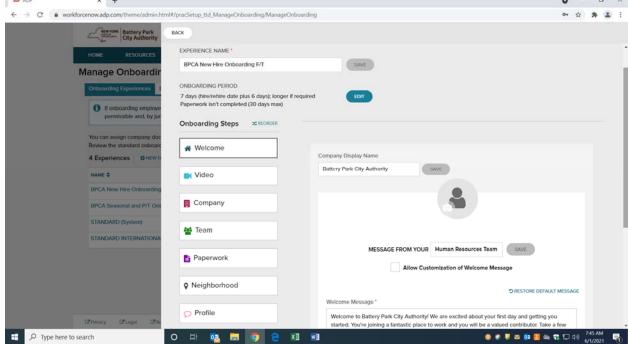
Onboarding Portal

To create, edit or review onboarding portal go to: Set up - HR & Talent - Manage Onboarding

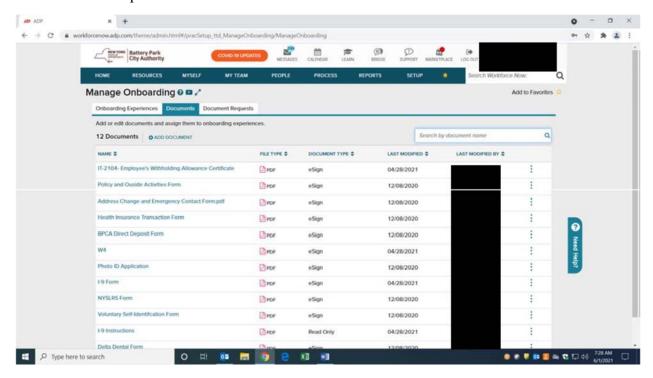


View current onboarding experiences or add a new one:

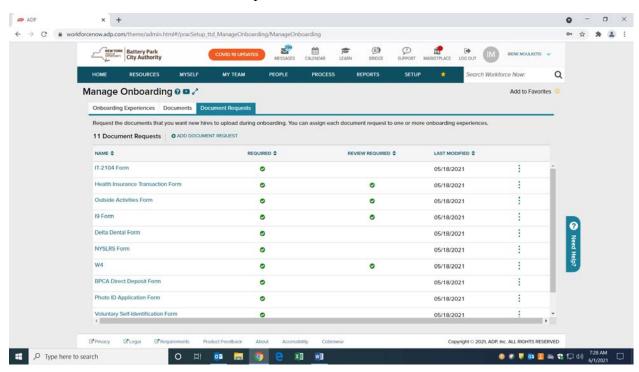




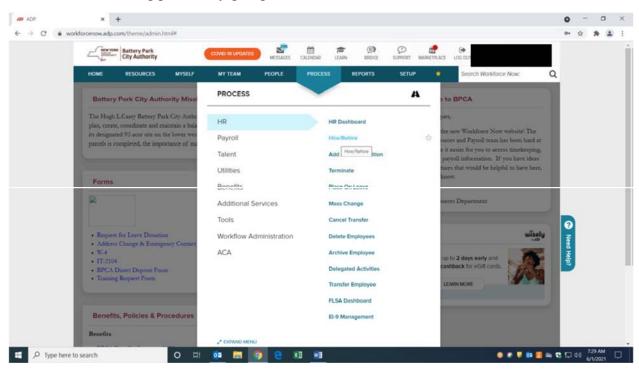
Review or add required documents:

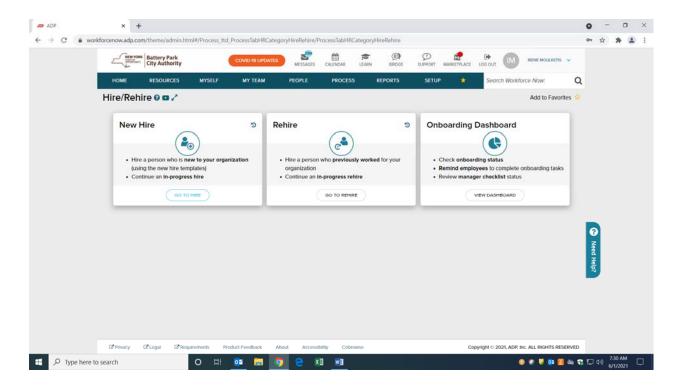


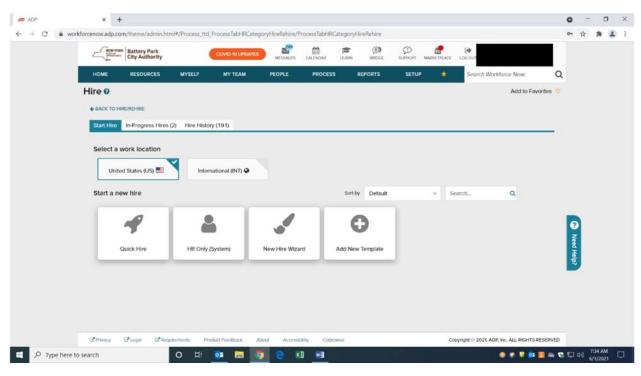
View the list of documents that are requested from new hire:



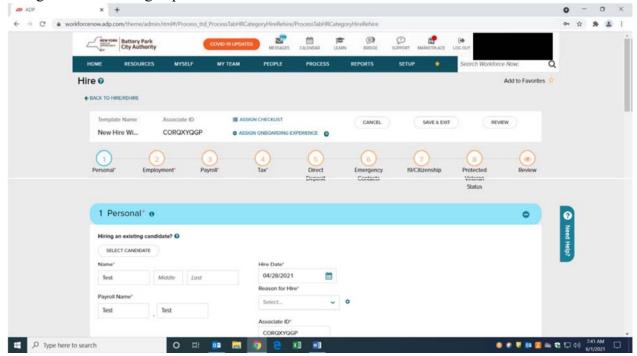
Initiate the onboarding process by going to HR- Hire/Rehire and click on New Hire:

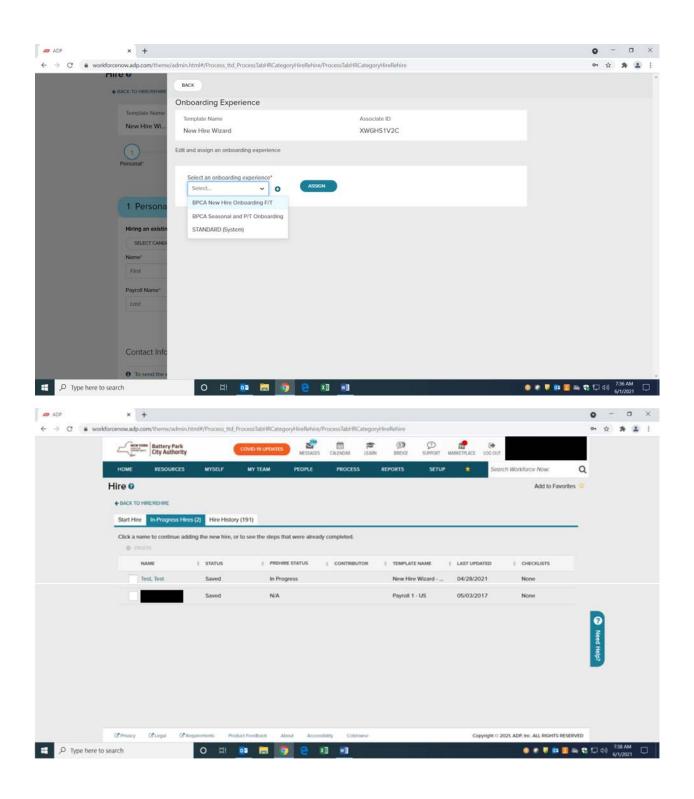




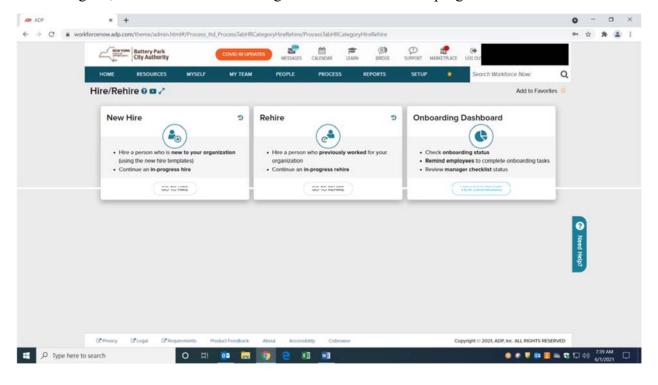


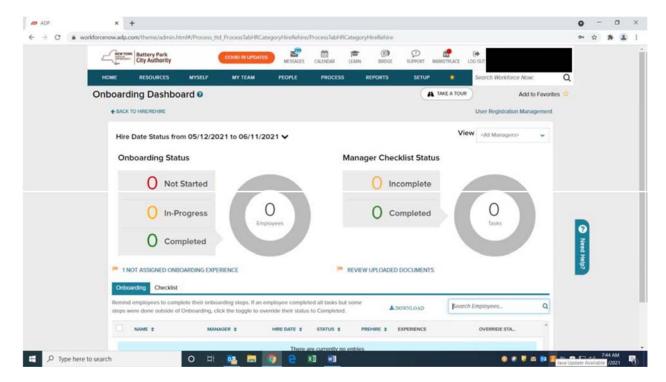
Assign the onboarding experience:



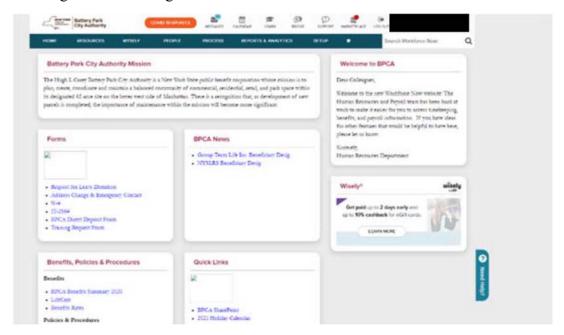


Once assigned, click into the Onboarding Dashboard to view the progress of the hire:



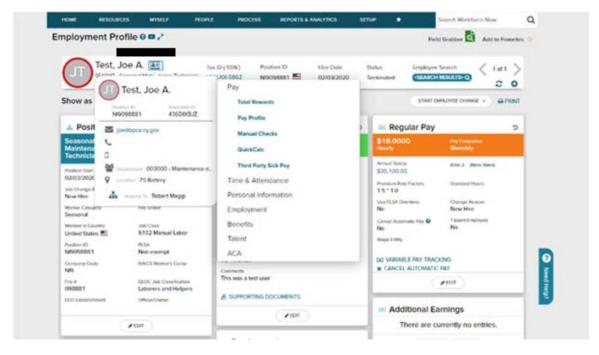


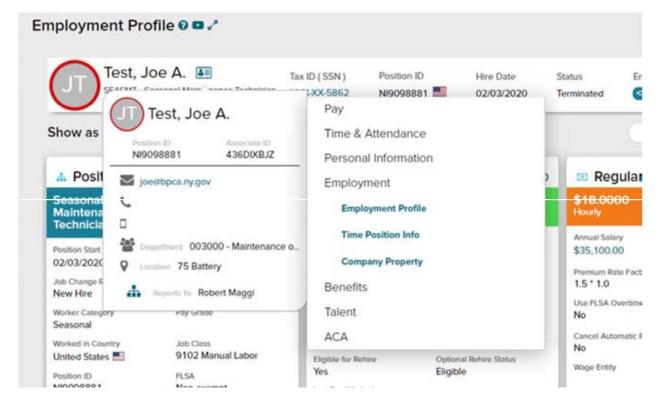
Entering new hire through WFN.



Enter employee's name in the "search workforce now" tab.

Click on icon next to employees' name. → Employment → Time Position Info

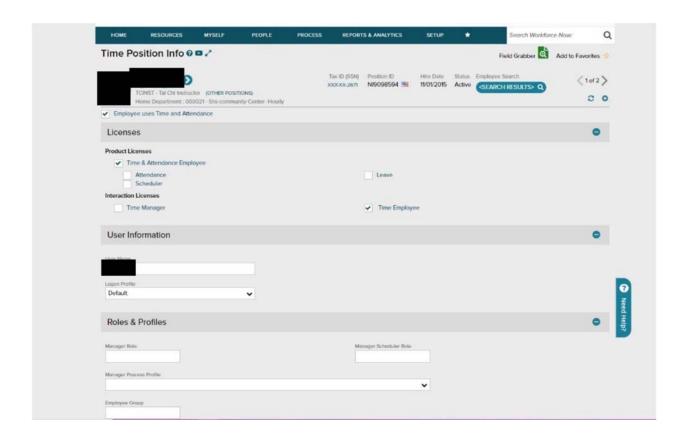


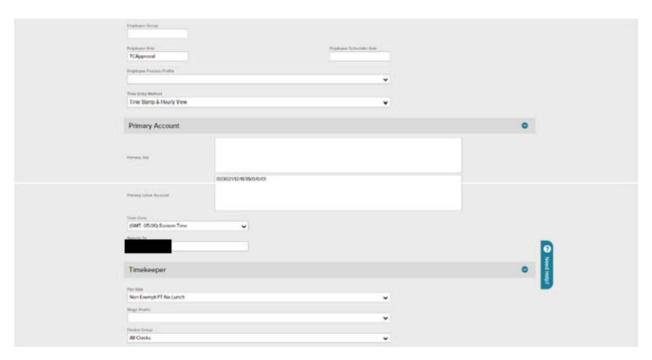


Enter New Hire information accordingly.

