REQUEST FOR PROPOSAL (RFP): NO. 6537

ORACLE CLOUD IMPLEMENTATION AND INTEGRATION SERVICES

TABLE OF CONTENTS

	GUILFORD COUNTY SCHOOLS **Request for Proposals** **Purchasing Department** 501 W. Washington Street Greensboro, NC 27401
Direct all inquiries to:	**Request for Proposals: 6537**
Shayla C. Parker	**Bid due date: November 17, 2022**
oraclecloudRFP@gcsnc.com	**Commodity: System Implementation and Integration Services**

1.1 NOTICE TO BIDDERS

Bids, subject to the conditions made a part hereof, will be received at this office 501 W. Washington St., Greensboro NC 27401, until **1:00 PM EST** on the day of opening for furnishing and delivering the commodity as described herein. Bids submitted via facsimile (FAX) machine in response to this Invitation for Bid **will not** be accepted.

EXECUTION

In compliance with this Request for Proposals (RFP), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein. By executing this bid, the undersigned Vendor certifies that this bid is submitted competitively and without collusion (G.S. 143-54), that none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and that it is not an ineligible Vendor as set forth in G.S. 143-59.1. False certification is a Class I felony. Furthermore, by executing this bid, the undersigned certifies to the best of Vendor's knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency. As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of all NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

Failure to execute/sign bid prior to submittal shall render bid invalid and it WILL BE REJECTED. Late bids will not be accepted.

BIDDER:		FEDERAL ID OR SOCIAL SECURITY NO.	
STREET ADDRESS:		P.O. BOX:	ZIP:
CITY & STATE & ZIP:		TELEPHONE NUMBER:	FAX NUMBER:
TYPE OR PRINT NAME & TITLE OF PERSON SIGNING:		TITLE	
AUTHORIZED SIGNATURE:	DATE:	E-MAIL:	

Offer valid for 120 days from the bid opening date, unless otherwise stated. After this time, any withdrawal of offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

REQUEST FOR PROPOSAL # 6537
Proposal Acknowledgement Form

Enterprise Resource Planning (ERP) Systems Integration and Implementation Services

ANTI-COLLUSION STATEMENT

THE UNDERSIGNED BIDDER HAS NOT DIVULGED TO, DISCUSSED, OR COMPARED HIS PROPOSAL WITH OTHER BIDDERS AND HAS NOT COLLUDED WITH ANY OTHER BIDDER TO THE PROPOSAL WHATSOEVER. BIDDER ACKNOWLEDGES THAT ALL INFORMATION CONTAINED HEREIN IS PART OF THE PUBLIC DOMAIN AS DEFINED BY THE STATE OF NORTH CAROLINA LAW.

CERTIFICATION AND IDENTIFICATION FOR BIDDERS SUBMITTING PROPOSALS.

I certify that this proposal is made without prior understanding, agreement or connection with any corporation, firm or person submitting a proposal for the same service and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of these proposal specifications, and I certify that I am authorized to sign this proposal.

(Please Type or Print Below for the Anti-Collusion Statement)

TYPE OR PRINT NAME & TITLE OF PERSON SIGNING:		TITLE
AUTHORIZED SIGNATURE:	DATE:	E-MAIL:

1.2 PURPOSE AND BACKGROUND

Guilford County Schools (GCS) is seeking proposals from qualified vendors to provide Systems Integration and Implementation Services to complete an in-flight Oracle Cloud Software (ERP) Package implementation. GCS was using a state-approved vendor for implementation services and agreed to mutually part ways with the state-approved vendor.

1.3 GENERAL INFORMATION

This RFP comprises the base bid document, any attachments, and any addenda released before contract award. All attachments and addenda released for this RFP in advance of any Contract award are incorporated herein by reference. Bids shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

TAXES

Guilford County Schools is **NOT** tax-exempt. Unless otherwise indicated, tax must be computed and added to your bid. Any itemized shipping charges are also subject to tax. When invoiced, tax should be invoiced as a separate line item.

MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE (MWBE)

The Board of Education awards public contracts without regard to race, religion, color, creed, national origin, sex, age or handicapped condition as defined by North Carolina General Statutes, 168A-3. GCS Board of Education promotes full and equal access to business opportunities with Guilford County Schools. Minority businesses are encouraged to submit bids for this project. All vendors shall have a fair and reasonable opportunity to participate in GCS business opportunities.

INSURANCE
Certificate of Insurance

An awarded vendor shall furnish GCS a certificate of insurance showing that the required workmen's compensation, general liability, automobile, and the professional liability, errors and omissions insurance are carried by the awarded vendor. The certificate of insurance should show that it is issued to or at the request of the GCS Board of Education, Greensboro, North Carolina. All insurance carriers shall be licensed to do business in North Carolina or approved to issue insurance coverage by the Commission of Insurance of North Carolina.

The certificate of insurance shall include substantially the following provision: The insurance policies to which this certificate refers shall not be altered or canceled until after ten (10) days'

written notice of such cancellation or alteration has been sent by certified mail to the *GCS* Board of Education, Greensboro, North Carolina.

During the term of the contract, the contractor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the contract. As a minimum, the contractor shall provide and maintain the following coverage and limits:

a. **Worker's Compensation** - The contractor shall provide and maintain Worker's Compensation Insurance, as required by the laws of North Carolina, as well as employer's liability coverage with minimum limits of $150,000.00, covering all of contractor's employees who are engaged in any work under the contract. If any work is sublet, the contractor shall require the subcontractor to provide the same coverage for any of his employees engaged in any work under the contract.

b. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of $1,000,000.00 Combined Single Limit. (Defense cost shall be in excess of the limit of liability.)

c. **Automobile** - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used in connection with the contract. The minimum combined single limit shall be $150,000.00 bodily injury and property damage; $150,000.00 uninsured/under insured motorist; and $1,000.00 medical payment.

d. **Professional Liability, Errors and Omissions insurance -** A selected vendor shall maintain professional liability, errors and omissions insurance which covers professional errors and omissions of Contractor and all professionals who are employees of Contractor and are engaged to furnish professional services in connection with the services hereunder. Coverage under each policy must be a minimum of Five Million Dollars ($5,000,000) for each occurrence and Ten Million Dollars ($10,000,000) in the aggregate.

1.3.1 TERMS AND CONDITIONS

It shall be the vendor's responsibility to read the instructions, terms and conditions, all relevant exhibits and attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Vendors also are responsible for obtaining and complying with all Addenda and other changes that may be issued relating to this RFP.

All bidders are hereby notified that they must have the proper license as required under the North Carolina laws. The award of a contract under this solicitation may be paid with federal funding. Funding is contingent upon compliance with all terms and conditions of funding award. All prospective contractors shall comply with all applicable federal laws, regulations, executive orders, FEMA requirements and the terms and conditions of the funding award. In addition, contractors providing submittals shall be responsible for complying with state law and local ordinances.

1.3.2 GO-LIVE DATES

During any calendar year, Guilford County Schools is only able to accommodate the following go-live dates:

1. January 1
2. July 1

The go-live dates reflect the beginning of a fiscal year or the beginning of a calendar year. The GCS fiscal year runs July 1 – June 30 of every year.

1.3.3 HANDS-ON TRAINING SUBSCRIPTION

GCS has a subscription to the Maverick Solutions (https://mavericksolutions.com/) training solution for Oracle Cloud. This solution includes the following:

- Maverick Engage Learn: Interactive tutorials that offer a hands-on experience with step-by-step instructions through training tasks. GCS has about 400 licenses for Maverick Engage Learn
- Maverick Engage Live: A Digital adoption platform (DAP) that offers customizable and contextual guidance within Oracle Cloud. GCS has licenses to cover the general employee population

1.3.4 ADDITIONAL SOFTWARE AND HARDWARE

Submitting additional software and hardware information is not required as part of this RFP. However, GCS desires for a bidder to provide information regarding the following solutions if applicable to the bidder's proposed solution in Section 5: Technical Requirements:

- ***Timeclock solution***: The previous integrator had a custom-built timeclock solution that GCS had planned to implement. This timeclock was similar to Oracle's Time and Labor Web Click and integrated with Oracle, but had functionality built in specific to North Carolina school districts. GCS no longer has any plans to implement the custom-built timeclock and would like to use the delivered Oracle Cloud timeclock or would like the Bidder to propose a timeclock solution. Some features that the custom-built timeclock solution had included:
    - The ability to capture the IP address of the person clocking in so GCS could tell which school or district location that a user was clocking in
    - Exempt staff had the ability to "check-in" versus clocking in/out
    - Employees could electronically submit a change request, have it approved, and time automatically updated after approval
    - Department or Schools admin could see exempt employees that have checked in and all time entries for non-exempt employees
    - Leave requests would automatically populate to an employee's time card after the leave has been approved by the manager/supervisor
    - Ability to change comp time to overtime for payroll purposes
    - Ability to perform job costing
- ***Talent management***: Describe your solutioning approach to implementing Talent Management for your clients.

- *Scanning software and hardware for fixed asset and inventory*: The previous State Approved System Integrator did not provide guidance around which scanning software or hardware could be used in conjunction with Oracle Cloud.
- *Payroll and AP Tax Calculation -* Through the previous State Approved System Integrator, GCS had acquired a yearly license for ADP Smart Compliance that was bundled with the Oracle Cloud license. The ADP Smart Compliance license assisted with payroll tax calculations in Oracle Cloud. For Accounts Payable, GCS currently does not have a license for assisting with tax calculations in Oracle Cloud.

1.3.5 BID QUESTIONS

Upon review of the RFP documents, vendors may have questions to clarify or interpret the RFP to submit the best bid possible. Bid questions were submitted with RFP 6522 and are no longer available. All questions and answers are part of Appendix J.

Instructions (No Longer Applicable):
Written questions shall be emailed to Shayla Parker at oraclecloudRFP@gcsnc.com by the date and time specified above. Vendors will enter "RFP #6537 – Questions" as the subject for the email. Question submittals will include a reference to the applicable RFP section and be submitted in a format shown below:

Reference	Vendor Question
RFP Section, Page Number	Vendor question…?

Questions received prior to the submission deadline date, GCS's response, and any additional terms deemed necessary by GCS will be posted in the form of an addendum. No information, instruction or advice provided orally or informally by any GCS personnel, whether made in response to a question or otherwise regarding this RFP, shall be considered authoritative or binding. Vendors shall be entitled to rely *only* on written material contained in an addendum to this RFP.

1.3.6 OFFSHORE RESOURCE USAGE

No data that is classified as Personal Identifiable Information (PII) can be used or taken offshore. If any development is proposed to be done offshore, it would require "dummy" data to be used. Additionally, any GCS bank related information would be classified as PII and should not be used offshore.

Furthermore, no GCS data can be stored offshore nor can an offshore resource be a module lead, tech lead, tower lead (i.e., Overall HR, Financial or Procurement lead), or project manager. Offshore resources are expected to be available to assist in the project activities for at least half of a GCS working day. The typical GCS working days are outlined below in the next section.

1.3.7 WORK SCHEDULES AND HOLIDAYS

During the school year, GCS employees work a Monday through Friday schedule (8 hours daily) from 8 am to 5 pm and during the summer, GCS employees work a Monday through Thursday schedule (10 hours daily) from 7:30 am to 6:00 pm. It is expected that consultants will follow and be available during the standard GCS working hours. Consultants must be available for critical consultation on Fridays regardless of onsite or remote when GCS is following the Monday through Friday work schedule.

GCS also has periods where they typically shut down, are unavailable, or have limited availability during the school year as follows:
1. The week of July 4
2. Winter Break (For the 2022-2023 school year, this closure takes place December 22 – January 2)
3. Last week of June for Financial Year-End Close Activities

Additionally, GCS observes the following 13 days as holidays:
1. New Year's Day
2. Martin Luther King Day
3. Spring Holiday (Also referred to as Good Friday)
4. Memorial Day
5. Juneteenth National Independence Day
6. Independence Day
7. Labor Day
8. Veteran's Day
9. Thanksgiving Holiday (Closed Thursday and Friday)
10. Winter Holiday (For the 2022-2023 school year, these dates are December 23, 26, and 27)

1.4 BID SUBMITTAL

Sealed bids, subject to the conditions made a part hereof and the receipt requirements described below, shall be received at the address indicated below, as described herein. **Five (7) Original & seven (7) electronic copy (thumb drive preferred)** should be addressed in an envelope with the RFP number as shown below: It is the responsibility of the bidder to have the bid in the Guilford County Schools Purchasing office by the specified time and date of opening. ***Please be advised that Washington Street building is closed from Friday at 5:00 pm until Monday at 8:00 am and deliveries will be left outside the front door if delivered during these times.****

Bids shall be marked on the outside of the sealed envelope with the Vendor's name, bid number, date, and time of opening. If the Bidder submits more than one bid, each bid shall be submitted in separate sealed envelopes and marked accordingly. For delivery purposes, separate sealed bids from a single Bidder may be included in the same outer package.

Attempts to submit a bid via facsimile (FAX) machine, telephone or electronic means, including but not limited to email, in response to this Request for Proposals will **not** be accepted. Bids

are subject to rejection unless submitted with the information above included on the outside of the sealed bid package.

Proposals must be prepared single-sided, unbound, in a three-ring binder on 8½" x 11 paper in a 12-point Arial font. Do not include promotional or marketing information in your response. Bidder is requested to submit RFP package in the following format:

- Response to questions in the same order as presented is requested.

Files should be clearly marked, indicating if it is the PDF or Excel file. All documents should be labeled with the vendor's name. Files should be saved as:

RFP_6537_Bidder Name.pdf OR RFP_6537_Bidder Name.xlsx

The proposals must be submitted in a sealed envelope or box marked "RFP 6537."

MAILING INSTRUCTIONS:
DELIVERED BY US POSTAL SERVICE OR ANY OTHER MEANS:
RFP No. 6537
Shayla Parker
Director of Purchasing
Guilford County Schools
Purchasing Department
501 W. Washington Street
Greensboro, NC 27401

The responsibility for submitting a proposal to the District on or before the prescribed time and date will strictly be the responsibility of Bidders. The District will in no way be responsible for delays caused by the United States mail or any other delivery service or caused by any other occurrence. Responses received after the scheduled receipt time will not be considered.

Sections should be tabbed as follows:

Section 1. Proposal Acknowledgement Form
Proposal Acknowledgement Form and the Anti-Collusion Statement are provided on pages 9-11 of this RFP. This form must be completed and signed by an authorized Bidder representative and provided in Section 1 of the Proposal. No other form may replace the Proposal Acknowledgement Form.

Section 2. Executive Summary
The executive summary is a proposal recap and must not exceed ten (10) single-sided pages. It must be signed by an authorized representative of the proposing firm.
Briefly summarize your understanding of the requested services.

Discuss the firm's specific role and present the firm's relevant qualifications for performing that role. Identify the names, address, affiliation, e-mail, telephone number and fax number of the key contact person(s) for both Bidder and any subcontractor(s) that are included in the response.

Bidder must (1) indicate in the executive summary, compliance to the requirements as listed in the minimum qualification requirements section and (2) indicate which requirement(s), if any, Bidder may not comply with.

Bidders must address any problem(s) that they perceive to be associated with fulfilling the requirements of the RFP and cite specific suggestions for avoiding or mitigating these problems. The executive summary must provide a brief description of the proposing firm and must include:

- history
- number of years the organization has been in business
- type of products and services it provides

The executive summary must confirm that the Bidder will comply with the provisions of this RFP.

Section 3. Proposal Summary and Proposed Organization

Bidders must complete the tables provided in Section 3, Proposal Summary and Proposed Organization, of this RFP, and include the completed tables in Section 3 of the Proposal.

In completing Sections 3, 5, 6 and 7 of the Proposal Forms provided in this RFP, Bidders must acknowledge each stated requirement in all with gray shading. The Bidder must include a narrative explanation in the space at the bottom of each response table.
Bidders can expand tables to answer questions if the space provided is not sufficient. In addition, Bidders may attach charts, diagrams and plans, where necessary, and will note the location of such attachments in the gray response field.

Section 4. Business Requirements

Bidders must select Fit/Gap and applicable Gap resolution to the responses provided by the previously used State Approved Implementor in the Business Requirements Response Tables provided in Appendix E, Requirements Traceability Matrix (RTM), of this RFP, or list any exceptions to the individual requirements. Appendix E has two different workbooks that require responses in the excel file:
- GCS Requirements
- State Requirements

Bidders cannot change any RICEW items or prior Integrator responses in the Appendix E. In addition, Bidders must provide an associated cost in their response for each RICEW item marked in the Appendix E currently that will require a configuration, customization, or modification.

Section 5. Technical Requirements

Bidders must complete the tables provided in Section 5, Technical Requirements, of this RFP and include the completed tables in Section 5 of the Proposal.

Section 6. Systems Integration Services Requirements

Bidders must complete the tables provided in Section 6, Systems Integration Requirements, of this RFP and include the completed tables in Section 6 of the Proposal.

Section 7. Post-Implementation Requirements
Bidders must complete the tables provided in Section 7, Post-Implementation Requirements, of this RFP and include the completed tables in Section 7 of the Proposal.

Section 8. Submittal Forms
Bidders must complete the forms provided in Section 8, Submittal Forms, of this RFP and include the completed tables in Section 8 of the Proposal. The following completed submittal forms must be provided in Section 8 of the Proposal:
- Disclosure of Litigation
- Sworn Statement – New Contracts
- Insurance Requirements: The Bidder must submit with the Proposal evidence that it can obtain the required coverage by the District before the commencement of work. Final insurance verification will be completed by GCS before award.

Section 9. Cost Proposal
The Cost Proposal must include the following sections:
Bidders must complete the RFP forms in Section 9, Proposal Cost, and include the completed tables in the Cost Proposal.

In addition, the seven (7) electronic copies of the Excel Cost Proposal on multiple thumb drives must be included in the sealed package with the hard copies of the Cost Proposal.

Section 10. Required Attachments
Bidders must include in this section the following attachments:
- Supplemental Acronym List – Include a list of acronyms specific to your Technical and/or Cost Proposals. If you use acronyms already listed in Appendix C, Acronyms, there is no need to repeat those in your Supplemental Acronym List.
- Disclosure of Litigation – Each Bidder (and each subcontractor included in the Bidder's Proposal) must include a complete disclosure of any civil litigation, arbitration or proceeding to which it is a party and which is pending or was concluded within three years from the date of this RFP.

BRAND NAME
Unless otherwise indicated, manufacturer names and model numbers specified are used for purposes of identifying and establishing general quality level desired. Such references are not intended to be restrictive and comparable products of other manufacturers will be considered. The specifications following are the minimum acceptable by Guilford County Schools. Any deviations from the specifications shall be so stated in writing in the bidder's response. Please include in your response manufacturers' model numbers along with prices of items offered. Submit complete descriptive literature and specifications on all items offered. Bids which fail to comply may be subject to rejection.

REFERENCES
Guilford County Schools reserves the right to require upon request a list of references from other school districts or similar service agencies for which the company has provided the services or goods solicited in this RFP. GCS may contact these representatives to determine quality level. Such information may be considered in the evaluation of the bid.

WARRANTY
The vendor warrants to the owner that all equipment furnished under these specifications will be new, of good material and workmanship, and agrees to replace promptly any part or parts which by reason of defective material or workmanship shall fail under normal use, free of negligence or accident, for a minimum period of 12 months from date put in operation. Such replacement shall include all parts, labor, and transportation cost to the location where equipment is down, free of any charge to the owner or his representative.

If applicable, please be sure to describe your best warranty offering, any special training or special benefits at no charge that may be available, and any unique benefits you may offer. Award may be determined by best value analysis—not necessarily the lowest price received.

TRANSPORTATION CHARGES
Free on board (FOB) to designated sites in Guilford County, NC, with all transportation charges prepaid and included in the bid price.

1.5 AWARD AND BID EVALUATION

REVIEW AND AWARD
Guilford County Schools (GCS) intends to award this Request for Proposals to the responsible bidder(s) who best matches the needs of Guilford County Schools. Guilford County Schools reserves the right to reject any or all bids presented and to waive any informalities and irregularities. Award of this bid may be in whole or in part as deemed to be in the best interest of GCS. All projects are awarded contingent upon funding. No bid may be withdrawn after the scheduled closing time for the receipt of bids for a period of 120 days.

EVALUATION CRITERIA
All qualified bids will be evaluated, and award will be made based on consideration of the criteria listed in section 1.13 Evaluation and Selection

1.6 REQUEST FOR PROPOSAL DOCUMENT

1.6.1 INTRODUCTION – GUILFORD COUNTY SCHOOLS

Guilford County Schools is a $1 billion organization with over 10,000 employees on the payroll. As the third largest school district in the state, GCS provides educational services to over 70,000 students in kindergarten through grade 12.

In 2016 the General Assembly instructed the North Carolina State Board of Education to "develop a plan to modernize the systems used by the Department of Public Instruction, Financial and Business Services Division, to manage and deliver funds and technical support services to local school administrative units and charter schools.

Resulting legislation specified - "It is the intent of the General Assembly to fund a multiphase, multiyear project to (i) modernize State and local education financial, human capital, and school information systems, (ii) provide for a common reporting system and analytics system, (iii) integrate financial, payroll, human resources, and related human capital systems through the use of a new software as a service enterprise resource planning (ERP) solution, make enhancements to existing local systems, or both, and (iv) link the State licensure system with the upgraded local systems."

Two ERP packages and corresponding integrators were awarded to provide modernization software and services to districts, Tyler Munis (software & services) and Oracle Cloud with a State Approved Implementor. In turn, each district was given the latitude to review/see demonstrations of each system and ultimately choose the vendor that best suited their needs.

The District observed oral presentations and made reference calls and a site visit to Oracle Cloud K-12 organizations where the proposed ERP software solutions had been deployed. The GCS Board of Education approved the selection of Oracle Cloud as the software, and a State Approved Implementor was awarded a contract. GCS has also branded their instance of Oracle Cloud as GEMS. GEMS stands for Guilford Enterprise Management System and most project members refer to Oracle Cloud as GEMS in conversation.

In October of 2020, the District started an implementation of Oracle Cloud ERP/Procurement/Payroll/HCM with a State Approved Implementor and completed Fit/Gap, CRP (Conference Room Pilot) configuration and System testing (single module, not cross-module) of the Oracle modules and requirements presented in subsequent sections of this document that encompass the scope using the State Approved Implementor's methodology.

Our implementation to date has focused on delivering an integrated cloud solution that would replace the District's current primary systems, SunPac Finance/Payroll & HRMS Enterprise Resource Planning (ERP) systems. Based on progress to date, and several other factors, the district has decided to suspend work with the State Approved Implementor.

Moving forward, the District seeks qualified Bidders who can demonstrate a sound methodology and approach, functional and technical capabilities and relevant K-12 experience. At the completion of System Test, GCS had over 50 open design decisions and had not tested, nor seen any interface completed. Before the commencement of the next testing phase with the previous State Approved Implementor, GCS had expected to have the State Approved Implementer to have closed out all open design decisions and to have developed and unit tested all interfaces.

Bidder responses to this RFP must include both implementation and suggested ongoing maintenance and support of the Oracle Cloud ERP/Procurement/Payroll/HCM solution.

1.7 INSTRUCTIONS FOR SUBMISSION OF PROPOSALS

1.7.1 SUBMISSION FORMATTING AND DEADLINES

Submissions must be received by **November 17, 2022, 1:00 PM. Bidders will be required to submit the following:**

- Seven (7) printed copies, including one signed original.
- Seven (7) copies of the proposal submitted as a PDF on a thumb drive
- Seven (7) copies of all Excel attachments on a thumb drive including:
    - Appendix E, The Functional Descriptions Response Table Excel Workbook
    - Appendix H, The Cost Proposal Excel Workbook

Proposals must be prepared single-sided, unbound, in a three-ring binder on 8½" x 11 paper. Elaborate formatting is not necessary. Do not include promotional or marketing information in your response. Bidder is requested to submit RFP package in the format that follows: Response to questions in the same order as presented is requested.

Files should be clearly marked indicating if it is the PDF or Excel file. All documents should be labeled with the vendor's name. Files should be saved as:

RFP_6537_Bidders Name.pdf OR RFP_6537_Bidders Name.xls

The proposals must be submitted in a sealed envelope or box marked ***"RFP 6537"***

1.7.2 MODIFICATIONS TO REQUESTS FOR PROPOSALS

Bidders are advised that any changes to the Request for Proposal requirements may render the proposal non-responsive and may result in the proposal not receiving any further consideration.

1.7.3 EXAMINATION OF RFP DOCUMENTS AND ADDENDA POSTINGS

Bidder shall be solely responsible for examining the enclosed RFP Documents, including any Addenda issued during the Proposal period and for informing itself with respect to any and all conditions which may in any way affect the amount or nature of the Proposal or the performance of the Services in the event Bidder is selected.

Bidders are advised to monitor continuously the GCS Procurement website, for any addendums or questions and answers that may be posted. The GCS procurement website, which lists all RFPs, addendums, questions and answers and award information, is as follows: http://purchasing.gcsnc.com/BidCurrent/PurchasingQuoteList.aspx. Questions received prior to the submission deadline date, GCS's response, and any additional terms deemed necessary by GCS will be posted in the form of an addendum. No information, instruction or advice provided orally or informally by any GCS personnel, whether made in response to a question or otherwise regarding this RFP, shall be considered authoritative or binding. Vendors shall be entitled to rely only on written material contained in an addendum to this RFP.

1.7.4 MISSING DOCUMENTS

The first part of the evaluation process is to validate that submitted proposals are complete and ensure that all the RFP guidelines and submittal requirements have been met. Respondents who do not meet all the requirements for the RFP may be contacted to submit the missing information within two business days. Incomplete or noncompliant proposals may be disqualified.

1.8 PRE-BID CONFERENCE AVAILABILITY, QUESTIONS AND PROTESTS

1.8.1 PRE-BID CONFERENCE AVAILABILITY

There will not be a pre-bid conference for this RFP. Upon review of the RFP documents, bidders may have questions to clarify or interpret the RFP to submit the best possible bid. To accommodate the bid process, bidders shall submit any such questions.

1.8.2 HOW TO SUBMIT QUESTIONS

Written questions shall be emailed to Shayla Parker at oraclecloudRFP@gcsnc.com by the date and time specified below. Vendors will enter "RFP #6537 – Questions" as the subject for the email. Question submittals include a reference to the applicable RFP section and be submitted in the format shown below:

Reference	Vendor Question
RFP Section, Page Number	Vendor question…?

Questions received prior to the submission deadline date, GCS's response, and any additional terms deemed necessary by GCS will be posted in the form of an addendum.
No information, instruction or advice provided orally or informally by any GCS personnel, whether made in response to a question or otherwise regarding this RFP, shall be considered authoritative or binding. Vendors shall be entitled to rely only on written material contained in an addendum to this RFP.

FINAL DEADLINE FOR ANY INQUIRY, CLARIFICATION, OR INFORMATION REGARDING THIS RFP HAS PASSED. QUESTIONS AND CORRESPONDING ANSWERS ARE PART OF APPENDIX J

All Bidders should monitor continuously, the GCS Bid Solicitation website, for any addendums or questions and answers that may be posted related to this solicitation. The Bid Solicitation website, which lists all Bids, RFPs, addendums, questions and answers and award information, is as follows: https://www.gcsnc.com/Page/17459 and then clicking on the "Current Bids" section to find RFP #6537

1.8.3 CHANGE OR WITHDRAWL OF PROPOSAL

PRIOR TO PROPOSAL OPENING. Should the vendor withdraw its proposal, they must do so in writing. This communication is to be received by Shayla Parker, Director of Purchasing, 501

W. Washington Street, Room 213 Greensboro, NC 27401, prior to the opening of the proposals. The vendor's name and the proposal number must appear on the envelope.

AFTER PROPOSAL OPENING. After **November 17, 2022**, proposals may not be changed; and they may not be withdrawn for one hundred twenty (120) days from that date.

1.8.4 PROTEST TO CONTRACT SOLICITATION OR AWARD

When an offeror wants to protest a contract awarded pursuant to this solicitation, that is over $10,000, they must submit a written request to the GCS Purchasing Officer at the address listed on page 9 of this RFP. This request must be received in the Purchasing Department within (5) consecutive business days of the e-mail notification to the offeror of GCS' intent to maintain the original award. The offeror must submit a written protest letter to the GCS Purchasing Officer. This letter must contain specific reasons and any supporting documentation for the protest.

1.8.4.1 AWARDS

As directed by statute, qualified bids will be evaluated and acceptance may be made of the lowest and best bid most advantageous to GCS as determined upon consideration of such factors as: prices offered; the quality of the articles offered; the general reputation and performance capabilities of the bidders; the substantial conformity with the specifications and other conditions set forth in the bid; the suitability of the articles for the intended use; the related services needed; the date or dates of delivery and performance; and such other factors deemed by GCS to be pertinent or peculiar to the purchase in question. Unless otherwise specified by GCS or the bidder, GCS reserves the right to accept any item or group of items on a multi-item bid. In addition, on TERM CONTRACTS, GCS reserves the right to make partial, progressive or multiple awards: where it is advantageous to award separately by items; or where more than one supplier is needed to provide the contemplated requirements as to quantity, quality, delivery, service, geographical areas; other factors deemed by GCS to be pertinent or peculiar to the purchase in question.

<u>**All contracts are awarded contingent upon the availability of funds**</u>

1.8.4.2 RESERVATION FOR REJECTION OR AWARD

The GCS Board of Education reserves the right to reject any and all proposals, to waive irregularities or technicalities, and to request reissue a new solicitation.

1.8.4.3 NOTICE OF INTENDED ACTION

Notices will be posted on the [District's website](#) prior to a regularly scheduled GCS Board of Education meeting as part of the Board agenda. Board meetings are generally held on the second Tuesday of each month at 6 pm in the Board Room located at 712 N. Eugene St., Greensboro. Dates and times are subject to change.

1.8.4.3.1 PUBLIC COMMENTS

Persons wanting to publicly address the GCS Board of Education may register to do so by emailing boardclerk@gcsnc.com or calling (336) 370-8100 by 12 pm the day before the meeting. A maximum of three (3) minutes is granted to each speaker, with a total of 30 minutes designated at the beginning of the meeting for all public comments. Speakers

will be screened prior to building entry. In order to streamline the check-in process, please limit personal items to a minimum. Bags, purses and other items will be subject to security screening.

Written comments may also be submitted by sending an email to boardclerk@gcsnc.com by 12 p.m. the day before the meeting with the subject line "PUBLIC COMMENTS" and enter the date of the meeting. Comments received by email will be posted with the meeting agenda.

1.8.4.4 OFFICIAL AWARD DATE
Awards become official upon GCS Board of Education action. It is anticipated that a proposal(s) may be presented to GCS Board of Education for acceptance on or about January 10, 2023. If accepted, notification to the successful Bidder(s) will be on or after January 11, 2023. The GCS Board of Education reserves the right to reject any and all proposals

1.9 DISTRICT RIGHTS AND INDEMNIFICATION

1.9.1 DISTRICT RIGHTS

The District may verify the qualifications of any Bidder under consideration, require confirmation of information furnished by a Bidder, and require additional evidence of qualifications to perform the Services described in this RFP. The District reserves the right to:

- Reject any or all of the Proposals
- Cancel and reissue RFP
- Cancel the entire RFP.
- Issue addendums with revisions or clarifications to the RFP
- Reduce the scope of work if in the best interest and at the sole discretion of the district
- Appoint evaluation committees to review Proposals
- Utilize subcommittees to assist selection committee
- Approve or disapprove the use of particular subcontractors and suppliers upon consultation with the Bidder
- Establish a short list of Bidders eligible for discussions/clarifications after review of written Proposals
- Award a Contract without discussions or negotiations
- Disqualify the Proposal(s) upon evidence of collusion with intent to defraud or other illegal practices on the part of the Bidder(s)

This RFP does not commit the GCS Board of Education to enter into a Contract nor does it obligate the GCS Board of Education to pay for any costs incurred in the preparation and submission of Proposals or in anticipation of a Contract

1.9.2 INTELLECTUAL PROPERTY RIGHTS

Excluding licensed software and other mutually agreed upon products, all materials, deliverables and products developed, prepared and / or delivered in association with any

Contract awarded as a result of this RFP shall be the property of and belong solely to the District.

1.9.3 INSURANCE AND INDEMNIFICATION

If selected, the Bidder(s) must agree to hold harmless, indemnify and defend the indemnities, as hereinafter defined, against any claim, action, loss, damage, injury, liability, cost or expense of whatsoever kind or nature including, but not by way of limitation, attorney's fees and court costs arising out of bodily injury or damage to tangible property arising out of or incidental to the performance of the services of this Request for Proposals by or on behalf of the Bidder, excluding only the sole negligence or culpability of the indemnities. The following must be deemed to the indemnities: The GCS Board of Education and its members, officers and employees. Successful vendor(s) are required to have insurance coverage, as specified in Section 1.3. The successful vendor(s) must submit completed certificate of insurance form(s), before being recommended for award. Failure to submit this form(s), as noted, will result in the vendor(s) not being recommended for the RFP award.

1.10 BOARD, STATE AND FEDERAL RULES AND STATUTES

1.10.1 DEBARRED VENDORS

The State of North Carolina has a list of vendors debarred from doing business with the State of North Carolina, including their location, date of debarment, and reason for debarment. Any bidder that is on the Debarred Vendors list is not eligible to be awarded this RFP. The most up-to-date list of debarred vendors can be found here: https://ncadmin.nc.gov/documents/nc-debarred-vendors.

1.10.2 COMPLIANCE WITH FEDERAL REGULATIONS

All contracts involving Federal funds will contain certain provisions required by applicable sections of Title 34, Section 80.36(I) and Section 85.510 Code of Federal Regulations and are included by reference herein. The vendor certifies by signing the proposal that the vendor and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in federally funded transactions and may, in certain instances, be required to provide a separate written certification to this effect.

During the term of any contract with Guilford County Schools, in the event of debarment, suspension, proposed debarment, declared ineligible or voluntarily excluded from participation in federally funded transactions, the vendor must immediately notify the Director of Purchasing for Guilford County Schools, in writing.

Bidders will also be required to provide access to records, which are directly pertinent to the contract and retain all required records for three years after the grantee (The GCS Board of Education) or sub-grantee makes final payment.

For all contracts involving Federal funds, in excess of $10,000, The Board reserves the right to terminate the contract for cause as well as for convenience by issuing a certified notice to the vendor.

Any inquiry, clarification, or information regarding this RFP must be requested by E-mail to: oraclecloudRFP@gcsnc.com. Communication by email is the only method accepted for inquiry, clarification, or information regarding this RFP and is done to protect the professional integrity of the procurement process by shielding it from undue influences prior to the recommendation of contract award.

THE DEADLINE FOR ANY INQUIRY, CLARIFICATION, OR INFORMATION REGARDING THIS RFP HAS PASSED AND IS NOW PART OF APPENDIX J.

All Bidders should monitor continuously the GCS Procurement website for any addendums or questions and answers that may be posted, prior to the opening of this solicitation. The procurement website, which lists all RFPs, addendums, questions and answers and award information, is as follows: http://purchasing.gcsnc.com/BidCurrent/PurchasingQuoteList.aspx (then click on) Bid Solicitations/Current Bids

1.10.3 HISTORICALLY UNDERUTILIZED BUSINESS

Equal Employment Opportunity

The Board of Education awards public contracts without regard to race, religion, color, creed, national origin, sex, age or handicapped condition as defined by North Carolina General Statutes, 168A-3. The GCS Board of Education promotes full and equal access to business opportunities with Guilford County Schools. Minority businesses are encouraged to submit bids for this project. All vendors shall have a fair and reasonable opportunity to participate in GCS business opportunities

The application to become a certified Historically Underutilized Business for North Carolina can be found here: https://ncadmin.nc.gov/media/13948/download?attachment and more information on Historically Underutilized Business can be found here: https://ncadmin.nc.gov/businesses/historically-underutilized-businesses-hub.

1.10.4 BACKGROUND SCREENING REQUIREMENTS

Criminal Background Investigations of individuals working on school property (sites occupied with students and sites not occupied with students is required to be submitted by a bidder. Please note the following requirements in regards to background screenings:

- At a minimum, the contractor shall obtain a complete North Carolina statewide criminal background investigation for all employees and subcontractors who will work on this project, covering a period for the last seven (7) years. If the contractor or subcontractor is from out of state, the criminal background investigation shall be broadened to include their home state and the state of North Carolina as outlined above. The company

providing such information must be recognized by local law enforcement agency as qualified to do so. All costs associated with these criminal background checks are the contractor's responsibility.

- Each prime contractor will be responsible for all their employees and all of their subcontractors working under them.
- On sites that are occupied with students and staff, a daily sign-in sheet will be presented by each prime contractor to the principal and SRO – Student Resource Officer by 9:00 a.m. each morning. If there is no SRO – provide to the principal. This list will contain the name of each person on site and the company they work for.
- Any individual with the following criminal convictions or pending charges will NOT be permitted on any school project or property:
  - Child Molestation or Abuse or indecent liberties with a child;
  - Rape;
  - Any Sexually Oriented Crime;
  - Drugs: Felony use, possession or distribution;
  - Murder, manslaughter or other death related charge; or
  - Assault with a deadly weapon or assault with intent to kill.
- Any individual with a prior conviction or pending charges contained in the aforementioned list, shall be banned (not allowed) from any school project or property.
- Each person on site must wear a plastic laminated identification badge that identifies the name of the company and the person's name. These badges are to be computer produced at a font large enough to be clearly visible. All costs associated with these criminal background checks are the contractor's responsibility. The ID badge template will be made available to the successful prime contractors at the Pre-Construction Meeting.
- Guilford County Schools, may, at any time, request verification of criminal background investigation for any employee or subcontractor on school property.

In accordance with this section's requirements, a bidder will certify that all of its employees, contractors, and sub-contractors who provide or may provide services under this Agreement have completed all background screening requirements as outlined above.

Bidder agrees to bear any and all costs associated with acquiring the required background screening – including any costs associated with fingerprinting and obtaining the required photo identification badge. Bidder agrees to require all its affected employees to sign a statement, as a condition of employment with the Bidder in relation to performance under this Agreement, agreeing that the employee will abide by the heretofore described background screening requirements, and also agreeing that the employee will notify the Contractor/Employer of any arrest(s) or conviction(s) of any offense enumerated in within 48 hours of its occurrence.

Bidder agrees to provide the Purchasing Department with a list of all its employees who have completed background screening as required by the above-referenced statutes and who meet the statutory requirements contained therein if they are awarded a contract. Bidder agrees that it has an ongoing duty to maintain and update these lists as new employees are hired and in the event that any previously screened employee fails to meet the statutory standards. Bidder further agrees to notify the Board and the Purchasing department **immediately** upon

becoming aware that any of its employees who were previously certified as completing the background check and meeting the statutory standards is subsequently arrested or convicted of any disqualifying offense.

Failure by Bidder to notify the Board and the Purchasing Department of such arrest or conviction within 48 hours of being put on notice and within 5 business days of the occurrence of a qualifying arrest or conviction, constitutes grounds for immediate termination of any Agreement by the Board

The parties further agree that failure by Bidder to perform any of the duties described in this section must constitute a material breach of the Agreement entitling the Board to terminate this Agreement immediately with no further responsibility to make payment or perform any other duties under this Agreement.

1.10.5 COMPLIANCE WITH SCHOOL CODES

Bidder agrees to comply with all sections of the North Carolina Statutes related to K-12 education as it presently exists, and further as it may be amended from time to time. Further, Bidder agrees that failure to comply with the North Carolina Statutes related to K-12 education must constitute a material breach of this Agreement and may result in the termination of this Agreement by the Board.

1.10.6 CONFLICT OF INTEREST

Current Guilford County Schools employees are prohibited from personally representing another person or entity or acting as an agent or attorney for compensation in connection with any matter in which The Guilford County Board of Education, North Carolina is interested.

The Guilford County Board of Education, North Carolina must be prohibited from entering into any business relationship or continue an existing business relationship with any person or entity determined to have engaged in violation of the restriction contained in this provision.

1.10.7 PUBLIC RECORDS LAW

It is the practice of Guilford County Schools to evaluate all Requests for Proposals based on GCS purchasing defined procedures. As such, any information sent to GCS is being sent into the public domain. No action on the part of the Bidder would create an obligation of confidentiality on the part of the School Board, including but not limited to, making a reference in the proposal to trade secrets. It is recommended that potential bidders exclude from their response any information that, in their judgment, may be considered a trade secret.

1.10.8 PURCHASES BY OTHER PUBLIC AGENCIES

With the consent and agreement of the successful Bidders(s), purchases may be made under this RFP by Guilford County Schools, North Carolina, and other governmental agencies, school districts, or political subdivisions within the State of North Carolina. Such purchases must be governed by the same terms and conditions. This agreement in no way restricts or

interferes with the right of any State of North Carolina Agency, school district, or political subdivision to rebid any or all of these items. The School Board is not responsible or liable for any purchases that may be made by other governmental agencies, school districts, or political subdivisions within the State of North Carolina.

1.10.9 ASSIGNMENT

Awarded bidder(s) may not assign this Agreement. The foregoing is not be construed to limit awarded bidders right to use qualified subcontractors in performance of portions of the services provided hereunder

1.11 PERFORMANCE REQUIREMENTS

1.11.1 NEW EQUIPMENT

Any equipment purchases recommended in the proposal must be for new equipment only. Newly manufactured equipment containing used or rebuilt parts, remanufactured, rebuilt, reconditioned, newly re-manufactured, used, shopworn, demonstrator or prototype equipment is unacceptable and will be rejected. Bidders submitting proposals for equipment that is not new will be considered non-responsive.

Bidder will be required to warrant that the specifications provided for equipment will allow all associated software to be implemented on the system to run efficiently and within a set of guaranteed performance parameters established in the scope of work and other documents.

1.11.2 BIDDERS REQUIREMENTS

Bidders must have the ability to provide products and services requested in this Request for Proposal. Bidders will be requested to provide information regarding previous experience and references in the K-12 market. Previous performance on similar contracts may be a consideration in the evaluation process including delivery performance, invoicing, and product performance.

Awarded vendor(s) performance on this contract may affect future contract awards based on performance on this contract. Bidder's performance will be based on the following which may include, but not limited to:
- late/non deliverables
- partial deliverables
- deliverable not meeting specifications
- deliverable quality
- solution defects
- providing incorrect prices
- invoicing problems
- default

1.12 OTHER REQUIREMENTS

1.12.1 OTHER OBLIGATIONS

The selected Bidder shall be required to enter into a written Agreement with the Board. The District will require certain contractual obligations, which may include, but are not limited to, the following:

Status Reporting: The selected Bidder will be required to attend weekly meetings either onsite or via MS Teams to be determined by GCS, and submit status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered and corrective action taken, until final system acceptance. Status reports also include a Gantt chart showing progress to date.

Warranty: All workmanship is to be under warranty for a minimum of fifteen months from the date of final system acceptance. Final system acceptance will be determined by a sign-off approximately 60 days after the "go-live." The warranty will require the Bidder to be responsible for all cost of parts, labor, field service, and pick-up and delivery related to repairs or corrections during the warranty period. There is to be no additional cost to the District beyond those identified in the Proposal. The District anticipates that there will be a direct relationship between the completion of the warranty period and the commencement of the maintenance agreement. The District has detailed its anticipated terms for these provisions of the final agreement in Appendix D, Instructions for Bidders with Selected Terms and Conditions, of this RFP document which includes proposed sample Contract terms and conditions.

Other: In the final contract, the District will require items such as performance for system availability, response time, capacity, and detailed system acceptance criteria. Some of the specific guarantees required are identified in Section 5, Technical Requirements, of the RFP. The selected Bidder should be prepared to negotiate the inclusion of such items within the scope of services and pricing.

Payment Schedules: Payments for the proposed system must be based on defined deliverables. No payments will be made in advance of work performed. No less than the remaining balance of twenty-five percent (25%) of the total purchase price must be due upon final acceptance of the proposed system by the District. Payment will be made within forty-five days (45) of receipt of invoice for all approved deliverables.

Liquidated Damages: The District may include in the Contract penalty provisions for non-performance. This may include liquidated damages.

Disclosure of Litigation: Each Bidder (and each subcontractor included in the Bidder's Proposal) must include a complete disclosure of any civil litigation, arbitration or proceeding to which it is a party and which is pending or was concluded within three years from the date of this RFP in Section 8, Submittal Forms. This is a continuing disclosure requirement. Any such litigation, arbitration, or other proceeding commencing after submission of a Proposal must be disclosed in a written statement to Procurement Management Services within 30 days of its occurrence. Details of settlements that are prevented from disclosure by the terms of the settlement may be annotated as such.

Taxes: Unless otherwise specified in this solicitation document, the Bidder must include and be responsible for paying all taxes, which must be applicable to the sale of the proposed goods and services.

1.12.2 OTHER GENERAL CONDITIONS

Current Version: Supplemental (non-Oracle Cloud) "packaged" application and system software proposed must be the most current publisher's or Bidder's version, as of the date of the contract. Beta test versions will not be acceptable.

Proof of Concept POC: Selected Bidder(s) will be required, **AT NO CHARGE to GCS,** to perform a Proof of Concept (POC) to verify the performance of any additional proposed software products with the GCS or NCDPI platforms, networks, servers, and databases. A technical evaluation sub- committee to verify claimed functionality, scalability and infrastructure compatibility will review the POC.

Selected Bidder(s) will have ten (10) business days to install, implement, tune and create required functionality to support a laboratory environment of up to 20 end-user workstations. The software will remain on the GCS environment for the technical review sub-committee to evaluate the product's functionality for a period not to exceed 60 business days. Selected Bidder(s) will provide all necessary technical and training support to the technical review committee throughout the evaluation.

Proof of Concept results will be reported to the Selection Committee for required compliance to all items in the Required Product Technology section, and identification of compliance to Preferred Features items.

Additional terms and conditions not included in this RFP must be included by the District in the final Contract and must be agreed to by both parties

1.13 EVALUATION AND SELECTION

Proposals must be evaluated for conformance to the requirements of the RFP and on the responsibility of the Bidder. A Proposal must be considered responsive if it complies in all material respects to the requirements of the RFP documents.

Evaluation:

Any Contract resulting from this RFP must be awarded to the responsible and responsive firm whose Proposal represents the best overall value to the District.

Proposals must be evaluated using a three-level process:

- Level I Conformance to Minimum Qualification Review: The District must perform an initial responsiveness review to determine compliance to the RFP administrative requirements and the minimum qualification requirements as defined herein. Bidders that are deficient in meeting the minimum qualifications at the time of Proposal submittal must be deemed non-responsive to this RFP and no further consideration must be granted.

- Level II Evaluation: Proposals that meet the Level I Minimum Qualification Requirements must be evaluated based on the Level II evaluation criteria herein. At the option of the District, Bidders with the highest rated written submissions may be invited to give a clarification interview with the District regarding proposed services as an additional step in the Level II process. Evaluation of the clarification interview will be incorporated into the Level II evaluation herein. A "competitive range" (short list) must be established. Bidders that are in the "competitive range" (short list) must advance to Tier III of the process as outlined below.

- Level III Evaluation: Bidders in the "competitive range" (short list) must be evaluated based on the Level III evaluation criteria herein. Bidder will be required to participate in a series of presentations and discussions with the District of all proposed services which may include project management methodology, statement of work, project schedule, staffing strategy, and other plans, deliverables, and commitments contained in the proposal. The District may also require a Bidder to submit written responses to questions regarding its proposal. Action by the Evaluation Committee in this regard should not be construed to imply acceptance or rejection of a Proposal.

1.13.1 LEVEL I MINIMUM QUALIFICATIONS REQUIREMENTS

Bidders and/or Subcontractor(s) must meet the minimum qualification requirements at the time of Proposal submittal:

- The Bidder and/or Subcontractor must have implemented Oracle Cloud ERP Solutions encompassing HR/Payroll, Procurement, Supplier Portal, Finance and EPM for a minimum of five (5) years. References must be provided with proposal identifying the organization, contact name and contact information. Contact name supplied for the organization is requested to have been a Project Manager or Project Lead. Additionally, contact information for one Functional Business Lead from the organization is requested. The District reserves the right to contact other members of the provided reference organization as deemed of interest by the District.

- The Bidder and/or Subcontractor must have successfully implemented the Finance and Budgeting modules for a public agency, preferably a K-12 organization, with an operating budget of at least $500 million, within the last five (5) years. References must be provided with proposal identifying the organization, contact name and contact information. Contact name supplied for the organization is requested to have been a Project Manager or Project Lead. Additionally, contact information for one Functional Business Lead from the organization is requested. The District reserves the right to

contact other members of the provided reference organization as deemed of interest by the District team members.

- The Bidder and/or Subcontractor must have successfully implemented the human resources modules including Talent Management, Payroll and Time & Attendance in a public agency, preferably a K-12 organization, with at least 6,000 employees within the last five (5) years or have a client go-live date by January 1, 2023. References must be provided with proposal identifying the organization, contact name and contact information. Contact name supplied for the organization is requested to have been a Project Manager or Project Lead. Additionally, contact information for one Functional Business Lead from the organization is requested. The District reserves the right to contact other members of the provided reference organization as deemed of interest by the District team members.

- The Bidder and/or Subcontractor must have successfully implemented an integrated Oracle Cloud solution encompassing HR/Payroll/T&L and Finance modules in a public agency, preferably for a K-12 school district with at least 10,000 students. References must be provided with proposal identifying the organization, contact name and contact information. Contact name supplied for the organization is requested to have been a Project Manager or Project Lead. Additionally, contact information for one Functional Business Lead from the organization is requested. The District reserves the right to contact other members of the provided reference organization as deemed of interest by the district team members.

- The Bidder and/or Subcontractor must have successfully provided post- implementation support services for an ERP Software Solution encompassing HR/Payroll/T&L, Finance, Supplier Portal, and Procurement modules. References must be provided with proposal identifying the organization, contact name and contact information. Contact name supplied for the organization is requested to have been a Project Manager or Project Lead. Additionally, contact information for one Functional Business Lead from the organization is requested. The District reserves the right to contact other members of the provided reference organization as deemed of interest by the District team members.

1.13.2 LEVEL II EVALUATION CRITERIA

Bidder must be evaluated during Tier II on the following criteria:

A. Proposal Summary and Proposed Organization: 15%
- How reasonable is the Statement of Work and the corresponding project phases?
- Do the project schedule and Gantt chart accurately reflect major project activities and milestones?
- Is the schedule realistic and are milestones achievable on-time?
- Does the implementation strategy accurately reflect a reasonable understanding of the current status of the District's implementation (provided in RFP details) with a logical strategy for approaching successful completion of the project?

- Is the list of Project deliverables comprehensive and have all deliverables been accurately detailed?
- Do the qualifications and experience of the Bidder fit with the expectations of the District?
- Do references of both the company and team members for this project support the Bidder's ability to meet the District's needs?
- How financially strong is the Bidder?
- Does the project staffing plan include adequate Bidder, Subcontractor(s), and District staffing levels with clarity in projected effort commitment on the project?
- Do the Bidder's references communicate confidence in the Bidders ability to deliver the solution on time and reasonably within budgets on their respective engagements?

B. Business Requirements: 20%
- Do the proposed implementation services meet the District's business requirements?
- Has the Bidder adequately described business functional processes that they are unable to fulfill and provided appropriate reasoning?
- Where applicable, has third-party software been identified to meet District functional requirements?
- Has the Bidder effectively demonstrated an understanding of how the documented business requirements (provided in the RFP) will be addressed in the solution?
- Has the Bidder demonstrated a strong working knowledge of Oracle Cloud K-12 solutions in the proposal?

C. Technical Requirements: 15%
- Has the Bidder adequately addressed the implemented technical architecture of the proposed software solution and the system architecture including data integration architecture, toolkits, operations support and related attributes of the proposed solution?
- Has the Bidder recommended the hardware and corresponding configuration for all hardware necessary to ensure the successful implementation and on-going operation and modification of the selected solution?
- Has the Bidder accurately detailed any necessary supplemental software and proposed to manage implementation activities or address technical issues, and has an appropriate assessment of the product(s) been included?
- Has the Bidder adequately addressed security and system access requirements in the proposed solution?
- Has the Bidder provided enough detail to ensure Personally Identifiable Information (PII) data will be protected appropriately in the proposed implementation approach for Conversions and other sensitive project activities?

D. Systems Integration Services Requirements: 25%
- Does the Bidder outline effective project management services and provide a high-quality project plan?
- Does the Bidder present effective plans for the following:
- Business Process Re-engineering
- Deployment

- Participation in Change Management supporting District team
- System Integration
- Data Conversion
- Interface Development, Testing and Implementation
- Testing Strategy
- Knowledge/skills transfer
- Participating in Training delivery through knowledge transfer to the District team
- System and Program Documentation

E. Post Implementation Services Requirements: 10%
- What is the nature, extent and limitation of the proposed warranty and maintenance agreements for supplemental software?
- What is the nature, extent and limitation of the proposed approach for software upgrade services and optional Oracle Cloud system maintenance and operations services?
- Do the proposed SLA's (service level agreements) meet the District's expectations?
- Do the Bidders references communicate confidence in the Bidder's ability to provide effective and sustainable support services?

F. Cost: 15%
- What is the total cost of ownership in the context of the business value of the proposed solution? Note this includes both direct and indirect costs.

The total possible score for the Level II evaluation criteria is 100%.

Upon completion of the above Level II evaluation, rating and ranking, the Committee may choose to conduct an oral presentation(s) with the Bidder(s) which the Selection Committee deems to warrant further consideration based on the best rated proposal(s) providing the best value to the District.

1.13.3 LEVEL III EVALUATION CRITERIA

The selected Bidders will be invited to participate in a series of presentations, discussions, and any relevant demonstrations to the Selection Committee. Oral presentation agenda and scripts will be provided to selected finalists prior to the appointed presentation dates. Oral presentation subject matter will be based on Bidder's written submission. Additionally, the District may conduct site visits to comparable organizations where the Bidder has performed in a similar capacity.

The District will require the Bidder's intended Project Team key resources to be present during the oral presentation and lead the presentation. This process allows the District to more thoroughly evaluate company expertise, qualifications, operations and services deemed by the District to be in its best interests.

Bidders will be ranked during Tier III using the following criteria:

A. Experience and Qualifications of Proposal Team (20%):

- The commitment of the Proposal Team (including the Bidder and Subcontractors) to the K-12 market, knowledge of the K-12 market, their financial strength, their record of successful implementations of similar size and scope and complexity, and their implementation methodology and approach must all be important considerations.

B. Experience and Qualifications of Proposed Staff (20%)
- Consideration must be given to such things as the quality and experience of the specific staff proposed for the Project Director, Project Manager, and other key personnel and subject matter experts. In particular, staff will be evaluated on their specific experience implementing the functionality for which they are proposed in a similar complex environment, preferably in the K-12 industry.

C. Project Approach (20%)
- Consideration must be given to such things as the quality, completeness and responsiveness of the proposed project management plan, the staffing plan including the District and software vendor participation, phased implementation plan, consideration of current project status, change management approach, data conversion and data cleansing approach, risk management plan, and related issues. Significant consideration will be given to the clarity, quality and appropriateness of the implementation approach to the key business areas identified by the District in Section 4.0, Business Requirements

D. Technical Approach (20%)
- Consideration must be given to all the technical requirements assessment factors from Tier II in the context of the vendor interviews and site visits. In addition, specific attention must be given to the proposal's approach to system performance, system administration tools and approach, the archival strategy, data integration strategy, consistency across modules, systems operations support, and the architecture of the business intelligence and reporting tools.

E. Cost (20%)
- Consideration must be given to the total cost of ownership in the context of the business value of the proposed solution.

The total possible score for the Level III evaluation criteria is 100%. Tier III evaluation alone must represent the final score for a Bidder.

1.14 SELECTION COMMITTEE

The selection committee will include a cross-section of roles within Guilford County Schools. It will include district and school leadership or their designees

1.15 SCHEDULE

The planned schedule for review of proposals is as follows:

Event	Date
Due Date and Opening of Proposals	November 17, 2022
1ˢᵗ Selection Committee Meeting	November 18, 2022
Bidders Notified Down Selection for Demonstrations/Oral Presentations	November 23, 2022
2ⁿᵈ Selection Committee Meeting	December 1, 2022
Down Selected Bidder Notified of Demonstration/Oral Presentation Proposed Agenda	December 2, 2022
Demonstrations/Oral Presentations	December 14 and 15
Final Selection Committee Meeting	Week of December 19
Recommendation to School Board	January 10, 2023

Note: The planned scheduled dates may vary based on the number of submissions and the available resources of staff

2 GUILFORD COUNTY SCHOOLS OVERVIEW

2.1 GCS BACKGROUND

GCS is the third-largest district in North Carolina, serving nearly 70,000 students across 126 schools in urban, suburban and rural areas. Because we are a larger district, we are able to offer opportunities that smaller districts, charter and private schools just can't. We have 48 magnet and choice schools with 66 programs, from Science, Technology, Engineering and Math (STEM) to performing or visual arts, advanced academics, Spanish immersion, Montessori, health sciences or aviation.

We also offer more than 260 Career and Technical Education courses in 49 schools, including programs in culinary arts, business, nursing, computers, and automotive technology, among others.

High schools across GCS offer more than 30 Advanced Placement courses. These college-level classes prepare students for the higher-level courses they will take after graduating from high school and moving on to colleges and universities.

GCS also offers the prestigious International Baccalaureate program at four high schools - and it's open to all students who qualify. Only a small number of districts in North Carolina are authorized by the International Baccalaureate Organization to offer the Diploma Program, and GCS has been a part of it since 1996.

Nine early and middle colleges allow students to earn up to two years of college credit while attending high school - and it's free.

Personalizing learning is what we are all about, and we are committed to personalizing learning for each of our students.

2.1.1 GCS MISSION:

"Guilford County students will graduate as responsible citizens prepared to succeed in higher education, or in the career of their choice."

2.1.2 GCS CORE VALUES:

- *Diversity* - We are committed to creating an educational organization where a variety of persons and perspectives are welcome. We are committed to providing an environment where students and staff from all cultures and backgrounds may succeed.

- *Empathy* - We are committed to developing a culture where our employees identify with and understand the feelings of our students and parents as well as their colleagues.

- *Equity* - We are committed to creating equitable and inclusive schools where adults take ownership for student learning outcomes and make sure students have what they need to succeed in school and in life. We will acknowledge and dismantle systems, processes and mindsets that perpetuate race, poverty, disability and English language status as predictors of achievement. We will align resources to create equitable opportunities for students and employees. We will eradicate achievement gaps.

- *Innovation* - We are committed to fostering a work environment where the goal is not to manage innovations but to become innovative. Problems are identified, adults in the district assume ownership of the problems, and everyone works together as agents of the solution until the problems are solved. We will not stop until obstacles are removed, solutions are found, and clear and compelling goals are established.

- *Integrity* - We are committed to creating a school district that acts with honesty and forthrightness, holding ourselves to high academic and ethical standards and treating everyone with respect.

2.1.3 GCS STRATEGIC PLAN AND GOALS

2.1.3.1 Summary of the 2022 Strategic Plan

The District will better prepare students for post-secondary success by strengthening Career and Technical Education programs and by forming more public-private partnerships with businesses and universities.

To eradicate achievement and preparation gaps, the district will provide identify and prepare more students of color for gifted, honors and Advanced Placement/International Baccalaureate and dual enrollment classes, as well as other enrichment opportunities. There will also be an increased focus on early literacy, in addition to other measures.

Steps have already been taken toward improving operational efficiency. Several district and school board policies and protocols have been reviewed by credible and experienced outside experts. The results of a comprehensive study of all facilities and renovating facilities for 21st century learning will also be a key driver in improving productivity.

The district also prioritizes the need to recruit, develop and retain a diverse and culturally proficient and high-performing workforce. There will be an emphasis on teacher recruitment and retention, increased professional learning opportunities and compensation for those who perform better and lead or teach in high-needs schools.

In addition to guiding the district's work forward, Contreras says Ignite Learning conveys the hope of meaningful change and the promise of better and more equitable learning and life outcomes for all students.

"We're excited about igniting learning in GCS, and we hope the community will be too," she says. "This plan represents only a beginning. We are focusing our limited resources on our core business of teaching and learning and seeking ways to improve operational efficiencies so we can invest more in our students.

2.1.3.2   Goals of the Plan

- *Goal I*: To increase the percentage of students who will read proficiently by the end of third grade to 63 percent (currently 53.4 percent).

- *Goal II*: To increase the percentage of incoming sixth-graders passing N.C. Math 1 (Algebra 1) with a C or better by the end of their ninth grade year to 75 percent (currently 69.8 percent).

- *Goal III:* To increase the percentage of graduating seniors who complete a rigorous career pathway to 35 percent (currently 28.6 percent).

- *Goal IV:* To increase by 50 percent the number of schools that exceed growth (currently 32.5 percent).

- *Goal V:* To decrease the achievement gap between black and Latino students and their white peers by 7 percentage points (currently the gap ranges from 25-37 percent in reading and math).

- *Goal VI:* To increase organizational efficiency and effectiveness to better support student learning.

To satisfy this District's mission and achieve its goals, the District must leverage technology to respond to an evolving educational setting, rising demands of access to information and interconnection to the larger global community.

2.1.4   GCS ERP PROJECT VISION

Through the replacement of our aging financial, human resources, payroll, and procurement systems, will:

- Markedly improve service delivery to schools
- Significantly improve the efficiency of District operations and its ability to manage them
- Reduce/eliminate paperwork and redundant manual processes
- Increase accountability and transparency to the public regarding the use of public funds
- Provide better data for decision-makers and stakeholders at all levels

2.1.5 ERP PROJECT GUIDING PRINCIPLES

As GCS continues our implementation of the Oracle Cloud, these guiding principles describe the basic attributes desired in the system and processes:

- *Access*: Maximize access to data and transactions for all workers and decision-makers while appropriately protecting sensitive employee data as provided in statutes and regulations. Web-based tools provide the greatest access to information to all stakeholders of the various processes.
- *Usability*: Systems should provide intuitive, user-friendly interfaces with robust online "help" functionality geared to the working professional.
- *Workflow*: Maximize the use of proactive "online" and "electronic" processing of all transactions to eliminate paper yet provide for appropriate "online" and "electronic" approvals as required to comply with applicable laws and Board policies. Workflow should be easily maintained and should not require approvers to be updated when there are personnel changes
- *Robust and Flexible Reporting*: Flexible reporting tools should allow for standard reports and ad-hoc queries on all dimensions.
- *Best Practice Business Processes*: Embrace the best practices embedded in the Oracle Cloud system and change district processes rather than pursue costly customization of software.
- *School Centric*: Place all processes in the context of supporting school operation and empower/enable excellent instruction to take place.

2.2 BUSINESS SYSTEMS/ PROCESS ENVIROMENT

The District has documented the major functional areas and corresponding key functions in each area that will be addressed in the District's ERP initiative. The systems that currently support each Functional Area are provided. In addition, the District has identified key challenges and opportunities for process improvement, followed by its vision for the future state environment. The District has also documented its current-state Finance, Procurement and Human Resource Management business processes. Detailed Business Requirements are provided for each Functional Area.

The District has divided its Functional Areas into three categories relative to the scope of this RFP: Finance, Procurement and Human Resources. The list below provides the Functional Areas performed by the District within the scope of this RFP:

GCS Financial Systems/Processes

Employee Time Capture
- KRONOS - Maintenance/ Facilities
- AESOP - Subs/ Cafe Subs
- Excel - TE/ Cafe' Subs/ HR/ Other
- TACS - SunPac time keeping tool
- Synovia - Transportation/ Buses
- ArchiBus - Facilities/ Ops
- Time Clocks (Manual) - Used by Schools
- Ident-A-Kid • Used by Some Schools

Leave Management
- Excel/Word - Leave Form
- AESOP - Substitute/Leave

Expenses
- EEA - Extended Leave Agreement
- COLFAX - App Scanner
- Bank of America - P-Card
- Excel - Employee Expenses
- GCS Mileage - Online Mileage/Exp.
- GCS Online Procurement - Online Requisitions
- Travel Tracker - School Field Trip Costing

Other
- A1A - Contract Management
- NCAE - NCAE Contributions
- Voluntary Deductions - Pet Insurance, United Way, Child Support, etc.
- PowerSchool - SIS

On-Demand (GCS-Custom Content Mgmt)

SunPac - Financials
- SPEED Time & Attendance Entry to Payroll
- Payroll
- Accounts Receivable

GCS Budgeting
- Excel Budget Reports
- Yearly Budget Packet
- Budget Transfers

- Purchasing
- Accounts Payable

Accounting
- Journal Entries
- General Accounting Reporting
- Fixed Asset Tracking
- Bank Reconciliation
- Tax Reporting

Projects/Grants/Asset
- MS Excel - Project Financials
- Procore - Project Financials
- Destiny Follett - Media Tracking/Assets
- ArchiBus - Project Financials
- MS Excel - Grant Management

SharePoint
- Accounting Training Tools
- Accounting Support Data

Schools Acct.
- TRA — TRA School Accounting Fees, etc.
- LINQ — LINQ - Meals Plus Online Payments
- ACELO — ACES - After School Fees

NC Systems
- 202 BUD Adj. - non-payroll adjustments
- 202 BUD Adj. - payroll adjustments
- UERS - Expense Mgmt
- UERS - Payroll Mgmt
- MFR - Monthly Financial Report
- BAAS - Budget Approval & Amendments
- NC Treasurer - Bank Reconciliation
- NC Treasurer - Positive PAY
- NCDPI - Chart of Accounts Validation (COA)
- TIMS - Fleet Management

Banks/Financial
- NC Credit Union - Direct Deposit Employees.
- Wells Fargo & BOA - ACH/DD
- Prudential & TCG - 401k/403B/457
- Cook's (TransACT) - Financial Reporting

Diagram Legend
- Replace Solution
- Partially Replace or Confirm
- Interface with Solution

2.3 GCS FINANCIAL AND PROCUREMENT SYSTEMS/PROCESSES

2.3.1 EMPLOYEE TIME CAPTURE

- *Kronos* – Kronos is used for our technology and maintenance departments only. Only leave time used is reported to payroll. These staff clock in daily.
- *AESOP* – External system that houses substitute teachers. When a GCS teacher is out and needs a substitute, they login to the system to request a substitute. Eligible substitutes that are in the system and certified to teach the subject area/class can then pick up the assignment. Time for the substitute is then paid on a full-day fixed rate for every day that the assignment runs.
- *Excel* – Excel is used heavily in payroll for importing and exporting payroll files as well as pulling reports out of the SunPac system. Used daily.
- *TACS* – TACS is our timekeeping system (SunPac extension). Currently only our child nutrition department is utilizing this to clock daily. Time is transferred from TACS directly

into payroll for payment. The District is progressing in the use of TACS for all non-exempt employees in preparation for the Oracle project.

- **Synovia** – Tracks Bus Driver schedule, assignments and time worked. All bus driver time is entered into the Synovia system and approved prior to being transferred to the SunPac Payroll system. The interface that moves the data into SunPac is run bi-weekly to post time that has been approved in Synovia.
- **ArchiBus** – Workorder management system for Maintenance and the Warehouse employees. The system allows anyone in the district to enter a workorder requiring hourly labor and parts from the warehouse. Workorder manager determines who is assigned to each workorder and the associated work is then completed. To close the loop on the workorder, the maintenance employee that completed the work reports the actual time in hours/minutes and submits a record of any actual materials that were used. There is no current tie between this system and the SunPac system.
- **Time Clocks** – Current timeclock systems utilized are TACS, Kronos and Synovia. Synovia is used on the buses for bus drivers to clock in/out on and time is transferred to the payroll system.
- **Ident-A-kid** – Student identification system that issues student badges for each student. Subsequently, students scan the badges at the school.

2.3.2 LEAVE MANAGEMENT

- **Excel/Word Leave Forms** – Various manual leave forms are used across the system to request any kind of leave the employee has available.
- **AESOP** – External system that houses substitute teachers. When a GCS teacher is out and needs a substitute, they login to the system to request a substitute. Eligible substitutes that are in the system and certified to teach the subject area/class can then pick up the assignment. Time for the substitute is then paid on a full-day fixed rate for every day that the assignment runs.

2.3.3 EXPENSES

- **EEA** (Extended Employee Agreement) – System is used to submit requests for extra work for employees above and beyond their normal duties. There is a workflow in place that each required department is to sign off where required. Final approval lies in the payroll department to add the assignment for the employee. The school or department turns in the time when work is completed and the EEA authorizes payroll to make the payment.
- **COLFAX** – Scanning for Accounts Payable and Purchasing content. Stores images that can be retrieved based on key field (i.e., invoice number, PO number) via On Demand application.
- **Bank of America** (BofA) P-Card – This is a monthly download of the transactions from Bank of America used for monthly P-card reconciliation. The reconciliation is done in Accounts Payable and is currently a manual process. The goal is to automate this function.
- **GCS Mileage** (Custom Application) – Customer online mileage system used by employees to determine (google Chrome) standard mileage between start and end

points for miles travelled. Users log in and enter miles and choose who to route to for approval. Ultimately it ends up in AP and the employee is reimbursed.
- *GCS Online Procurement* (Custom Application) – Custom SharePoint site that allows school and district personnel to enter and define who to route a requisition to for approval and process approval processes. Once approved, requisitions are sent to Procurement and they are entered into the AS400 SunPac Purchasing
- *Travel Tracker* – This interface is for a system that schools and departments use to request bus services (i.e., athletics and field trips) and then for the charges to become a receivable against the school or department. Examples of information included are mileage, driver pay, FICA, retirement, and some potential additional vehicle costs.

2.3.4 OTHER
- *A1A* – Contract management system that generates a paper copy that is then forwarded to AP via interoffice mail.
- *NCAE* – This interface extracts the contributed deduction amounts and reports the information back to NCAE. GCS Employees make contributions to the NCAE via payroll deductions.
- *Voluntary Deductions* – This interface is used to provide third-party payments information (i.e., United Way, Pet Insurance, etc.) for voluntary deductions.
- *PowerSchool* – Statewide student information system (SIS). Need interface to support allocation activities based on student data. May be as simple as data dump for EPM use.

2.3.5 SUNPAC (FINANCIALS SYSTEM)
- *On-Demand* – Bolt on solution utilized by GCS for reporting and data extraction from SunPac. On Demand shows scanned versions of related for Purchase Orders, Receipts, and Payments to be used for information and transaction research purposes
- *Speed* – Speed is a program in Sunpac where the school treasurers and department secretaries report hours worked for employees that do not use timeclocks. All leave used is also keyed into this system. At the end of each pay period the time/absence are pulled into Payroll.
- *Purchasing* – System used by the centralized procurement organization that reviews requisitions, creates PO's and ultimately assigns a buyer to fulfill the purchase order. Procurement also approves the supplier list additions and changes (AP makes some of the updates). System does not currently track receipts, manual receiving is completed on "green sheets".
- *Payroll* – SunPac internal payroll system that calculates and distributes all district payroll. There are multiple input sources (i.e., Kronos, Synovia, TAC) that feed time to payroll. Actual payrates, deductions, and retirement contributions by employee are maintained in this system.
- *Accounts Payable* – SunPac Accounts Payable processes all invoices and associated payments for the district. Administered by a centralized AP group. Check runs are twice a week, there are also ad-hoc payments and wires when needed, however for the most part all payments for the district are on hard-copy checks.

- *Accounts Receivable* – No true AR module within SunPac. Once a month all AR is journalized into the ledger to record receivables.
- *Budgeting*
  - *Excel Budget Reports* – Budget binder created for School Board and County Board detailing yearly financials.
  - *Yearly Budget Package* – The Yearly Budget Package consists of a number of financial, demographic and performance inputs gathered by the District Budgeting team utilized to present budget information to District Leadership to support the budget decision making and communication processes. This tool will likely continue to be developed offline given the number of information sources needed to product.
  - *Budget Transfers* – School staff utilize SunPac to enter accounts and amounts for desired budget transfers, approvals and posting is made by the budget department staff. Transfers by other district staff is emailed to budget staff for entry into SunPac.
- *Accounting*
  - *Journal Entries* – All journal entries for the accounting and finance system, mostly for budget transfers. Completed only by district finance staff and approved. There is currently no workflow within the system to route journals for approval.
  - *General Accounting Reporting* - Reports that have been designed to output data to PDF format and are distributed to schools and departments via email.
  - *Fixed Asset Tracking* – Used to track/inventory items that meet the GCS capitalization threshold and depreciation for financial statements (ACFR). Non-capitalized assets are also tracked for items purchased with federal funds.
  - *Bank Reconciliation* – Check recon-S/L generates AP final check register that is compared to cleared checks that show cleared on the Bank of America website. This is done once a month at month end.
  - *Tax Reporting* – Payroll tax reporting is all processed internally in payroll. This includes federal and state tax deposits, quarterly and annual filings and W-2s. Current system provides all reports for reconciliation before taxes are reported. GCS is required to capture taxes in a separate liability account for submission to NC DOR monthly for sales and use tax. Annually a sales tax report is needed to identify State, County, Food, and Occupancy tax by general ledger account by paid vendor invoice; GCS uses this report to identify county tax that is submitted to NCDOR for a refund. GCS also identifies and tracks tax payments that are included in construction pay applications in the Capital Fund for submission to Guilford County Government because Guilford County Government provides capital funding to GCS.

2.3.6 PROJECTS AND GRANTS
- *MS Excel Project Financials* – Provides projections in spending and costs for District projects such as School Construction
- *Procore* – Construction management system that tracks large construction management budget and actuals. Also includes contract and schedule of values for each project.

- ***Destiny Follett*** – Destiny is Primarily designed to support library functions managing their library resources for the District. The solution allows librarians and administrators to keep thorough, real-time track of a library's inventory and media and other District assets.
- ***ArchiBus*** – Workorder management system for Maintenance and the Warehouse employees. The system allows anyone in the district to enter a workorder requiring hourly labor and parts from the warehouse. The work order manager determines who is assigned to each work order and the associated work is then completed. To close the loop on the workorder, the maintenance employee that completed the work reports the actual time in hours/minutes and submits a record of any actual materials that were used. There is no current tie between this system and the SunPac system.
- ***MS Excel Grants Management*** – The district does not truly have a grants management system currently. Grant monies are received via check and coded to a specific budget code in Fund 8 (special revenue). Subsequently, spending is tracked against the same budget code unless a budget transfer occurs.

2.3.7 SHAREPOINT

- ***Accounting Training Tools*** – This site is used to provide documented procedures for staff. In addition to training materials supporting Financial Operation activities (SOP's) created in word and stored in SharePoint to support the team in onboarding and refresher training.
- ***Accounting Support Data*** – This site is used to upload Financial Reports for Schools into Tableau. Individual schools access this information. Does not currently interface directly with SunPac, data is pulled from SunPac using export to Excel so that data can be manipulated prior to being uploaded.

2.3.8 SCHOOLS ACCOUNTING

- ***TRA: School Accounting Fees*** – School Funds online and TRA are synonymous. This system tracks student fees that are paid at the school level for things like Athletic events, clubs and lost textbooks etc. The banking for this system is completely separate and monies for fees are deposited by the schools into the related account/bank. The actual dollars are recorded in the SunPac via Journal Entry.
- ***LINQ***: ***Meals Plus Online Payments*** – Online Cafeteria Management Software for K-12 Schools, School Food Service, Online Payments, School Cafeteria Operations State NC Systems.
- ***ACES: After School Fees*** – Software utilized to track after school programs and fee transactions. Currently these fees are recorded as JE's and the software is not integrated into SunPac.

2.3.9 NC STATE SYSTEMS

- ***202 BUD State Budget Management: Non Payroll*** – The District sends financial information to NCDPI (State Agency) including refunds and expense adjustments. Currently, the vendors send automated adjustments to NCDPI's IRM system. IRM validates and interfaces the auto adjustment data to the State's Expense Compliance/Administration System, external General Ledger (GL) system

(MSA/DBS/GEAC), NC Accounting System (NCAS), and the NCDPI Cash Management System (CMS).

- ***202 BUD State Budget Management: Payroll*** – The District sends financial information to NCDPI (State Agency) including refunds and salary adjustments. Currently, the vendors send automated adjustments to NCDPI's IRM system. IRM validates and interfaces the auto adjustment data to the State's Salary Compliance/Administration System, external General Ledger (GL) system (MSA/DBS/GEAC), NC Accounting System (NCAS), and the NCDPI Cash Management System (CMS).
- ***URES Expense*** – State interface providing expenditures reported down to the school number or location level using the "location" section of the account number. This file is used for reporting and data analysis.
- ***URES Payroll*** – Payroll information is collected at the District for reporting, analysis and compliance to the State. Data is interfaced into NCDPI's Salary Compliance System to validate employees are paid in compliance with State and Federal laws.
- ***UERS MFR*** – This interface is used to send to extract and compare value sets and the allowable segment combinations on a demand basis. The COA Exception Report will be used to extract values specific to Guilford County Schools from the NCDPI website and will be compared with Oracle General Ledger segment values.
- ***BAAS (Budget and Amendment System)*** – Budget approval and amendment system utilized by NCDPI. The Districts currently use LBAAS (Local Budget and Amendment System) to enter transactions into the State BAAS system.
- ***NC Treasurer: Bank Statement*** – This interface is to bring in cash management-related information from the State.
- ***NC Treasurer: Positive Pay*** – Positive Pay file processed with the NC Treasurer.
- ***NCDPI: Chart of Accounts Validation*** – This interface is used to extract and compare value sets and the allowable segment combinations on a demand basis. The COA Exception Report will be used to extract values specific to Guilford County Schools from the NCDPI website and will be compared with Oracle General Ledger segment values.
- ***TIMS: Fleet Management*** – Transportation management system that tracks student ridership by bus route. Used by the District to establish funding for each schools bus operation costs. Currently, GCS receives data that is then put into the current system as journal entries to manage and report transportation costs to the State of North Carolina through NCDPI. Currently not integrated into the finance or HR system.

2.3.10 BANKS/FINANCIAL

- ***NC Credit Union: Direct Deposit for Employees*** – This interface is used to send deposit information from employees to the State Employees Credit Union for summer savings programs.
- ***Wells Fargo/Bank of America*** – This interface combines multiple positive pay files (i.e., payroll and Accounts Payable) into one file to send to the bank for Direct Deposit/EFT payments.
- ***Prudential & TCG: 401k/403B/457*** – Interfaces used to send 401K/403B/457 to the appropriate providers when deductions are taken as part of the payroll process.
- ***Cook's (TransAct): Financial Reporting*** – Financial reporting tools utilized by the District to extract data in a manageable way out of the SunPac AS400 solution.

GCS HR Systems/Processes
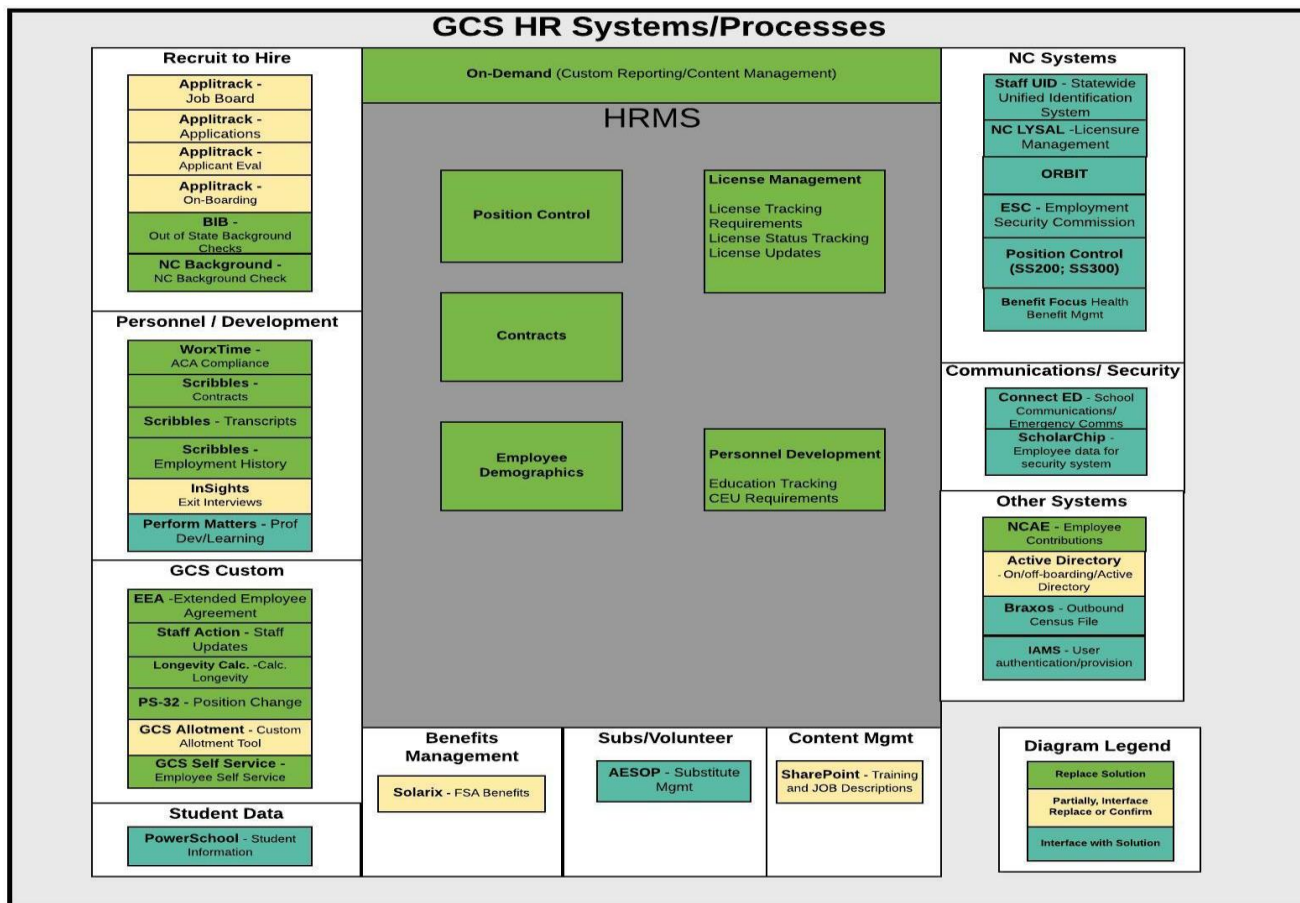
2.4 GCS HR SYSTEMS/PROCESSES

2.4.1 RECRUIT TO HIRE

- *Applitrack* – The management system utilized by the District for recruiting, application evaluation and hiring processes that includes:
  - Advertising job vacancies to potential candidates
  - Candidate applications
  - Management of candidate forms including employment offers
  - Onboarding new employee forms for HR and Payroll
  - Used by District Hiring Managers and Human Resources Department
- *BIB* – The background checking system for all candidates that are offered a position. Interfaced to Applitrack to ensure that candidates pass all requirements related to background (criminal records, confirmation of employment history, etc.) prior to being formally offered a job with the district.
- *NC Background* – NC Background checks is utilized for volunteers and local recruits. Currently a manual process, likely will continue to be manual but may be evaluated for volume.

2.4.2 PERSONNEL DEVELOPMENT

- *WorxTime* – This interface is used to send Employee Demographic files to WorxTime for ACA tracking purposes. The employee demographic file contains data about the employee population, including what type of employee they are and how they should be categorized in the WorxTime database for ACA purposes.
- *Scribbles* – Content management system for HRMS system, stores historical onboarding, personnel change forms, life event documents etcetera that have been scanned for employees.
- *INSIGHT* – Insights is utilized by the District to support offboarding activities for employees in addition to other District and employee gathering activities. This solution likely will not impact the scope of the Oracle Cloud solution, but should be investigated in respect to offboarding activities.
- *Performance Matters* – An integrated platform that empowers educators to analyze student performance data to inform personalized instruction and identify, address, and eliminate unfinished learning. Performance Matters is utilized by all employees (including non-licensed employees).

2.4.3 GCS CUSTOM

- *EEA* – The EEA (Extended Employee Agreements) solution is a custom application created by GCS to support the request of and tracking of extra work assignments for District employees. The process takes into account budget impacts of these assignments for specific employees and provides approval workflow for respective budget owners. EEAs also include workflow for adding additional payroll assignments above and beyond what an employee was hired to do
- *Staff Action* – Staff Action is a report tracking employee action requests such as assignment changes, leave request and other staff actions in the HRMS system. This tool will be expected to be replaced by Oracle Cloud.
- *Longevity Functions* – Employee longevity is calculated based on an employee's original hire date and years of service. The calculation includes all service breaks across all districts that the employee might have worked in to establish the total number of weeks, months and years of employment within the state of North Carolina.
- *Position Changes (PS-32)* – Homegrown system that allows employees to request position changes and route them via workflow. Workflow is used when creating, changing, and abolishing positions. This solution will be expected to be replaced by Oracle Cloud position management functionality.
- *Allotment -* The Allotment solution is a series of tools utilized to evaluate current and projected student and teacher populations. Given funding in the school system is mainly derived by student population, these tools are critical for decision making at all leadership levels. The tools should ultimately support the ability to import data from multiple sources and enable the ability to execute what-if analysis with Allotment management of staff (school related, fund related).
- *GCS Self Service* – The GCS Self Service tool is a custom application created to enable employees to gain access to and adjust personal information in the current systems. Currently employees can check their paystubs, correct address/contact information, and view Continuing Education Units. The expectation is that Oracle Cloud self-service functionality will replace the current self-service solution.

2.4.4 STUDENT DATA

- ***PowerSchool*** – Statewide student information system (SIS). It is likely needed interface data from the SIS to support allocation activities. Maybe as simple as an EPM interface.

2.4.5 HRMS

- ***Position Control*** – The Position Control functionality is utilized in HRMS to track District employee position assignment detail that includes the creation and inactivation of positions
- ***Contracts*** – The employee contracts functionality is utilized to create a yearly contract record for Contracted Employees.
- ***Employee Demographics*** – Employee demographics tracked by the HRMS solution to support employee operations requirements.
- ***License Management*** – The License management solution tracks general employee license details required by the District for licensed employees. Information is pushed daily from the Department of Public Instruction (DPI) to provide License(s) details required by the District in support of Licensed staff. License information is also provided to Applicant Management System supporting evaluation of hire prospects.
- ***Personnel Development*** – Tracks basic personnel develop information such as CEU status.

2.4.6 BENEFITS MANAGEMENT

- ***Solarix*** – Solarix is utilized for elections of and management of employee FSA benefits. This solution is currently maintained by a 3rd party (Mark III) for FSA election management and payment processing. The District has elected to integrate with Solarix to date vs using the benefits functionality available in Oracle based the interest in leveraging current business processes. This decision may be an area the District wishes to reconsider in the evaluation process (use of Oracles capabilities vs using Solarix).

2.4.7 SUBS/VOLUNTEER

- ***AESOP*** – AESOP is the District's absence management system utilized to manage substitute fulfillment needs when Teachers are absent.

2.4.8 CONTENT MANAGEMENT

- SharePoint – This site is used to provide documented procedures for staff. In addition to training materials supporting Financial Operation activities (SOP's) created in word and stored in SharePoint to support the team in onboarding and refresher training.

2.4.9 STATE NC SYSTEMS

- ***Staff UID*** – System utilized to create state staff ID for state employees.
- ***NC Licensure*** – The State system utilized for tracking professional educator license information interfaced to the District solutions to confirm licenses held by Employees and Recruits as well as keeping track of license retention requirements for the NC Licensed employees.

- **ORBIT** – State employers, employees and retirees' retirement system. Oracle will be required to integrate with ORBIT to manage demographic and payment transactions with the retirement system. Some of the functionality of ORBIT includes:
  - Enrolling all new eligible members into the Retirement System by introducing Employee Self Service to all new members.
  - Submitting the required Employee and Employer contributions via the monthly Contribution Summary Instructions (CSI).
  - Reporting retirees who return to work as State Retirees Subject to Restrictions (STRS) or Local Retirees Subject to Restrictions (LOCRS).
- **ESC** – Employment Security Commission information supplied for District employees.
- **Position Control** – This is an interface used to send the position information report. The Position Information Report is essential to ensure every employee is in a position in the adopted budget and is a file listing the NCDPI school personnel by budgeted position for all fund types. This provides the data to report the SS200 and SS300.
- **Benefit Focus** – Benefit focus provides employee benefits services to the District workforce. This interface sends personal demographic information to the Benefit Focus solution.

2.4.10 COMMUNICATIONS/SECURITY

- **Connect ED** – This interface sends employee location and contact information to the Blackboard Connect application. Blackboard Connect is used to contact employees via automated tools for events such as Emergencies or severe Weather, District wide changes, etc.
- **ScholarChip** – The interface is used to send employee demographics to the one card security management solution.

2.4.11 OTHER SYSTEMS

- **NCAE** – Some of the district employees make contributions to the North Carolina Association of Educators as a volunteer deduction to the organization. This solution will include contributed deduction amounts and reports the information back to NCAE. GCS Employees make contributions to the NCAE via payroll deductions.
- **Active Directory** – This interface is used to provide employee information from Oracle Cloud to the Active directory application and employee email details from Active Directory to Oracle Cloud.
- **Braxos** – The interface is used to send employee demographic to the system used for security FOBs.
- **IAMS** – The Identity Access Management System is used for authorization and authentication of users.

2.5 HIGH-LEVEL IMPLEMENTATION PLAN

The district recognizes that the various modules of an ERP are interdependent and there are some "best practices" with regard to the order in which they are generally best implemented. Each bidder should specific the approach they follow that would best benefit GCS indicating the rationale for this approach. In no circumstance will GCS accept Phase I functionality that does not include automated workflow using position hierarchy.

GCS also desires the Procurement, Financial, and Human Capital Management (HCM) towers to go-live on the same date, but specific functionality within these towers can be proposed to be implemented in phases. For example, GCS does not want to go live with Procurement tower before the HCM tower for workflow routing purposes. Specific functionality, though, within a tower can be proposed to be implemented in phases. The previous system integrator had taken a phased approach in implementing functionality listed in the following 2 phases:

Phase 1:
- Absence Management
- Accounts Payable
- Accounts Receivable
- Benefits
- Cash Management
- Core Human Resources
- Expenses
- Fixed Assets
- General Ledger
- Inventory Management
- Payroll
- Purchasing
- Self Service Procurement
- Supplier Portal
- Time and Labor
- Workforce Compensation

Phase 2:
- Budgeting
- Learning Management
- Procurement Sourcing and Contracts
- Projects and Grants
- Supplier Qualification Management
- Talent Management - Performance/Goal Management

The table below contains the Oracle Cloud service modules list, and each bidder must indicate when each service module will be implemented. Even though the original system integrator proposed to implement functionality in 2 phases, GCS is open to looking at implementing in less than 2 phases or more than 2 phases.

Business Function	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Oracle Fusion Enterprise Resource Planning Cloud Service					
Financials Cloud Service					
Fusion Transactional Business Intelligence Cloud Service					
Grants Management Cloud Service					
Project Contract Billing Cloud Service					
Project Financials Cloud Service					
Automated Invoice Processing					
Fusion Expenses Cloud					
Oracle Fusion Procurement Cloud Service					
Fusion Purchasing Cloud Service					
Fusion Procurement Contracts Cloud Service					
Fusion Sourcing Cloud Service					
Fusion Supplier Portal Cloud Service					
Fusion Supplier Qualification Management Cloud Service					
Fusion Transactional Business Intelligence Cloud Service					
Oracle Fusion Supply Chain Execution Cloud Service					
Inventory Management Cloud Service					
EPM Cloud Standard					
Planning and Budgeting Cloud Service					
Enterprise Performance Reporting Cloud Service					
Fusion Talent Management and Workforce Compensation Cloud Service					
Fusion Workforce Compensation CS					
Fusion Performance Management CS					
Fusion Talent Review and Succession Management CS					
Fusion Career Development CS					
Fusion Human Capital Management Base Cloud Service (Full-Time Employees)					
Fusion Human Capital Management Base Cloud Service (full-time employees)					

Business Function	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Fusion Payroll Cloud Service for United States (Full-Time Employees)					
Fusion Payroll Cloud Service for United States (full-time employees)					
Fusion Learning Cloud Service					
Fusion Learning Cloud Service					
Recruiting Cloud Service					
Recruiting Cloud Service					
Fusion WebCenter Forms Recognition Cloud Service					
Fusion WebCenter Forms Recognition Cloud Service					
Oracle Analytics Cloud Professional					
Oracle Analytics Cloud Professional					

2.6 GCS PROCESS CHALLENGES

The District has identified the most critical challenges for each functional area. These challenges are summarized below.

2.6.1 ACCOUNTS PAYABLE

The District receives a high volume of invoices in a process that is highly manual in nature. Invoices are handled multiple times once they arrive in Accounts Payable. They are:
- Entered into a tracking system to keep track of and start the payment clock.
- Manually reviewed against the system to determine if they are receipt or service related.
- Manually following up with schools/worksites to generate receiving or acknowledge services adds to process time.
- Once all receipts are entered or services performed, the invoices are then entered into the system for payment.

Invoice Processing Inefficiencies:
- Numerous screens are required to be accessed to complete the transaction.
- There is no mechanism for handling recurring payments.
- There is no mechanism knowing why a vendor is placed on hold.
- Staff have to monitor dollars spent on PO's manually for split funded PO, if there are sales tax issues, multiple schools are using the same PO, or if a PO line is amount only with an itemized invoice.
- Non-PO Invoices that Should have a PO require a requisition to be completed to gain proper approvals (Note: North Carolina Law dictates that a PO encumbrance cannot be created after an invoice has been received and a requisition the tool used to obtain proper approvals. Once approvals are received and the check is processed,)
- Currently GCS does not have an aging report
- Manual self-assessment tax
- All users must not access the system during the payment cycle to create checks
- Retainage is not recorded, calculated, or tracked in AP
- Capital invoices to be reimbursed by County appropriation is manually recorded and approved by accounting department prior to AP processing the invoice for payment
- Uploaded invoices needs to be updated by multiple areas to create the format in order to upload the invoice into AP
- Voided check and replacement check duplication. (e.g. System should reflect check as "voided and replaced with check # XXXXX).

Workflow is Manual
- All approvals are manual and when using certain funds, the approval must be sent to the department for approval.

Generating checks twice a week causes:

- Numerous manual, emergency checks to be issued throughout the week.
- Vendors request to have their checks delivered overnight.

The systems inability to:
- Generate payment through Electronic Funds Transfer (EFT's) puts a strain on vendor relations as that is a service that they are requesting.
- Processing a wire transfer payment information is excluded in AP System until information is manually entered
- Properly integrate Meals Plus postings. Sometimes Meals Plus data is misdirected and requires manual research to correct
- Have a comprehensive imaging system to reduce hard copy files of financial transactions such as payment supporting documentation.

Direct Pays
- Non – PO Invoice is not able to track who are the offenders for not getting a PO
- AP has to:
  - Manually fill out forms explaining why invoice is being sent to a school for approvals
  - Maintain spreadsheets to track status
- Direct Pays that Should have a PO require a requisition to be completed to gain proper approvals (Note: North Carolina Law dictates that a PO encumbrance cannot be created after an invoice has been received and a requisition the tool used to obtain proper approvals. Once approvals are received and the check is processed,)

Invoices at Year End
- Year-end close activities for end of the year causes issues with payment in different pay periods
- Budgets cannot always rollover and be used in a new fiscal year

1099s
- Producing 1099s is a manual process where invoice amount paid to the suppliers is done in multiple systems
- No TIN Matching for suppliers

2.6.2   ACCOUNTS RECEIVEABLES
- Lacking comprehensive integrated system to create invoices, aging report to track receivables and grant funds. Need a Grants financial module and Accounts Receivable module in the Oracle Cloud system to support the grant and accounts receivable process.
- Cannot do recurring billings
- Different departments use different billing solutions and are not consistent
- Not able to see real time revenue
- Transactions are tracked in spreadsheets
- Transportation and Print Shop Departments send paper invoices to school and departments

2.6.3 BUSINESS PERFORMANCE REPORTING

- Need to provide training so systems can be used
- Better controls
- Better reporting is needed
- Lots of paper used
- Workflow is needed for review & approval.
- Align KPIs and the Strategic Plan at all levels of the organization.
- Tracking of purchase requisitions from creation to final approval.
- Financial information is not accessible by all employees who need access to financial information
- Activities occur out of cycle

2.6.4 CAPITAL PLANNING

- A capital planning system is needed to properly administer the capital program
- Capital Budgeting is done manually and through excel spreadsheets. Once completed, this is uploaded into SUNPAC
- Manual process for capital asset tracking - Facilities Systems do not automatically provide GASB 34 reports
- Project numbering process needs revamping

2.6.5 CASH AND CAPITAL MANAGEMENT

- Schools checking accounts are decentralized
- Near real-time cash position is not known in the system
- Reporting timing for the request of cash (i.e., required to follow the state treasurer calendar for requesting cash and have to tie the request to payroll, AP, and BUDS)
- Manual bank reconciliations for all funds and checking accounts
- State treasurer does not conform to modern ERP and core banking (STIF or investment account) where you cannot see a previous day balance, but is reconciled monthly
- Debt and investment management
- Process improvement is needed to encrypt critical files from the origination point for transmission to banks.
- If the cutoff time is missed for the bank, a positive pay file has to me manually entered with bank (this happens due to taking down the system to process AP or Payroll)
- A monthly calendar has to be created when there is system downtime to run specific processes

2.6.6 GRANTS

- A significant amount of grant information is currently maintained outside the general ledger system and not easily available to all stakeholders. This results in significant redundancy in processes between the Budget Department and other departments and schools
- A system of re-budgeting funds is currently utilized to deal with grants that do not end on the same date as the district year end.
- Currently all initial budgets, budget transfers, and journal entry requests are a manual process and emails/spreadsheets are transmitted internally

- Federal grants are manually keyed into the SUNPAC LBAAS module for transmission to the NCDPI CCIP.
- Number of federal grants to manage manually is roughly 40
- Grant Managers receive a monthly PDF to see current budget vs. expenditures
- Multiyear grants are re-budgeted manually each year.
- The ability to monitor the contract dates relative to the grant period is manual
- Changes to closed programs are only prevented when budget department staff are aware to close out the coding
- Tracking of grants in development is done offline and independently by the grants acquisition director
- Source grant documentation is kept independently and restrictions for the grant are not always known without significant research

2.6.7   FINANCIAL AND OPERATIONAL PLANNING
- Multiple Budget Approaches are used
- Salary Projections are manual and are hard to create due to the multitude of pay cycle and methods
- District objectives for Target values are not clearly defined in the software
- Not all Organizational data is available
- Ability for only 1 annual budget with no option for multiple versions
- Operational and historical trend information is not easily accessible
- Inability to generate fund transfers at school/office level. Requests made by memo, email, or form are transferred to Excel sheets to manually input into system. Very time consuming and increases the percentage of errors.
- Budgeting attempts to support Position Management without having adequate and complete information

2.6.8   GENERAL ACCOUNTING
- Manual (versus online) approval process for journal entries
- Workflow and imaging are non-existent in SUNPAC
- General Accounting shuts down financial systems during year end closing and whenever Accounts Payable or Payroll needs to create checks
- Reporting is not in real time
- The process of capitalizing completed projects needs to be automated.
- The process of calculating and assigning overhead to completed projects should be automated and made a part of the capital system.
- The inventory of capitalized leases and the corresponding amortization is calculated and kept in Excel sheets.
- Inability to see check cleared date in SUNPAC
- Stale dated checks are not automatically identified and require manual intervention to reconcile the stale dated check
- Implementation of GASB pronouncements should be transparent. (Software should have updates to include).
- All journal entry transaction reports are not live and real-time.

- Vehicle mileage process is done through an internally created program that requires lots of manual maintenance
- There is no ability to drill down from summary reports to the detailed transactions in order to complete the large number of reports, in varying formats, due to funding agencies.
- Limited resources to efficiently accomplish job requirements.
- Charter School payment process involves cumbersome manual calculations and maintenance of Excel spreadsheets, both of which are prone to errors.
- Number of Charter Schools increasing.
- Manual calculations for accounting for leases per GASB 87

2.6.9 OUTLOOK
- No integration to financial system for approval or workflow

2.6.10 CONTRACT MANAGEMENT
- No centralized contract database.
- No automated contract workflow, i.e., funding, requisition, legal review, signatures, etc.
- No integration between contracts and other systems, i.e., vendor file, item file, payables, bids, etc.
- Lack of standardized contract templates.
- No advance notification of contract expiration, or effective dates of licenses, insurance, etc.
- No historical spend data on contracts.
- Inability to track contract milestones.
- Inability to track changes to contracts which impact organization or department
- Contracts are created as schools and departments without Purchasing being knowledgeable of the contract being created

2.6.11 PROCUREMENT TRANSACTIONS
- Manual, free-form requisition entry leads to errors and omissions, lack of history.
- Approvals are not standardized and cumbersome, maintained in two email systems, and not monitored for delays.
- Communication from user to procurement is cumbersome and time consuming.
- Lack of automation, including, Terms and Conditions, manual signature(s).
- Limited use of technology, i.e., electronic catalogs.
- Inefficient workflow and information from user to Procurement to vendor to Accounts Payable.
- Freight is manually added, inconsistent, and separate from items.
- Vendors do not acknowledge receipt of PO, no automated communication between procurement and vendors.
- Inflexible 3-part matching system.
- Inability to sort, query, or prioritize information by Procurement staff.

- State Law requires that an encumbrance be created before a Purchase Order can be created. If a non-PO invoice is received, Procurement today creates a requisition instead of creating a purchase order as an encumbrance is not allowed
- The requisition system and purchase order system are different systems that are not connected
- If an attachment is on a requisition, it cannot be referenced or moved downstream to be viewed

2.6.12 SOURCING

- Budgets are developed independent of Procurement; Goals for schools and departments may include procurement involvement but are not communicated timely.
- Historical spend data is not available in an automated fashion.
- Free-form entry of item descriptions restricts the ability to analyze spend by category, identify common items, or easily extract spend data.
- Usage history may be available only from vendors, or through invoices.
- No detail on credit card purchases.
- Analysis of responses to bids and RFP's is manual. Multiple photocopies required. Manual re-entry of pricing responses by procurement for quotes, bids, RFPs.
- Vendor files lack accurate information regarding sourcing capabilities.

2.6.13 PROCUREMENT CARD (P-CARD)

- Numerous district employees have p-cards with controls managed de-centrally
- P-cards are set up for specific purposes meaning employees with have multiple P-Cards (i.e., separate P-Card for Staff Development and Office Suppliers)
- Receipts for purchases paper-based and difficult to collect
- Coding related to spending difficult and not completed by the appropriate party
- Monthly Reconciliation is problematic
- Unable to account for P-Card purchases on 1099s
- P-Card transactions must be encumbered before a P-card can be used
  - P-Card users will often encumber a generic amount for a P-Card and not for specific suppliers/transactions
- P-card can be used to circumvent purchasing policies

2.6.14 ITEM MANAGEMENT

- Item information maintained and managed in spreadsheets
- Fragmented, cumbersome inquiry process.
- Limited archival process.
- Lack of item history
- Cumbersome, time-consuming manual systems for requisition to receipt, cycle counts, annual inventory, etc.
- Lack of real-time data.
- Lack of strategic sourcing capabilities.
- Inability to track excess parts after a tradesperson completes a job.
- No mobile inventory.

- Distribution system antiquated; tradesperson waits at counter to pick up parts.
- Lack of accurate back-order system.

2.6.15 VENDOR MANAGEMENT
- Manual, paper application from vendors
- Non-sequential coding
- No purge of inactive vendors
- Same vendor appears multiple times
- No vendor self-service
- Updates to vendor record not done through self-service functionality
- Difficult to identify as vendor as 1099 applicable

2.6.16 FIXED ASSETS
- Annual Capitalized and Non-Capitalized inventory
- DPI Audit for Federal Funded Capitalized and non-capitalized inventory reporting
- Integration between IT department inventory system, AS400, and excel workbooks
- No integration between the AS400 and ACFR (Annual Comprehensive Financial Report) formally known as CAFR
- Depreciation is only calculated once a year

2.6.17 INVENTORY MANAGEMENT
- Cumbersome, time-consuming manual systems for requisition to receipt, cycle counts, annual inventory, etc.
- Inventory currently tracked in spreadsheets
- Lack of real-time data.
- Lack of communication between users and inventory management; no planning.
- Long lead times which increase inventory.
- Lack of strategic sourcing capabilities.
- Inability to track excess parts after a tradesperson completes a job.
- No mobile inventory.
- Distribution system antiquated; tradesperson waits at counter to pick up parts.
- Lack of accurate back-order system.

2.6.18 BENEFITS ADMINISTRATION
- In many cases, deductions for employees' cost share of premiums are manually input and subject to error.
- Benefits enrollment information is currently maintained by the district's third party administrator. However, eligibility for benefits is maintained by the district. As such, errors related to the timing and synchronization of internal and external systems arise.
- Accuracy of information maintained by the district's third party administrator may be questionable in some cases and result in retroactive adjustments.
- Time frame for the planning of open enrollment continues to be compressed, resulting in less time to implement changes to systems required for the new plan year.

- Complex eligibility criteria for employees and retirees based on various data elements, Board rules, and state statutes.
- Issues with calculating and maintaining benefits such as workers comp, longevity, leave accrual, leave donations, FMLA, etc.

2.6.19 COMPENSATION ADMINISTRATION
- Retroactive payment calculation
- Complex Salary Projection Reporting
- Job Descriptions – having to go through the School Board for review and approval.
- Mass changes require extensive calculations and effort to perform.
- Retroactive transaction exceptions must be done by hand when they occur in previous fiscal years.
- Salary Supplements cause confusion as to effective date and method of calculation.
- Multiple calendars upon which compensation is based.
- Daily rate is inflexible to the needs of the organization, it would be better to move all to an hourly rate factor.
- Organization of salary and payroll data limits the ability to share and report on information.
- Acting appointments require time bound position set to expire in the future which system cannot handle.
- Determining teacher experience pay is a complicated and manual process requiring significant expertise.

2.6.20 EMPLOYEE DATA MANAGEMENT
- Formatting, access, data reliability.
- The volume of reports is excessive.
- Compliance reports are generated in-house rather than via templates.
- Multiple reports requested internally and externally.
- Limited capability to distribute reports electronically.
- HR Process inefficiencies affect reporting.
- Historical reporting is difficult, with difficulty retrieving and getting exact answers.
- Audit trails on record keeping.
- HR resources are reactive not proactive.
- Limited analysis capabilities.
- Offsite / school files are maintained in an inconsistent manner.
- Employee related information resides in multiple areas for multiple uses.
- Many files contain identical information.
- Outdated and unchanged policies restrict the flow of data and place a heavy burden on staff for data requirements.
- Limited access to data by employees.
- Inconsistency of roles and responsibility in the schools could cause conflicts with roles-based configuration of application security.
- Policies are not well communicated and known throughout the organization.

- Unclear definitions and understanding of what information can be made available, to whom, and in which circumstances, lack of uniform standards and controls over this arena.
- Inconsistent or non-existent training for incoming staff on data standards and access.

2.6.21 EXIT MANAGEMENT
- Reporting of terminations is a highly manual process:
- Information entered and tracked by different parties within HR
- Most if not all reporting is ad-hoc
- The present process provides limited capabilities for reporting.
- No central repository of employee assets and financial obligations.
- Inability to run any type of report on attrition, turnover, etc. (ex. # teachers leaving after 1st year).
- Benefits for those on leave is a manual process and is not an integrated.
- No visibility in the system of time the employee has been out on leave by Payroll

2.6.22 ORGANIZATIONAL EFFECTIVENESS
- Reporting capabilities are not meeting the organization's needs.
- HR Process is not consistent with all employee groups.
- Historical reporting is difficult, with difficulty retrieving and getting exact answers.
- Management of communications to employees is inconsistent.
- Inconsistent Job descriptions
- Organizational change causes loss of continuity of responsibilities. When someone moves to a new position, their replacement or former department may not continue the work they did

2.6.23 PAYROLL
- Salary calculations are often a process that requires manual intervention which could be automated, this process leads to errors.
- Reporting capabilities are not meeting the organizations' needs.
- Mid-year pay changes with diverse effective dates due to several different calendars are normally retroactive due to labor agreements.
- No mechanism in place to handle mid pay-period salary changes- only one rate per assignment can be paid during any given pay date.
- Reporting of wages, deductions and time is not available to employees other than information presented on pay stubs.
- Special payments must be manually processed and reviewed
- No self service capabilities are currently available for employees and managers
- No mechanism in place for self-service for updating deductions
- Limited employee self service functionality is limited to offerings by third party administrator and benefit providers.
- System is outdated with respect to legal compliance with Consumer Credit Protection Act for reporting and requiring manual intervention to collect and disburse garnishments. Department must stay on top of legislative changes to manually update the system.

- System limitation for tracking already replaced checks.
- Notification to employees and collection of overpayments is a manual process.
- Calculation of vacation payout is a manual process
- Great deal of manual checks processed due to erroneous or late time reporting.
- No availability to direct deposit manual checks
- Manual process to adjust earnings for retroactive transfers employees to other locations. (example: substitutes to pool substitute/teachers) also affects retirement credits.
- Manual process to pay deceased employee final payouts to beneficiaries

2.6.24 POSITION MANAGEMENT
- HR Process inefficiencies affect reporting (takes too long to get accurate information so you cannot get visibility on what is going on).
- Historical reporting is limited, with difficulty retrieving and getting exact answer.
- Audit trails on record keeping are limited.
- Staff is reactive as opposed to pro-active.
- Limited analysis capabilities.

2.6.25 RECRUITING AND STAFFING
- Manual processing of applicants, inability to search in a centralized resume database.
- Historical reporting is difficult, with difficulty retrieving and getting exact answer.
- No audit trails on record keeping.
- No self service functionality for managers or applicants.
- Interview Scheduling is driven primarily through the persistence of the applicant. Too much going on to track and schedule proactively so is more of a reactive process.
- Inconsistent interviewer training and guidance.
- Board Approval Process is drawn out and applicants may jump to other jobs.
- Standalone systems have popped up in different areas to handle what system cannot.
- Silos of information and knowledge occur independently and do not allow for timely and effective use of data.
- Lack of interdepartmental communication often results in last minute notice of open positions.
- Evaluation tests have not followed technological evolution. These have been changed – though have not notified entire district. (i.e. typing test for clerical).
- No ability to track data or provide reports on even the most basic of metrics such as time to fill, cost of hire, etc.…

2.6.26 TIME AND ATTENDANCE
- Reporting of time is manual and inefficient process use of sign-in sheets which are then entered into Timekeeping System. GCS is currently transitioning to an online timeclock during the 2022-2023 school year.
- Limited use of electronic clocks which does not feed onto the Payroll System
- Manual entry of time records by worksite location
- Certified employees are exception based

- Substitutes – tracking, management, time logging
- Maintenance Department uses a separate sub-system which does not automatically feed onto the existing Payroll System
- Food Service – split assignments and duties
- Present timekeeping process provides limited capabilities for reporting.
- No information is available for substitutes to verify days/time paid, the only source of information is the Payroll Department.
- In need of interfacing between applications such as ID/Badging
- Due to system limitations, the time required to deliver changes and solutions often causes difficulty meeting imposed deadlines (i.e., collection of data, processing and payment of time worked during Emergency periods).
- Training is difficult and non-comprehensive as online training tools are not available.
- No mechanism in place to monitor and restrict employees from using sick days credited but not yet earned, which causes a great deal of overpayments
- If an employee forgets to clock in or out, the process to correct the error is a manual process
- Job aids not available to assist users with clocking in and out
- Difficult to track costs for an employee that works at multiple locations

2.6.27 TRAVEL AND EXPENSE
- Travel authorizations are not tracked in any system
- Travel authorization are not encumbered or budget checked
- Present pre-approval process is tedious and multi-level
- Department based employees require approvals by their supervisor/manager while school-based employees require approvals by their principal and school support officer
- Travel using Title 1 and Accelerated Learning funds require approval by those departments
- In State Travel is approved and booked by Accounts Payable
- Out of State Travel is approved by the superintendent
- Out of State Travel is approved and booked by the Purchasing Department
- Quoted airfare prices often increase due to non-expeditious multi-level approvals, thus impacting the budget.
- Reconciliation is manual process.
- After-travel paper approvals are repetitious
- No mechanism in place for electronic submittal of Expenses for reimbursement for both In-State and Out-of-State travel
- No mechanism in place to pre-populate miles between work locations
- Mileage calculation system is supposed to be maintained internally, but no current employee knows how to make updates to the system
- Mileage has to be hand keyed by AP in order to process a reimbursement
- Single P-Card for all P-card transactions per employee/location
- No mechanism in place to automatically electronically notify employees and managers when expenses claimed is outside District's Policy.
- No mechanism in place to ensure all required information is included for reimbursements before the reimbursement comes to AP

2.7 BUSINESS PROCESS VISION

The District has developed a process vision for each of the District's Functional Areas. These process visions describe how the District would like these areas to function in the future. The process visions are provided below:

2.7.1 ACCOUNTS PAYABLE
- End to End seamless integrated procure to pay concept:
  - Working with Procurement in reaching the future state
  - Linking all areas in the district
  - 360-degree communication among all parties involved in the Process
  - Web Based transparent Policies and Procedures maintained and communicated by cross functional teams
  - Scanning of Invoices to Auto populate AP Information
  - Users can continue to use the system while AP is running checks
  - Retainage is recorded, calculated, and tracked in AP
  - Suppliers that have TIN Matching
- Drive towards an electronic environment:
  - Internal and external sources
  - Multi-Tiered Workflow for Direct Payments that should have had a PO
  - Workflow that routes to specific individuals in a job or with a specific job title versus having to maintain approval groups manually
  - Multi-tiered workflow for specific payment types (i.e., Capital, Title I)
- Foster an environment of efficiency and effectiveness:
  - Improve timeliness of vendor payments
  - Generate payments more frequently
  - Reduce off cycle checks
  - Capture discounts
- Tracking of Non-PO Invoice
  - Able to track who the "offenders" are for Non-PO Invoices
- Seamless posting from School Funds Online to Oracle for school supplier payments to capture information for 1099 reporting

2.7.2 ACCOUNTS RECEIVABLE
- Integrated system that provides invoicing, receivables tracking, and cash application capabilities.
- Running all Accounts Receivable related transactions electronically

2.7.3 BUSINESS PERFORMANCE REPORTING
- Integrated, end-to-end process that facilitates delivery of timely, accurate, valuable data to decision makers
- Users trust the process (and therefore, trust the information)
- Integration with all areas providing information into the Reporting process.

- Formalized, specific, transparent, well-communicated policies and procedures throughout the Reporting process, both within and outside the department.
- Leverage new technology (ERP and other) for improved financial and performance management reporting, and workflow, automation, and/or other functionality where appropriate.

2.7.4 CAPITAL PLANNING
- Provide an Integrated Capital Planning System that can provide a workflow link between all involved parties, such as Capital and Financial Budgeting, Facilities (Budgeting and Planning), Transportation, Food Service, IT, Treasury, Budget, Grants, Accounting, etc.
- Capital reports are detailed and have real-time and accurate information

2.7.5 CASH AND CAPITAL MANAGEMENT
- Implement a Treasury/Cash Management system that can improve/maintain and anchor best practices in Cash and Capital Management:
- Maximize investment interest earned based on cash balances
- Lowest cost of funds
- Maintain and improve End-to-End capital process integration and communication:
  o Capital Planning and debt management processes fully integrated by defined roles by department
- Implement and maintain process improvements such as:
  o Centralized Banking
  o Long term forecasting
  o Web-based and self-service initiatives
- Importing bank statements for auto reconciliation on a daily or monthly basis

2.7.6 GRANTS
- Maintain best practices in the development, management and monitoring of grant resources in order to afford our students opportunities not funded through local revenue
- Grants Administration fully integrated into online Oracle Cloud system.
- Journal entries are automated and uploaded to system electronically.
- All records for grants are maintained within the Oracle Cloud system.
- Transactions cannot be charged to closed programs
- Monthly reports for reimbursement based grants
- Re-budgeting remaining funds into the next fiscal year is automatic and not a manual process
- Use of a thirteenth month and the ability to have multiple years open at the same time eliminates a lost month during the grant cycle.
- Stakeholders can maintain a library of reports that serve their needs

2.7.7 FINANCIAL AND OPERATIONAL PLANNING
- Formalized, specific, transparent, well-communicated policies and procedures throughout the Financial and Operational Planning process, both within and outside the department:
  o Detailed calendar developed, with deadlines and milestones

- o Documented governance policies
- o Controls developed
- o Leverage new technology (ERP and other) for improved reporting, workflow, financial and performance management, and automation,
- o One source of information for all objectives, goals and activities, as well as Governance items need to be articulated in the budget document

2.7.8 GENERAL ACCOUNTING

- To gather and provide accurate and timely financial information, in the most cost-effective manner, delivered with excellent customer service, utilizing standardized policies/procedures and leveraging technology.
- All sub-system data is validated at the source
- Standardized Quality Assurance processes in place
- Few adjusting journal entries and accruals (material adjustments only)
- Formalized collaborative forecasting process utilizing well-defined and communicated deadlines and milestones:
- Formal policies & processes in place
- Include all stakeholders in the process
- Utilize consistent, proven, applicable forecasting techniques
- Automated lease accounting as it relates to GASB 87

2.7.9 OUTLOOK

- Ability to approve workflow items directly from emails sent in outlook

2.7.10 PROCUREMENT CARD (P-CARD)

- Use of Procurement Card as a payment method option which would tie to the General Ledger and 1099s
- P-card transactions that are encumbered at the individual transaction level before a P-card is used
- P-cards transactions will be tracked at the individual transaction level to include supplier and amount
- Ability to track and document P-Card transactions with vendors from placement to receipt, especially for inventory replenishments.
- Ability to track expenditures against contracts.
- Ability to tie usage to Awarded Contracts.
- Automated reconciliation process.

2.7.11 CONTRACT MANAGEMENT

- Formalized contract management system utilizing streamlined workflow and approval, tied to the requisition, purchase order, and account payables systems.
- Ability to maintain centralized contract management system, and query for information regarding users, spend, categories, funding, and bids.
- Ability to analyze vendor performance on a contract by pre-determined milestones or budgeted expenditures.
- Ability to link invoices to contracts.

- Ability to set multiple calendar driven flags to alert contract manager prior to expiration of contract or required documents, i.e., insurance, licenses, etc.
- Ability to evaluate vendor performance on contracts.
- Ability to view contract documents, attachments, drawings, and other pertinent information.
- Ability to input other contracts that GCS "piggybacks" from

2.7.12 PROCUREMENT TRANSACTIONS
- Implement streamlined, automated Procure-To-Pay process for requisitions, purchase orders, receipts, and payments for items commonly purchased by schools and departments.
- Implement two-way communication between Procurement and vendors to acknowledge purchase orders, manage business processes, and enable performance reporting.
- Provide an intuitive Procurement portal to manage workflow, access historic data, enable communication, and generate ad-hoc reports.
- Integrate vendor, item, contract, and sourcing data into Procurement portal.
- Provide Requestor portal to include pre-populated templates, auto- validation fields, inquiry fields, receipt and payment information, and help screens.
- Implement integrated textbook purchasing, including free materials, matched to student enrollment databases by course and grade.
- Integrate textbook purchasing with school inventory records, and auto-generation of multi-year consumables.
- Punchout or Marketplace capabilities across multiple vendors where information is brought in from vendor's websites into Oracle or requestors can search for items without having to leave Oracle

2.7.13 SOURCING
- Portal technology to enable Procurement staff to access vendor information, evaluations, links to market research sites, and eProcurement sites.
- Aggregate accurate historical data relating to expenditures, categories, contracts, users, responses to solicitations, performance, and invoicing from multiple sources.
- Two-way communication capability with vendors.
- Timely involvement by cross-functional teams to collaborate regarding specifications, budget, repairs, warranties.
- Increased procurement activity in analytical rather than transactional processes.
- Cost modeling tools for Procurement to include multiple selection scenarios relating to spend analysis, vendor selection, shipping options, volume purchases, etc.

2.7.14 ITEM MANAGEMENT
- Create a centralized item master which facilitates the capture of information which is easily accessible to all parties.
- Graphic capability, including uploads from vendor catalogs
- Automated vendor portal, enabling self-service updates, two-way communication, future effective dates, and links to pertinent data, while maintaining security.

- Develop a dashboard to measure supplier performance, responses to solicitations, activity.

2.7.15 VENDOR MANAGEMENT
- Integration with Accounts Payable requirements, i.e., discounts, bank account number, W-9 information, multiple payment options, 1099 information.
- Online vendor portal with the vendors being able to make their own updates
- Vendor being able to see their own information in regards to purchase orders, receipts, and payments
- Online vendor application that allows for attachments
- Vendors can select applicable commodity codes
- Vendors can select their own HUB status and be able to attach documentation applicable to HUB status
- Purchasing can maintain and view expiration dates for HUB status
- System can automatically notify purchasing and vendors of HUB status expiration

2.7.16 FIXED ASSETS
- Financial reporting for the ACFR
- Integration between purchasing, accounts payable, and the fixed asset module to automatically identify and process assets
- Ability for the system to automatically identify non-capital and capital assets based on the budget coding used
- Real time depreciation that can be run monthly instead of yearly

2.7.17 INVENTORY MANAGEMENT
- Integrated, automated system, from demand planning to receipt.
- Ability to systematically measure and report inventory control effectiveness in managing replenishing order point and lead-time, min/max performance, minimum order quantity, inventory turns, inventory carrying cost, etc.
- Ability to standardize entries, define physical counts scope and tolerance and insure accurate, timely data.
- Ability to query data for forecasting, planning, and communication.
- Establish performance standards to insure streamlined and efficient processes. Report measures of efficiency over time for storage facility, such as transactions per time period, per person, average time between request and its fulfillment, etc.
- Maximize service levels and minimize inventory and cost.

2.7.18 BENEFITS ADMINISTRATION
- Benefits will be administered through a timely and efficient process which is easy to understand and manage. It will facilitate the accurate capturing of information based on standardized processes transparent to all parties involved. End-user interaction with the system will be intuitive and capable of supporting employee self-service while adhering to established business rules.

2.7.19 COMPENSATION ADMINISTRATION

- Ensure consistent application of the business/local compensation management framework through a combination of standardized, defined, clear, well-known policies and procedures (with well understood timelines and due dates), system controls, compensation guidelines, HR consultation and key performance indicators:
  - Integration of different processes
  - Realistic, timely execution
  - Consistent and timely communication processes exist for compensation programs and policies within business units:
  - All parties (internal and external) involved
  - Collaboration with other units
  - Must be defined/clear/known

2.7.20 EMPLOYEE DATA MANAGEMENT

- Data management (physical and electronic data) policies governing the collection, storage and reporting of employee data will be clearly defined and standardized to be in compliance with Federal, State and Local Laws. Policies will be consistently communicated to all applicable staff in a timely fashion.
- A connection of data between Scribbles, Applitrack, and Oracle
- Conversion of historical data going back 7 years

2.7.21 EXIT MANAGEMENT

- Provide a simple, standardized process that is well documented and integrated with all related departments, employees and processes.

2.7.22 ORGANIZATIONAL EFFECTIVENESS

- HR leads institutionalized processes using a defined approach that is supported by leadership. The organization is held accountable to measurable results using strategic plans, scorecards and KPIs.

2.7.23 PAYROLL

- Payrolls are accurate, timely, efficient and streamlined with controls in place to manage data at the source. Automation and Self Service supports the process to minimize manual intervention and exceptions.
- Upstream processes such as Time and Attendance, Benefits, Recruiting and Staffing and Compensation provide clean inputs to Payroll process with minimal manual intervention.
- Preparation of Government Payroll Reports, payroll taxes are accurate and timely.
- Governance is in place that directs what, how, when and why events and changes are introduced in a methodological fashion that manages flow, throughput and quality, with effective communication of events, their effects on payroll so that payroll is proactive and involved in the overall planning.

2.7.24 POSITION MANAGEMENT

- The process will be well-documented, clearly defined, collaborative and streamlined. Its infrastructure will be comprised of consistent policies and procedures across the organization implemented to eliminate exceptions, provide for workflow for supervisor approvals and notification. In addition, this process will minimize manual intervention (exceptions/corrections only) while being linked to other HR/Finance processes.
- The ability to automatically tie a position to a budget

2.7.25 RECRUITING AND STAFFING

- The recruiting and staffing process will be centralized, efficient, simple to follow and clear. It will offer a level playing field to give each candidate a fair chance of consideration. It will facilitate bringing in the right candidates to the right place at the right time.

2.7.26 TIME AND ATTENDANCE

- Employee time and attendance information is captured effectively, efficiently, at the source and shared across the organization to the right people at the right time for the right reasons. Automation and Self- Service supports the process to minimize manual transactions and drilldown/drill back accessibility data and balances.
- Exempt employees can "check in" without having to log time to track daily attendance
- Employee time and costs can be associated to a specific project

2.7.27 TRAVEL AND EXPENSE

- Preparation and submission of expense authorizations are automated and streamlined with approvals and predefined parameters in place.
- Preparation, submission and payment of expense reports are automated and streamlined with approvals and predefined parameters in place.
- Automatic identification of in state and out of state travel for workflow approval purposes
- Multi-tier automated approvals that can automatically route based on funds used (i.e., Title I, Career and Technical Education, Accelerate Learning), destination (in-state vs. out of state), and whether the transactions originates from a school or department
- Workflow that routes to specific individuals in a job or with a specific job title versus having to maintain approval groups manually
- System automatically identifies if a transaction is out of policy
- System automatically applies audit rules to travel and expense transactions
- Mobile expenses app where so an employee can enter information where the expenses are incurred

2.8 VOLUMES

The following table contains selected current volume information for sizing the processing and storage requirements of the new systems. The volumes, provided by District personnel, are approximate and are included to provide prospective Bidders with information to gauge equipment requirements. However, the proposed systems must be readily scalable to accommodate future growth in District volumes.

The proposed systems should be sized to meet the performance standards for projected volumes plus a margin for unanticipated volume growth.

Metrics	Latest Fiscal Year Data or Approximate Values in a Year
Chart of Accounts	
Funds	8
Purpose	308
Program Report Code (PRC)	193
Objects	142
Locations	135
User 1 (Departments)	156
User 2 (Extensions and Projects)	68
Finance – Asset Management	
Total Assets > = $15,000 in value	
Buildings	144
Construction in Progress	89
Improvement of Sites	347
Land	144
Equipment	842
Vehicles	1087
Total Assets <$15,000	
Equipment	97540
Vehicles	205
Finance	
Capital Projects	44
Specially Funded Programs	6
Finance – General Ledger	
Deposit Accounts (District)	10
Deposit Accounts (Schools)	188
Journal Entries (Per Month)	450
Revenue Sources (Federal, Federal Through State, State, Local)	4
Finance – Inventory	
Stores Inventory Items	2000
Accounts Payable	
1099s	400
AP Invoices	60,000
Vendors Checks Printed Annually	14,500
Purchasing	
Bids/RFPs	200
P-Card Holders	550
P-Card Transactions Per Month	3,800
Purchase Order Lines	35,000
Purchase Requisitions	35,000

Contracts	400
Vendors	2800
Human Resources	
FY 2021 - 2022 Hires	2757
Employees (Active and Inactive)	50578
Job Classifications	800
Positions	10850
Payroll	
Garnishments	300
Pay Codes	200
Pay Cycles	68
Pay Periods	Bi-Weekly: 26, 22 Monthly: 12, 10
Voluntary and Mandatory Deductions	75
Number of Pay Advices per Pay Period	Bi-Weekly: 3000 Monthly: 7000
Number of W-2	15000

Demographic	Latest Fiscal Year Data or Approximate Values in a Year
Schools	
Elementary Schools as of 7/15/2022	71
Middle Schools as of 7/15/2022	23
High Schools as of 7/15/2022	19
Specialty Schools as of 7/15/2022	17
Elementary School Learning Areas as of 7/15/2022	6
Middle School Learning Areas as of 7/15/2022	3
High School Learning Areas as of 7/15/2022	3
Specialty Schools Learning Areas as of 7/15/2022	3
School District Employees	
Instructional Full Time	4982
Instructional Part Time	196
Administrators	366
Non-Instructional Full Time	2661
Budget (Estimates)	
Total School District Budget	$1,000,000,000
Total General Fund	$250,000,000
Total State Fund	$475,000,000
Total Federal Fund	$200,000,000
Special Revenue Funds	$15,000,000
Child Nutrition Fund	$40,000,000
After School Fund	$5,000,000

2.9 DATA CONVERSION

In the table below is the data to be converted to Oracle Cloud that was identified by the previous integrator.

Module	Data Element
Absence	Schedule Assignment
Absence	Absence Accrual Plan Enrollment
Absence	Absence Accrual Balance Component
Benefits	Participant Enrollment
Cash Management	Bank
Cash Management	Bank Branch
Core HR	Location
Core HR	Organization (Department)
Core HR	Progression Grade Ladder
Core HR	Grade
Core HR	Job Family
Core HR	Jobs
Core HR	Position
Core HR	Worker
Core HR	Person Legislative
Core HR	Person Name
Core HR	Work Relationship
Core HR	Work Terms
Core HR	Assignment
Core HR	Worker External Identifier
Core HR	Person Email
Core HR	User Information Security Build
Core HR	Person Address
Core HR	Salary
Core HR	Assignment Grade Steps
Core HR	Action Reason
Core HR	Action
Core HR	Assignment Work Measure
Core HR	Visa Details
Core HR	Seniority Date
Core HR	Person National Identifier
Core HR	Person Phone
Core HR	Person Ethnicity
Core HR	Person Drivers License
Core HR	Worker Education
Core HR	Talent Profile - License
Core HR	Area of Responsibility
Core HR	Worker Extra Info – LOA Information
Core HR	Worker Extra Info – State Retirement Details
Core HR	Worker Extra Info – Contract Information
Core HR	Worker Extra Info– Guilford Disciplinary Actions

Module	Data Element
Core HR	Worker Extra Info – CEU – Continuing education Units
Core HR	Worker Extra Info-BT Status
Core HR	Position Hierarchy
Core HR	Department Tree
Core HR	Department Tree Node
Fixed Asset	Mass Additions
General Ledger	Control Budget - Initial as of July 1, 2021
General Ledger	GL Budgets - Revenue Budget-July 1, 2021
General Ledger	Control Budget - Monthly Revisions 7/21-11/21
General Ledger	GL Budget-Revenue Monthly Revisions 7/21-11/2
General Ledger	GL Balances-Monthly 7/21- 11/21
General Ledger	Control Budget - Initial Fund 40-July 2021
General Ledger	GL Budget-Revenue Fund 40-July 1, 2021
General Ledger	GL Balances-Fund 40 Monthly 7/21- 11/21
General Ledger	Control Budget -Fund 40 Monthly Revisions 7/21-11/21
General Ledger	GL Budget-Fund 40 Revenue Monthly Revisions 7/21-11/21
General Ledger	GL Prior Year Budgets
General Ledger	GL Prior Year Fund 40
HCM	Scribbles Documents and Index
Inventory	Import Items
Payables	Vendor 1099 Payments
Payroll	Assigned Payroll
Payroll	Element Entry
Payroll	Payroll Assignment Details
Payroll	External Bank Account
Payroll	Personal Payment Method
Payroll	Calculation Card
Payroll	Payroll Balance Initialization
Payroll	Cost Allocation
Payroll	Cost Allocation Account
Procurement	Suppliers
Procurement	Supplier - Third Party
Procurement	Supplier - Addresses
Procurement	Supplier - Sites
Procurement	Supplier - Site Assignments
Procurement	Supplier - Business Classification
Procurement	Purchase Order Header
Procurement	Purchase Order Line
Procurement	Purchase Order Schedules
Procurement	Purchase Order Distributions

PART II: PROPOSAL FORMS

3 PROPOSAL SUMMARY AND PROPOSED ORGANIZATION

In this and all subsequent sections of the Proposal Forms, the Bidder must acknowledge understanding and compliance with requirements. Bidder is to include a detailed response where requested for **items shaded in gray**.

3.1 PROPOSAL SUMMARY

3.1.1 MINIMUM QUALIFICATIONS

Description	Agree Y/N
A. The Bidder and/or Subcontractor must have implemented ERP Software Solutions encompassing HR/Payroll, Procurement, Supplier Portal, Finance and EPM for a minimum of five (5) years.	
References identifying the organization, contact name and contact information should be provided here.	
B. The Bidder and/or Subcontractor must have successfully implemented the finance modules for a public agency, preferably a K-12 organization, with an operating budget of at least $500 million, within the last five (5) years	
References identifying the organization, contact name and contact information should be provided here.	
C. The Bidder and/or Subcontractor must have successfully implemented the human resources modules including payroll and time & attendance in a public agency, preferably a K-12, organization with at least 6,000 employees within the last five (5) years	
References identifying the organization, contact name and contact information should be provided here.	
D. The Bidder and/or Subcontractor has successfully implemented an integrated ERP software solution encompassing HR/Payroll, Procurement, Supplier Portal, Finance and EPM modules for a K-12 school district with at least 10,000 students.	
If you answered "N" to having successfully implemented an integrated ERP software solution encompassing HR/Payroll, Procurement, Supplier Portal, Finance and EPM modules for a K-12 school district with at least 10,000 students, list comparable or relevant experience implementing Oracle Cloud here	
References identifying the organization, contact name and contact information should be provided here	

E. The Bidder and/or Subcontractor must have successfully provided post-implementation support services for an ERP Software Solution covering, HR/Payroll, Procurement, and Finance modules	
References identifying the organization, contact name and contact information should be provided here.	

3.1.2 STATEMENT OF UNDERSTANDING

Description
A. Indicate your understanding of the District's current situation and how your proposed services meet the requirements documented in this RFP.
Insert answer here.
B. What do you understand to be the purpose and scope of this project?
Insert answer here.
C. What are the pertinent issues, potential problems and associated solutions related to the project?
Insert answer here.

3.1.3 PROPOSED STATEMENT OF WORK

A. Provide a Proposed SOW. Briefly describe the project phases and how the Bidder intends to proceed toward the completion of the project. Indicate major responsibilities of Bidder, Subcontractor(s), and the District
Insert Proposed Statement of Work And Embedded As An Attachment If Necessary

3.1.4 LIST OF PROVIDERS

Please indicate all company name(s) that will furnish products or services below (if necessary, insert extra rows).

A. Systems Integrator (if not the Bidder)	Insert Systems Integrator Name Here
B. Subcontractors(s) (if not the Bidder)	Insert Subcontractor Provider Name(s) Here
C. Maintenance Provider(s) (if not the Bidder)	Insert Maintenance Provider Name(s) Here
D. Other	Insert Other Here

3.1.5 PROPOSED PROJECT SCHEDULE

A. Attach and reference a Gantt chart showing major project activities including major milestones upon which progress payment will be claimed. The project should include but not be limited to:
- Planning
- Confirmation of Designs to Date
- System Implementation
- Data and Document Conversion
- Interface Implementation
- Testing
- Knowledge/Skills Transfer
- Training
- System and Program Documentation and Support
- January 1 or July 1 Go-Live Date

Insert Proposed Project Schedule

B. Describe the definition of a project schedule and how a project schedule is to be used as part of the implementation of Oracle Cloud

Insert answer here.

Complete the below table first described in section 2.5

Business Function	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Oracle Fusion Enterprise Resource Planning Cloud Service					
Financials Cloud Service					
Fusion Transactional Business Intelligence Cloud Service					
Grants Management Cloud Service					
Project Contract Billing Cloud Service					
Project Financials Cloud Service					
Automated Invoice Processing					
Fusion Expenses Cloud					
Oracle Fusion Procurement Cloud Service					
Fusion Purchasing Cloud Service					
Fusion Procurement Contracts Cloud Service					
Fusion Sourcing Cloud Service					
Fusion Supplier Portal Cloud Service					
Fusion Supplier Qualification Management Cloud Service					
Fusion Transactional Business Intelligence Cloud Service					
Oracle Fusion Supply Chain Execution Cloud Service					
Inventory Management Cloud Service					
EPM Cloud Standard					
Planning and Budgeting Cloud Service					
Enterprise Performance Reporting Cloud Service					
Fusion Talent Management and Workforce Compensation Cloud Service					
Fusion Workforce Compensation CS					
Fusion Performance Management CS					
Fusion Talent Review and Succession Management CS					
Fusion Career Development CS					
Fusion Human Capital Management Base Cloud Service (Full-Time Employees)					
Fusion Human Capital Management Base Cloud Service (full-time employees)					
Fusion Payroll Cloud Service for United States (Full-Time Employees)					
Fusion Payroll Cloud Service for United States (full-time employees)					
Fusion Learning Cloud Service					

Business Function	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Fusion Learning Cloud Service					
Recruiting Cloud Service					
Recruiting Cloud Service					
Fusion WebCenter Forms Recognition Cloud Service					
Fusion WebCenter Forms Recognition Cloud Service					
Oracle Analytics Cloud Professional					
Oracle Analytics Cloud Professional					

3.1.6 SUMMARY OF THE PROJECT's MAJOR DELIVERABLES

Description	Agree Y/N
A. The Bidder must use the standard Microsoft Office project management, word processing, relational database management, presentation, and spreadsheet products used by the District, at the version levels specified by the District, in the preparation of all project correspondence and deliverables. This includes Microsoft Teams for any online meeting	
B. District will be responsible for reviewing and approving each deliverable. Each deliverable will require a negotiated District turn-around time to be included in the Project Schedule. In addition, provide a list of other project components that will not be considered deliverables requiring approval by the District.	
C. Documents must be presented to the District in the format specified by the District. Bidder must propose a format for project documents and gain District approval prior to preparation of the first project deliverable. All project documents must remain consistent with the approved format.	
D. The Bidder must meet with the District Project Manager to review an outline of, and criteria for, each project deliverable in advance of its preparation. Bidder must provide a draft table of contents as part of the outline.	
E. The Bidder must propose a comprehensive set of deliverables for the project. The List must include Major Deliverables and Other Project Components.	

Identify a list of Deliverables and Other Project Components that will be provided to the District over the course of the Project using the table below.

Del. #	Deliverable Name	RFP Section Reference, if Applicable	Attachment/Filename if Applicable
1	Project Plan	Section 6.2.3, Project Management	Attachment 1 Project Plan.doc
2			
3			
4			
5			
6			
7			
8			
9			
10			

3.2 PROPOSED PROJECT ORGANIZATION

This section must provide all relevant information regarding project organization and the Bidder's unique capabilities. Both the documentation of Bidder's internal practices and satisfaction of its clients are an essential part of the District's evaluation process.

3.2.1 BIDDER QUALIFICATIONS

Qualifications
A. Identify the unique qualifications that the Bidder brings to this project. Explain what differentiates its services from others in the market.
Insert answer here.

3.2.2 BIDDER PRIOR EXPERIENCE

Description	Agree Y/N
A. Does the Bidder demonstrate experience in completing similar projects on time and within budget? Cite implementation.	
If Yes, insert answer here.	
B. Do the individuals assigned to the project have Oracle Cloud experience on similar projects?	
If Yes, insert answer here.	
C. Summarize the K-12 education implementation experience of the assigned personnel?	
Insert answer here.	
D. Describe the adequacy of staff, methodology, tools and resources; quality and appropriateness of technical or support staff; and past performance of the organization relevant to this project.	
Insert answer here.	
E. Discuss relevant implementations that the Bidder has started and successfully completed. Successful completion is defined as the system installed to the satisfaction of the client. Indicate how many were school districts.	
Insert answer here.	
F. Discuss the implementations that the Bidder has started but has been unsuccessful in fully completing. Cite reasons for lack of success on these projects.	
Insert answer here.	
G. What are the key lessons learned from previous implementations?	
Insert answer here.	

3.2.3 BIDDER CLIENT REFERENCES

Bidders are required to list five (5) Bidder references, including contact information for similar projects that the Bidder has completed.

#	Entity Name; Contact Name; Contact E- mail Address; Contact Telephone Number; Title	Public Sector; K-12; etc.	No. of Employees & Students; Operating Budget	Operational Applications; Product Name & Version/ Platform (Hardware, OS, DBMS)	Specify Vendor; App.; and Version of other vendor products at this site	Start and End Dates of Implementation	Project Description; Scope; Objectives; Products & Services Rendered; Duration/Dates; Status & Outcome; Proposed Personnel Involved
1							
2							
3							
4							
5							

3.2.4 BIDDER TEAM ROLES

The Bidder should demonstrate that it employs a competent team of people that are readily available to work on this project. All proposed key project personnel, including subcontractor staff, must be identified in the Proposal. Each person's role must be identified below.

Description
A. Provide a list of the names, positions, hours and duration of assignment for each of your personnel that may be assigned to the project. This should include titles, job descriptions, roles and responsibilities for the positions being proposed as the Bidder's project team, with head counts per job function.
Insert answer here:
Insert answer here:
Insert answer here:

3.2.4.1 Bidder's Key Personnel

It is the District's expectation that the key personnel included with this proposal will be the actual individuals assigned to the project should the proposal be accepted. Additionally, it is required that personnel assigned to this contract will remain with the project through implementation. Should an extreme circumstance require substitution of a key team member, the District reserves the right to approve or disapprove any requested change. This is to assure that "key" personnel and persons with vital experience and skill are not arbitrarily removed from the project by the Bidder. In the event that a replacement of a proposed team member is necessary, the Bidder must replace that person with another person at no additional cost to GCS with similar experience, qualification, skill sets and rates.

The District may terminate the Contract based on the loss of what the District considers "key" personnel. The District requires the Bidder to staff the project with seasoned professionals. The District expects that staff in the senior-level positions would have seven (7) or more years of experience managing/supporting projects of this size and scope and five (5) or more years of direct ERP implementation experience in the public sector.

K-12 experience is highly desirable. Staff working in analytical or implementation roles must have at least two (2) years of related experience. Bidder is expected to work with District personnel at districts sites as well as Bidder offsite work locations.

Identify in the table below (add rows as needed) all key personnel, the role/position of each person, the anticipated hours per month and the duration of the person's participation on the project. Include in this proposal a proposed project director who will have overall responsibility to the District, the proposed project manager(s) who will be responsible for day-to-day management and the remainder of the team inclusive of tower (Technical, Finance, HR/Payroll).leads and their subordinates if key.

Person	Role/Position	Hours/Month	Duration

Please provide a resume for each key person listed above
Insert resumes here.
Insert resumes here.
Insert resumes here.

3.2.4.2 Bidder Key Personnel Background

Include the information requested below for each "Key Personnel" project team member noted in the section 3.2.4.1.

Team Member	Work History Similar Projects	Technical/Functional Qualifications	Certifications	Employee or Subcontractor

3.2.4.3 Bidder Staff

Please address the following for Bidder personnel not identified in "Key Personnel" above. Again be sure to include other staff members any subcontractor staff within this section.

Description
A. Please provide Resumes or brief biographies of the specific staff being proposed to work on project tasks. The specific staff identified in the project management outline may not be changed prior to commencement of work or during the course of the project without the specific approval of the District and two weeks notice. Staff assigned to this project may not be removed from the project unless employment with your organization is being terminated.
Insert proposed staff resumes
B. Where existing staff cannot be identified for a specific job function, the Bidder must include minimum job specifications and must provide maximum hourly rates in Appendix H – Cost Proposal.
Insert minimum job specifications here.
C. Bidder may not recruit or hire District employees until at least one year from the date of the termination of the contract. Bidder must provide and execute a Knowledge Transfer Plan to be followed if any Bidder staff is changed
Insert any additional comments related to the above here.

3.2.5   GCS PROJECT TEAM ROLES AND RESPONSIBILITIES

In the table below list each GCS District project team role required to assist in the implementation of the selected systems. Include team role, required skills, a brief description of tasks, estimated number of staff hours per role per month, and duration of the project required. Insert rows for all suggested positions.

3.2.5.1 District Roles & Responsibilities Matrix

Role/Type	Required Skills	Task Description	Hours/Month	Duration

3.2.6 PROJECT TEAM CONTINUITY

A. Describe your plan for maintaining continuity in the composition of the project team.
Insert answer here.

3.2.7 CONTRACT PERFORMANCE

Description
A. If a Bidder or subcontractor has had a contract terminated due to the Bidder's non-performance or poor performance during the past five (5) years, all such incidents must be described, including the other party's name, address and telephone number. If the Bidder has experienced no terminations in the past five (5) years, so indicate.
Insert answer here.

3.3 BIDDER AND SUBCONTRACTOR CONTACT INFORMTION

Subcontractors may be used to perform work under this proposal. The substitution of one subcontractor for another may be made only at the discretion of the District project manager, and with prior written approval from the project manager. Bidders must be responsible for the subcontractors meeting all terms and conditions of the specifications.

This section must be completed for the Bidder and all subcontractors included in the Proposal. (Add additional tables if necessary.)

Description	Response
Bidder Company Name	
Local Address	
Headquarters Address	
Company Web-site Address	
Contact Representative Name & Title	
Representative Phone & e-mail	

Description	Response
Bidder Company Name	
Local Address	
Headquarters Address	
Company Web-site Address	
Contact Representative Name & Title	
Representative Phone & e-mail	

3.3.1 SUBCONTRACTOR REFERENCES

Insert five (5) subcontractor references for each subcontractor, including contact information for similar projects that the subcontractor has completed.

#	Entity Name; Contact Name; Contact E- mail Address; Contact Telephone Number; Title	Public Sector; K-12; etc.	No. of Employees & Students; Operating Budget	Operational Applications; Product Name & Version/ Platform (Hardware, OS, DBMS)	Specify Vendor; App.; and Version of other vendor products at this site	Start and End Dates of Implementation	Project Description; Scope; Objectives; Products & Services Rendered; Duration/Dates; Status & Outcome; Proposed Personnel Involved
1							
2							
3							
4							
5							

3.4 PROJECT STAFFING PLAN AND ORGANIZATIONAL CHART DIAGRAM

Description
A. The Proposal must include a comprehensive Project Staffing Plan for staff to work in conjunction with District project team and optional staff (subject matter experts) to supplement District staff during the Oracle Cloud systems Integration Project. The plan must include District staffing and level of participation in the project. The plan must also designate which roles subcontractor(s) will fulfill.
Insert answer here.
B. Please provide an organizational chart diagram, of the proposed project staffing structure. The diagram should show Bidder, subcontractor and District team members. Insert diagram in the space below.
Insert diagram here.

3.5 LEARNING COMMUNITIES, KNOWLEDGE EXCHANGES, AND/OR INTERNAL NETWORKS

Description
A. The Bidder must include a description of learning communities, knowledge exchanges, and/or internal networks of resources that maybe utilized to solve unique issues that may arise from the implementation of Oracle Cloud
Insert answer here.

4 BUSINESS REQUIREMENTS

This section of the RFP contains instructions for responding to the Functional Description Response Tables for the new Oracle Cloud system.

4.1 AGREEMENT WITH SOFTWARE SOLUTION RESPONSES

Please refer to instructions and documentation provided in Appendix E, Functional Description Response Table. Bidders must address each requirement and list any exceptions to the individual requirement responses provided by the prior State Approved Implementor. Instructions for submitting exceptions are described in Appendix E.

4.2 KEY BUSINESS FUNCTIONALITY

The following major business functions are of particular importance to the District. For each major business function include a detailed response to the following questions:

Key Business Functionality
A. Who are the key team members the Bidder intends to be responsible for the "Major Business Functions" listed in the table below? What experience do they have in the specific area? What experience do they have in implementing ERP solutions in this area? Where was that experience garnered?
Insert answer here

B. Discuss the overall implementation methodology and approach to be taken including any special tools or utilities the Bidder will bring to the project.
Insert answer here
C. What overall approach will be taken to identifying detailed requirements, designing business process reengineering, and to change management in each of these functional areas?
Insert answer here
D. What priority or sequence will be assigned to implementation of these functions listed in Section 2.5, High Level Implementation Plan and the interdependencies of ERP software? While it may not be possible to determine exact priorities or sequence in the proposal, discuss at least the methodology or approach to be taken in making those choices.
Insert answer here

Major Business Functions
Finance   • **Accounts Payable**   • **Accounts Receivable**   • **Business Performance Reporting**   • **Capital Planning**   • **Cash and Capital Management**   • **Grants**   • **Financial and Operational Planning**   • **Fixed Assets**   • **General Ledger**   • **Procurement Card**   • **Travel & Expense**
Procurement   • **Contract Management**   • **Inventory Management**   • **Procurement Transactions**   • **Sourcing**   • **Supply Data Management**   • **Supplier Portal**
Human Resources/Payroll   • **Compensation Administration**   • **Employee Data Management**   • **Exit Management**   • **Organizational Effectiveness**   • **Payroll**   • **Position Management**

- **Recruiting and Staffing**
- **Time & Attendance**

5   TECHNICAL REQUIREMENTS

The Bidder must offer all of the following services and deliverables as part of the planned phased implementation of ERP. The District may, at its discretion, select some or all of the offered services for purchase under the awarded contract. Responses must include detailed information and itemized pricing for the delivery and implementation of the following:

5.1 SUPPLEMENTAL SOFTWARE

5.1.1   SUMMARY OF PROPOSED SUPPLEMENTAL SOFTWARE PRODUCTS

This section must provide a complete description of any supplemental software products required for your proposed solution in order to meet the District's requirements.

In the table below, identify the supplemental software (e.g., supplemental development tools, configuration management tools, and reporting software) necessary to successfully implement and maintain the system. The Proposal must indicate whether the supplemental software is required or optional and provide a description of how each supplemental software item will meet the District's needs. The Proposal must also identify the quantity required and units (e.g., seats, client licenses, server licenses).

Description	Software Company	Version	# Users	Date Last Implemented	Reason Needed on this Implementation	K-12 or Public Sector

Notes:

(1) This description must include the business or technical requirement for the supplemental software (e.g., business requirement(s) from
Appendix E, Functional Description Response Tables, language/compiler, utility).

(2) Include number of licenses, number of seats, number of named users, etc. depending on your licensing strategy. (3) Indicate by a letter code: D = Development; T = Testing; Tr= Training; S = Staging, P = Production Environment
(4) These number(s) should correspond to the numbered references provided in Section 3.2.3 Bidder Client References. Include all that apply.

5.1.2   SUMMARY OF PROPOSED SUPPLEMENTAL SOFTWARE PRODUCTS

Respond to the table below in relation to the proposed supplemental software identified in
Section 5.1.1 – Summary of Proposed Supplemental Software Products

Description	Confirm Y/N
A. Proposals offering supplemental software not specified in this RFP that are considered necessary for the successful implementation of the selected Oracle Cloud system must include detailed documentation.	
B. The Bidder must be responsible for testing and validating the successful installation of any supplemental software solution.	
C. The Proposal must clearly identify and price all supplemental software, and licenses necessary for operation of the selected Oracle Cloud system. All software quoted should be for the latest publicly available version or release. (Specific pricing should be provided in the Cost Proposal.)	
D. Bidders proposing supplemental software solutions must submit documentation that clearly explains the license conditions for use of the products, the cost (in the Cost Proposal) of an enterprise license, as well as any associated annual warranty, maintenance, and upgrade fees. The terms and conditions for each type of software used in the system should be specifically articulated, including custom developed software (owned by the District as work-for-hire); custom developed software (not owned by the District); all commercial off-the-shelf software; shrink wrap software.	
Insert license conditions for each type of software here.	
E. For all related software licenses, the licensee must be the Guilford County Public Schools, and any license tiered pricing must be applicable to the Guilford County Public Schools as the licensee	
F. Stipulate by product, the licensing methodology, such as concurrent licensing, seat licensing, server licensing, licensing per location, etc.	
Insert licensing methodologies here.	
Insert any additional comments related to the above Deliverables here.	

5.2   SUMMARY OF RECOMMENDED HARDWARE

The District intends to utilize existing PCs, printers and related equipment wherever possible with the selected Oracle Cloud system applications. The District will consider acquiring or replacing end- user devices identified by the Bidder(s) as necessary for the successful implementation of the ERP applications. The District will be responsible for purchasing, installing, configuring, and testing hardware required for successful implementation of these systems. Bidders must recommend the configuration for all hardware necessary to ensure the successful implementation and on-going operation and modification of the selected solution. Indicate by a letter code:

"I" if the hardware is required for the software required in this Proposal.

"O" if hardware would be optional for this system.

Include a cost estimate for all required and optional hardware listed below in the cost proposal.

Component	Spec.	Life	Qty(1)	Use(2)	Code I or O
Servers					
Network					
Barcode Readers					
RF Readers					
Other (specify)					

Notes:

(1) Include number of components
(2) Indicate by a letter code: D = Development; T = Testing; Tr= Training; S = Staging, P = Production
Environment

The District may choose to purchase the hardware from a hardware vendor under a separate contract.

5.3 SOFTWARE SOLUTION IMPLEMENTATION

Specify in the tables below, compliance with the following Software Solution standards

5.3.1 INTERFACES

Description	Confirm Y/N
A. The system must be implemented to support integrated functionality within an application/ module and between applications/modules (e.g., functionality in one application/module must not be lost due to the implementation of additional applications/modules within the Software Solution).	
B. The system must be implemented to comply with all rules and regulations required by the Governmental Accounting Standards Board (GASB).	
C. The system must be implemented to meet all Federal, State, Board, and local mandated requirements including all North Carolina Department of Education reporting requirements.	
D. The system must be implemented to provide the ability to handle electronic data interchange transactions.	
E. The system must be implemented to interface with current and future applications which include both GCS systems as well as systems from external agencies. Anticipated ERP interfaces include those referenced in Appendix F, Interfaces and Ancillary Systems.	
F. Of the list of interfaces referenced in Appendix F, Interfaces and Ancillary Systems, provide a list of the interfaces that the Bidder has previously implemented in school districts	

or other Public Sector organizations. The interfaces must be currently in operation at existing client locations. Include a brief description of each interface and associated client organization names and contact information.

Insert existing interface list here.

5.3.2 COMMERCIAL OFF THE SHELF (COTS) GENERAL FUNCTIONALITY

Description	Confirm Y/N
A. The Bidder will implement the Software Solution based upon proven best practices. This includes implementation of a user-customizable COTS solution and a range of industry-standard database, operating system, and programming platforms as proposed by the Selected Software Vendor.	
B. All District-selected ERP components must be implemented to be scalable and robust. For all components, include a full description of all issues with customization that could or would affect future upgrades.	
Insert customization issues for all components here	
C. All software, other than COTS, and including all modifications to COTS, must be the property of the District.	
D. The Web-enabled portions of the implemented application must meet state-of-the-art Internet standards for graphics and design and for speed, reliability, and security for dynamic content and user interaction.	
Insert any additional comments related to the above Deliverables here.	

5.4 TECHNOLOGY REQUIREMENTS

5.4.1 WORKFLOW PROCESSING

For this section, include a detailed response to the following questions:

Description	Confirm Y/N
A. Who are the key team members the Bidder intends to be responsible for these functions? What experience do they have in the specific area? What experience do they have in implementing ERP solutions in this area? Where was that experience garnered?	
Insert answer here	
B. Discuss the overall implementation methodology and approach to be taken including any special tools or utilities the Bidder will bring to the project.	
Insert answer here	
C. Clearly state how the Bidder will implement the workflow processing capability of the selected Oracle Cloud system	
Insert answer here.	
D. Bidders must indicate which of the following are included in the implementation of the workflow, including:	
E. Provide best practice workflow templates.	
F. Allow for automated workflow management and approval hierarchies.	

Description	Confirm Y/N
G. Provide automated approval notification.	
H. Provide and implement workflow tools that integrate with e-mail for automated notifications (i.e., MS Exchange).	
I. Provide the ability for a designated user to override particular workflow step	
J. Provide the ability for the approver to see only items that need their approval	
K. Provide the ability for a secondary approver to see items needing approval when primary approver is unavailable (or system administrator indicates that approver is unavailable).	
L. Provide for alerts and escalation capabilities.	
M. Provide the ability to create custom workflows based on business rules or related tools. This includes enforcing workflow rules to ensure that processes are completed correctly.	
N. Provide an internal real-time message routing capability for broadcasting information to all or a selected portion of users.	
O. Provide the ability to track documents submitted for approval and review with a time/date stamp and user ID.	
P. Provide data validation rules to ensure data validity.	
Insert any additional comments related to the above Deliverables here. If items are not to be part of the workflow implementation, explain why.	

5.4.2 REPORTING AND BUSINESS INTELLIGENCE

For this section, include a detailed response to the following questions:

	Confirm Y/N
A. Who are the key team members the Bidder intends to be responsible for these functions? What experience do they have in the specific area? What experience do they have in implementing ERP solutions in this area? Where was that experience garnered?	
Insert answer here.	
B. Discuss the overall implementation methodology and approach to be taken including any special tools or utilities the Bidder will bring to the project.	
Insert answer here.	
C. The District requires the implementation of a flexible, easy-to-use, and economically feasible report generation solution. Describe how the system will utilize internal core Oracle Cloud system reporting functionality and/or a third-party reporting package for each of the Deliverables below.	
Insert answer here.	
D. The implemented system must have the capability to:	
E. Generate charts and graphs based on report data within the system.	
F. Generate reports directly to MS Office, Hypertext Markup Language (HTML) or PDF formats.	
G. Provide ad-hoc and standard query capabilities (with and without input parameters).	

Description	Confirm Y/N
H. Provide ability to create and maintain a report distribution mechanism with predefined reports (e.g., monthly reports that are specific by role, organization, and location via portal or Web).	
I. Provide the ability to view previously generated reports by all users or by specific users.	
J. Provide the capability to schedule reports to run automatically.	
K. Allow for reporting by exception	
L. Allow print preview of all reports before printing and have print screen and selective page(s) print functionality.	
M. Capable of utilizing electronic spreadsheets (i.e., MS-Excel) to download information from the application and upload information into the application.	
N. Allow for reporting by exception.	
O. Allow print preview of all reports before printing and have print screen and selective page(s) print functionality.	
P. The system must be implemented to provide the ability to forecast and perform trend analysis, with a minimum of five (5) years of history.	
Q. The system must be implemented to provide the ability to compare forecasted vs. actual values.	
R. The reporting and business intelligence environments must be implemented to use the same security profile as the transactional environment. Describe the approach to be taken for integrating the reporting and business intelligence capability of the selected Oracle Cloud system with embedded delivered reporting tools	
Insert answer here.	
Insert any additional comments related to the above here.	

5.4.3 SECURITY

Description	Confirm Y/N
A. The Bidder must include a security implementation and certification plan.	
Insert Security Implementation and Certification Plan here.	
B. The list below includes security feature requirements for the implemented system (Oracle Cloud system, ODS, data warehouse, and proposed supplemental software):	
Insert any additional comments related to the above Deliverables here.	

5.4.4 CONFIGURATION TOOLS

Proposal must address the items in the following table:

Description	Confirm Y/N
A. The Bidder must use configuration tools templates and procedures to support the ongoing system reconfiguration due to changing requirements and business process	

Description	Confirm Y/N
B. Database Configuration Tools – Describe the toolkit and features. Define the tool(s) scope of functionality (e.g., modify, create, or delete of fields, rows, and/or tables, ability to create automated key assignment logic, etc.). Describe the level of technical expertise required to utilize these tools.	
Insert answer here.	
C. Business Process Management Tools – Describe the toolkit and features. Define the tool(s) scope of functionality (e.g., business process and business rule documentation, workflow creation, etc.). Describe the level of technical expertise required to utilize these tools.	
Insert answer here.	
D. User Interface Management Tools – Configuration of the user interfaces must be able to be performed by trained non-IT staff members who can specify the data elements and other components for job-function dashboards, as well as specify read, write, and other data capabilities. Describe the toolkit and your approach to satisfy this need. Define the tool(s) scope of functionality (e.g., creation of new screens, addition of fields to screens, viewing privileges, etc.).	
Insert answer here.	

5.4.5 USE OF VERSION CONTROL SOFTWARE

Description	Confirm Y/N
A. Bidders must use industry standard version control software (e.g. MS Source Safe, PVCS and/or Content Management software for Web development, as applicable).	
B. Bidder approach must provide compatibility with and support ITIL standards for Configuration and Release Management.	
C. The software must support a version control interface for checking files in and out of an external Software Configuration Management (SCM) or similar approach	
Insert any comments for the above items here.	

5.4.6 SEGMENT VALUE SECURITY VS BUSINESS UNIT SECURITY

Description	Confirm Y/N
A. Describe your philosophy on when to use Segment Value Security (SVS) is advantageous and when using Business Unit (BU) security is advantageous. Describe what would need to be taken into consideration for workflow when using SVS and BU security.	
Insert Answer Here	

6   SYSTEMS INTEGRATION SERVICES REQUIREMENTS

The District requires that the selected Bidder work closely with the Oracle (and any other proposed subcontractors) and the District for the duration of the ERP project. The Bidder will

implement the District-selected Oracle Cloud Software Solution according to the requirements of the District. Responsibilities of the Bidder will include, but are not limited to:

- Project Management Services
- Planning
- Analysis and Design
- System Implementation
- Data and Document Conversion
- Interface Implementation
- Testing
- Knowledge/Skills Transfer
- System and Program Documentation

6.1 PROPOSED PROJECT MANAGEMENT SERVICES

The District requires that the Bidder take responsibility for providing project management services for the Oracle Cloud Implementation Project. The Bidder is expected to guarantee the successful, timely, on budget completion of the project as defined in the Project Management in Section 6.1.3, Project Management.

6.1.1 PROJECT COORDINATION SERVICES

Description	Confirm Y/N
Respond to and confirm the nature and extent of the project coordination services proposed. The following services will be provided:	
A. Develop and maintain Project Schedule	
Provide detail here.	
B. Prepare project status reports and drive status meetings	
Provide detail here.	
C. Problem solving and trouble-shooting all Bidder products and services.	
Provide detail here.	
D. Coordination of Bidder efforts with District and Oracle.	
Provide detail here.	

6.1.2 GENERAL MANAGEMENT

Description	Confirm Y/N
The Bidder must develop and observe a set of management procedures and practices designed to ensure adequate control over:	
A. The Bidder's personnel.	
Provide detail here.	
B. Implementation of the proposed software	
Provide detail here.	
C. Changes to the scope	

Provide detail here.	
D. The quality of Bidder provided systems and services.	
Provide detail here.	
Insert any additional comments regarding your approach to General Management that are not represented above.	

6.1.3 PROJECT MANAGEMENT

Description	Confirm Y/N
A. The Proposal must include a proposed resource loaded Project Plan that includes estimated staffing, descriptions of proposed project team staff, and timelines for the implementation project tasks. The plan must include estimated District staffing, tasks, and level of participation. The plan is expected to reflect an on-budget and timely approach.	
The selected Bidder's project team must develop and, throughout the life of the project, maintain the following included in the Project Plan:	
B. Proposed project phases for implementation of the standard software.	
C. Detailed level tasks and responsibilities.	
D. The Project Plan must identify the necessary resources, tasks, subtasks, dependencies, along with begin and end dates by phase, as well as indicate major milestones and deliverables and be resource loaded for both District and Bidder resources.	
E. Project organization chart	
Insert Project Plan here.	
F. Relationship Management – Explain how your organization will represent itself to the District from an overall viewpoint. Describe the internal process used to select an individual to be the primary interface to the District. Discuss treatment of account management, status reporting, performance review meetings, contract management, audits, planning, setting priorities and handling service requests.	
Insert answer here.	
G. Problem Management – Explain your proposed process for problem management including: problem logging, problem prioritization, problem resolution, tracking of unresolved problems, problem escalation procedures, and problem closeout and reporting practices.	
Insert answer here.	
H. Quality Management – Explain your proposed quality assurance and testing practices. Explain your internal quality management program. This should include reference to the use of any specific methodologies, as well as the receipt of any quality certification.	
Insert answer here.	
Insert any additional comments regarding your approach to Project Management that are not represented above.	

6.1.4 STATUS REPORTING AND MEETINGS

Description	Confirm Y/N
A. The Bidder must be responsible for preparing a weekly team status report and periodic status reports for Executive Steering Committee briefings.	
B. The Bidder must be responsible for preparing the agenda for project status meetings that will highlight major issues.	
C. The Bidder must be responsible for taking minutes at each meeting and distributing the minutes prior to the next week's meeting. The District reserves the right to specify corrections to the minutes in the event of errors.	
D. The Bidder must make available its corporate / audit review to the District.	
Insert any additional comments regarding your approach to Status Reporting and Meetings that are not represented above.	

6.1.5 RISK/ISSUES AND CHANGE CONTROL PLAN

Description	Confirm Y/N
A. At the outset of the project, the Bidder and GCS project team will develop a Risk Management Plan that includes risk assessment, project and organizational impact, and mitigating actions. The Risk Management Plan must be maintained and updated by the team throughout the course of the project. New or outstanding issues must be reviewed at the weekly status meeting.	
Insert Risk Management Plan here.	
B. The proposal must include a Project Scope Change Plan for controlling change during project development and implementation. At a minimum, the proposal should cover the following points:	
C. Risk identification and mitigation	
D. Issue identification and management	
The proposal must include a Project Scope Change Plan for controlling change during project development and implementation. At a minimum, the proposal should cover the following points:	
E. Change Request identification and documentation	
F. Change Request Evaluation of Alternatives	
G. Assessment of impact of the change to the project, including financial.	
H. Change Request Thresholds.	
I. Composition of a Change Control Review Board.	
J. Approval of changes inclusive of sign-off/approval and cost associated	
K. Documentation of the Deliverable and technical changes	
Insert Risk and Issue Plan here.	
Insert Project Scope Change Plan here.	
Insert any additional comments regarding your approach to Risk and Issue management that are not represented above.	
Insert any additional comments regarding your approach to Project Scope Change that are not represented above.	

6.1.6 CONFIGURATION MANAGEMENT PLAN

Description	Confirm Y/N
A. The proposal must include a Configuration Management Plan. The Plan must include the staffing, methodologies and procedures proposed to support configuration management (CM) throughout the phased implementation. The CM Plan must describe the scope of configuration management, define the configuration management process, define notification requirements, as well as Bidder and District responsibilities. GCS has the right to reject any change that is not in the District's best interests.	
B. The CM Plan must identify the procedures envisioned for use for problem identification, resolution, and sign off. Procedures for problem resolution (including internal escalation and ultimate resolution) must be stated. Appropriate schedules for resolution will be defined. Notification requirements will be defined. Bidder and District responsibilities will be defined, as will each party's obligation for continued performance.	
Insert Configuration Management Plan here.	
Insert any additional comments regarding your approach to Configuration Management that are not represented above.	

6.2 PLANNING

Description	Confirm Y/N
A. The selected Bidder must be capable of providing services and deliverables as part of the phased Oracle Cloud system implementation. The Bidder must itemize the service specifications, the proposed quantities, costs (in the Cost Proposal), and time frames for the proposed Oracle Cloud system implementation. The District may, at its option, select some, or all, of the itemized offerings for inclusion in the contract.	
B. The Bidder must work with the District staff and will be responsible for planning and executing all phases of the system life cycle. This includes, but is not limited to Planning, Analysis, Design, System Implementation, Data and Document Conversion, Interface Implementation, Testing, Knowledge/Skills Transfer, Training, and System and Program Documentation.	
Insert any additional comments regarding your approach to Planning that are not represented above.	

6.2.1 BUSINESS PROCESS RE-ENGINEERING (BPR)

Description	Confirm Y/N
The proposal must include a Business Process Re-engineering Plan tailored to GCS and focused on the adoption of best practices implicit in the proposed system. The Plan must include the following:	
A. Description of the Bidder's capabilities and qualifications in BPR.	
B. At least two references of successful system-centric BPR projects that the Bidder has implemented.	
C. A discussion of Critical Success Factors for BPR.	
D. An outline of the Bidder's work plan for the Oracle Cloud system BPR.	
E. A listing of Bidder and District staff, roles, responsibilities, and level of effort anticipated for the ERP project.	
F. A description that specifically addresses the challenges provided in Section 2.3.2, Business Process Challenges and proposes solutions to attain the vision provided in Section 2.3.3, Business Process Vision.	
G. A list of deliverables related to the BPR effort	
H. A list of out of scope items for BPR effort.	
Insert BPR Plan here along with sample templates/tools.	
Insert any additional comments regarding your approach to Business Process Re-engineering that are not represented above..	

6.2.2 ORACLE CLOUD DEPLOYMENT PLAN

Description	Confirm Y/N
A. The proposal must include a Big Bang Implementation / Deployment Plan that must include:	
B. Implementation strategy and timing for ERP project	
C. Strategy for transition from existing legacy systems to the new Oracle Cloud system modules while considering interim interfaces and the impact on GCS operations.	
D. Provide examples where your firm has migrated to the new Oracle Cloud system. Include description, implementation methodology, lessons learned, and best practices.	
E. Fully documented installation and configuration procedures of sufficient detail that GCS staff can successfully install the Oracle Cloud system independently from and in the absence of vendor resources for each implementation / deployment phase.	
F. Legacy systems transition / phased out plan.	
Insert Oracle Cloud Deployment Plan here.	

Description	Confirm Y/N
Insert any additional comments regarding your approach to an Oracle Cloud Deployment Plan that are not represented above..	

6.3 ANALYSIS AND DESIGN

6.3.1 FIT/GAP DESIGN CONFIRMATION

Description	Confirm Y/N
The Bidder must provide a Fit/Gap Design Confirmation Plan and approach that must include requirements confirmation of the mapping of fits & gaps, analysis of business rules, workflow, user interfaces, and reports that were deemed to be in the final Scope Acceptance document developed by the prior integrator. The Plan must describe the proposed approach to review the existing documentation, identification of items that need to be reviewed/updated along with the update of said documentation.	
The System Integration Plan must address:	
A. Describe the proposed approach for confirming the fit/gap analysis completed by the prior GCS integrator	
B. Set forth the proposed methodology for collecting and analyzing data, and transforming data into configuration, customization, and integration design specifications.	
C. Describe the team structure and responsibilities	
D. Describe the process by which any changes that are found to be necessary will be documented and updated.	
E. Describe the review and sign-off process for the fit/gap confirmation.	
Insert Fit/Gap Design Confirmation Plan here.	
Insert any additional comments regarding your approach to an Fit/Gap Design Confirmation Plan that are not represented above..	

6.4 SYSTEM ENVIRONMENT

Description	Confirm Y/N
The Bidder must be responsible, as part of the solution, for all System Environment management. This must minimally include supporting software (OS, DBMS, etc.) and hardware platform configuration and keeping all environments in sync.	
The System Environment plan will include the following environments at a minimum:	
A. Demo	
B. Development	
C. Testing	
D. Production	
Insert System Environment Plan here.	

Description	Confirm Y/N
Insert any additional comments regarding your approach to an System Environment Plan that are not represented above..	

6.5 DATA CONVERSION

6.5.1 DATA CONVERSION PLAN

Description	Confirm Y/N
The Bidder must be responsible for providing conversion services for ERP and ancillary systems, as appropriate, see Section 2.9: Data Conversion, for further details. The Proposal must include a Data Conversion Plan that includes conversion for the District's previously identified conversion records. The selected Bidder will be responsible for confirming the conversion records/objects previously identified by the District's implementer. Bidders are responsible for Quality data conversion and must include the associated cost in its Proposal. The Data Conversion Plan must include proposed:	
A. Methodology and approach for converting data from the District and other sources. Specifically, discuss • How required data will be identified, acquired and cleansed • How errors will be detected and corrected • Fallback strategies in case of data conversion failures • How all data conversion activities will be monitored • Issues of timing in extracting active production data for testing, training, and startup of the new system	
B. Time estimate based upon data structure documented in appendices and anticipated level of District involvement in this process	
Insert Data Conversion Plan here.	
Insert any additional comments regarding your approach to Conversion that are not represented above.	

6.6 INTERFACE IMPLEMENTATION

For this Deliverable, include a detailed response to the following questions:

Description	Confirm Y/N
A. Who are the key team members the Bidder intends to be responsible for these functions? What experience do they have in the specific area? What experience do they have in implementing ERP solutions in this area? Where was that experience garnered?	
Insert answer here.	
B. Discuss the overall implementation methodology and approach to be taken including any special tools or utilities the Bidder will bring to the project.	

Insert answer here.

6.6.1 INTERFACE PLAN

Description	Confirm Y/N
A. The Proposal must discuss the interfaces strategy and include an Interfaces Plan that must describe the Bidder's methodology and phased implementation approach to providing required interfaces with existing external systems and interim interfaces to existing legacy systems.	
Insert answer here.	
The Proposal must include:	
B. Conversion Mapping and Testing methodology and procedures.	
C. Connectivity	
D. Proposed methodology and approach for data replication of this type.	
E. Staffing and time estimates.	
Insert answer here.	
F. For batch interfaces, the proposal must include costs for development, testing, implementation and maintenance of batch interfaces as part of Cost Proposal.	
G. For real-time interfaces, the proposal must include costs for development, testing, implementation and maintenance of the entire interface as part of Cost Proposal.	
H. The proposal must include an interface solution that will facilitate knowledge transfer to GCS resources such that they can maintain future modification of interfaces.	
I. GCS requires the selected Bidder to configure and test the linkages to support the several existing inbound and outbound data feeds. The Proposal must describe how the proposed system will support and implement these integration points. See Appendix F, Interfaces and Ancillary Systems, for a comprehensive list of the required interfaces identified by the prior integrator.	
Insert any additional comments regarding your approach to your Interface Plan that are not represented above.	

6.7 TESTING

6.7.1 TESTING – UNIT, SYSTEM, INTEGRATION, SECURITY, AND REGRESSION

Description	Confirm Y/N
A. The Proposal must include a test plan covering unit, system, volume/stress, security, and regression/audit. The test plan must describe the proposed approach taken with each stage of test, the processes involved, testing tools utilized, acceptance criteria and sign-off procedures.	
Insert test plan here.	
B. Volume/stress, security, and regression/unit testing must be performed in a	

Description	Confirm Y/N
"production-like" configuration.	
C. The proposal must include staffing and time frames for development of the following:	
D. Test plans for Unit, System, Integration, Conversion Load, Application Security and Regression tests are necessary due to quarterly Oracle Cloud updates.	
E. Test data to be developed that will ensure that all applications and components of the selected system are tested.	
F. Sample test scripts for each of the above types of tests that note each specific test step/action, the data for each step/action, the expected results of running the data, the actual test results to be compared with the expected results.	
G. Plans for updating the test data and the test plan as necessary for use throughout the phased implementation and maintenance phase of the Oracle Cloud system.	
H. The proposal must specify Bidder's experience with:	
I. Testing for other implementations.	
J. Oracle Cloud load and configuration testing procedures and plans	
K. Actual test execution, bug reporting and tracking methodology, and remediation	
L. The Bidder must propose how and under what conditions designated District staff must have direct access to the development, test, training, and production environments for applications configuration and related development, data exchange, and software upgrades testing.	
Insert answer here.	
Insert any additional comments regarding your approach to your Unit, System Integration, Security and Regression Test Plan that are not represented above.	

6.7.2 USER ACCEPTANCE TESTING (UAT) PLAN

Description	Confirm Y/N
A. The Proposal must include a plan for the development of a User Acceptance Test Plan, user test scripts, and user test data (may be the same or similar as that used for various system tests) for use by the District in testing the software deliverables. The plan must include	
B. Development of User Acceptance Test Plan - The staffing, timeframes, and estimated costs for developing a User Test plan.	
C. Development of Test Data - The proposed methodology for developing comprehensive test data that will ensure that all possible branches of the program	
D. Sample test scripts for UAT tests that note each specific test step/action, the data for each step/action, the expected results of running the data, the actual test results to be compared with the expected results.	

Description	Confirm Y/N
E. Maintaining Test Data – The plans for updating the Test Data and the test plan as necessary for use throughout the maintenance phase of the Oracle Cloud system.	
F. Business Cycle Test – The plans for testing each module through a complete business cycle and the interoperability with previously implemented modules.	
G. Track Reports of, and Fixes for, Software or System Malfunctions - Methodology for reporting and tracking bugs and anomalies discovered during the User Acceptance Test. This would include a method for notifying the District staff that a fix had been developed, was applied, and is ready for testing and should track the date of each sub- event (report of problem, initial fix, fix applied, fix tested, fix verified, fix implemented to production, etc.).	
H. The proposal must specify Bidder's experience with:	
I. Testing for other implementations.	
J. Oracle Cloud load and configuration testing procedures and plans	
K. Actual test execution, bug reporting and tracking methodology, and remediation	
L. The Bidder must propose how and under what conditions designated District staff must have direct access to the development, test, training, and production environments for applications configuration and related development, data exchange, and software upgrades testing.	
Insert User Acceptance Test Plan here.	
Insert any additional comments regarding your approach to your User Acceptance Test Plan that are not represented above.	

6.7.3 KNOWLEDGE AND SKILLS TRANSFER

Description
A. The Proposal must include a plan that outlines the areas of knowledge or skills transfer, the method of transfer for each area of the implemented system, the level of effort to be dedicated by the Bidder and the District to this transfer, and the means of periodic measurement of the effectiveness of the knowledge transfer.
Insert Knowledge/Skills Transfer Plan here
Insert any additional comments regarding your approach to your Knowledge and Skills Transfer Plan that are not represented above.

6.8 TRAINING DOCUMENTATION AND DEPLOYMENT

6.8.1 TRAINING

As noted earlier, the District has partnered with a training partner that will be providing materials development and the training environment. The sections below give Bidders the opportunity to provide information regarding a "train the trainer" plan and provide details regarding how you might integrate your services into the current strategy.

Description	Confirm Y/N
The proposal must include a Training Plan for end users. The proposal must describe the Bidders participation in support of trainees, as applicable to the implementation and deployment strategy of the solution being proposed, estimated user counts by category are shown below:	
A. System administrator (assume 3 staff)	
B. Database management staff (assume 3 staff)	
C. Configuration staff (assume 3 staff)	
D. Functional Area Experts (assume 20 staff)	
E. End users (assume 13,000 staff)	
F. Service Desk Staff (assume 10 staff)	
G. Trainers-who will then train the end users (assume 5 staff)	
H. Other (include staffing estimate)	
The training may use one or more of the following methodologies:	
I. Instructor-led hands-on classroom training..	
J. Oracle Cloud load and configuration testing procedures and plans	
K. Video	
L. Computer-based training (CBT).	
M. Actual test execution, bug reporting and tracking methodology, and remediation	
N. Describe your training approach/methodology. Provide any pertinent details, limitations, exceptions concerning the services offered for training. Provide information as to ideal training location/environment be held. If training requires travel, include estimated costs in cost proposal section	
O. Insert Training Plan here.	
Insert any additional comments regarding your approach to your Training Plan that are not represented above.	

6.9 SYSTEM DEPLOYMENT

6.9.1 GENERAL METHODOLOGY

The Bidder will be responsible for deployment of the Oracle Cloud Solution in the GCS Oracle hosted environment.

Description	Confirm Y/N
The proposal must describe the Bidder's methodology for deploying the ERP Solution. At a minimum, the Deployment Plan must include the following topics:	
A. Site preparation - consisting of a survey of current site environment, gap analysis, and determination of deployment needs.	
B. Roll-out strategy - consisting of a plan for pilot project(s), parallel, phasing, roll-out plans, cut-over approach(es), and interface phase-in/phase-out.	
C. Migration - consisting of a plan for each phase/iteration (with activities, resources, roles and responsibilities, timeframes), entrance criteria, back-out	

Description	Confirm Y/N
plans, on-call fix, procedures during the migration, acceptance criteria, and formal governance of go/no- go.	
D. Turnover to production – consisting of walkthroughs, support training for new applications and new run jobs, documentation, and notification and communication in accordance with the communication plan.	
E. Help desk ramp up – consisting of processes and responsibilities (In accordance with the Post Implementation support requirements).	
F. Maintenance and operations (M&O) ramp up – consisting of processes and responsibilities (in accordance with the Post Implementation Support requirements) with criteria to move operations out of the ERP Project	
G. Legacy systems – consisting of a freeze approach and a decommission approach.	
H. Other (include staffing estimate)	
I. Organizational transition – consisting of an approach of how and when to invoke the applicable components of the Change Management Plan.	
Insert System Deployment here.	
Insert any additional comments regarding your approach to your Deployment Plan that are not represented above.	

7 POST-IMPLEMENTATION REQUIREMENTS

7.1 POST-IMPLEMENTATION SUPPORT PLAN

Description
A. The Proposal must provide a Post-implementation Support Plan.
Insert Post-Implementation Support Plan here.
Insert any additional comments regarding your approach to your Post Implementation Support Plan that are not represented above.