For regular full time employee: Logon profile is set to Default

For managers: Logon profile and employee role is set to MANAGERS and Interaction Licenses Time Manager box should be checked.

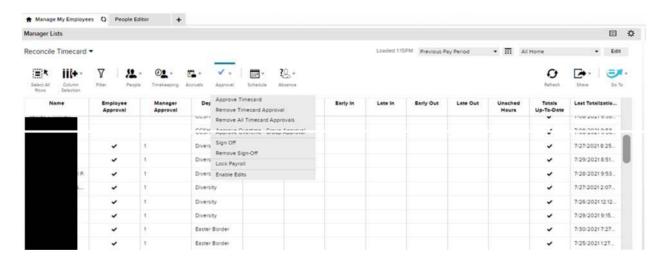




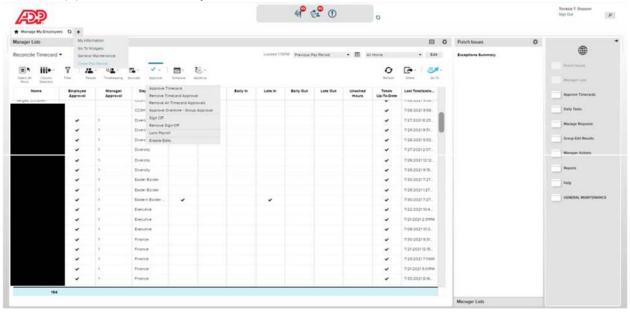


Closing pay-period and creating CSV File

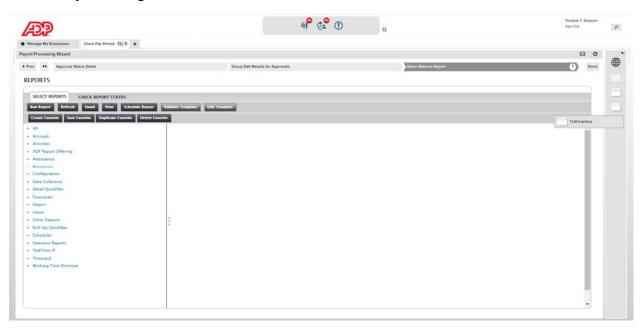
Click Approval → Sign Off



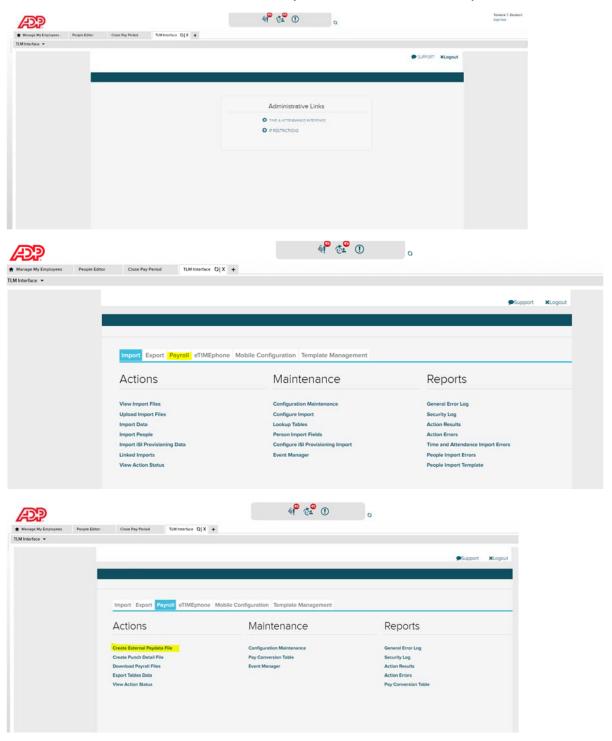
Click on (+) icon → "Close Pay Period"



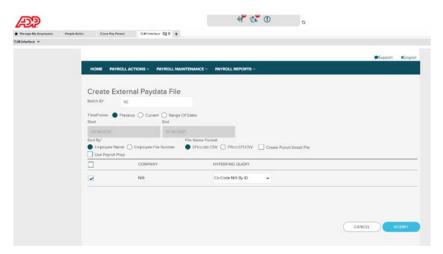
All the way to the right side, click on the last box. TLM Interface



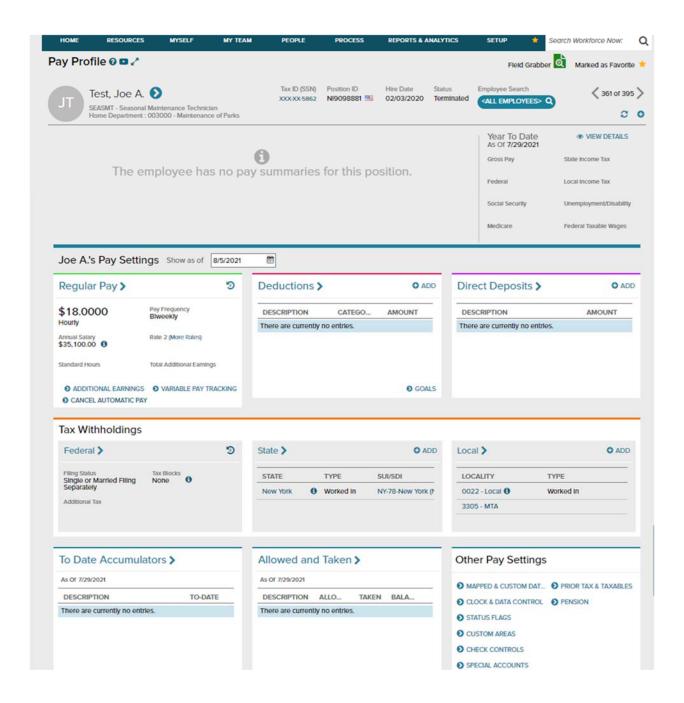
Click on Time & Attendance Interface → Payroll → Create External Pay data file



Click on submit to run CSV File



Payroll mainly uses the Pay Profile tab in ADP WFN. It pulls in and summarizes data from all pay related fields within the entire WFN system. See example below:

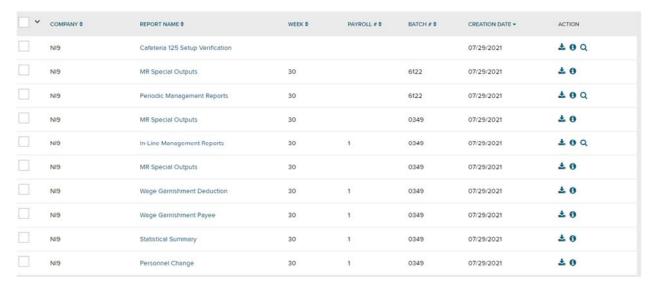


After Payroll is processed, relevant reports are retrieved from ireports, via the Reports and Analytics tab, to facilitate the reconciliation process needed to fund Payroll, provide necessary support needed send Payroll related wires, as well as create relevant journal entries that requires posting into the General Ledger.

Payroll Reports are obtained from:



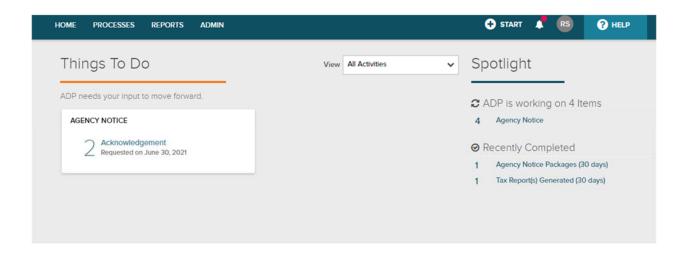
Examples of some of the available reports are listed below:



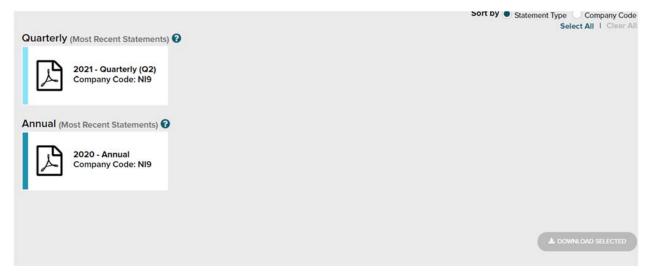
Archived periodic, quarterly and annual reports are also available by entering required parameters.

The Tax and Banking Communications are done via the Reports and Analytics Tab as well:

Upon receipt of a tax notice, the Payroll Accountant uploads the notice to the portal; When ADP works on the case, the updates are also displayed on the main page with relevant notes, and Payroll processes accordingly:



Quarterly and Annual Tax Statements are also available-ADP prepares and issues taxes on behalf of BPCA and the notices also appear in the portal



All items handled by ADP and associated invoices are included in the Tax and Banking Portal:

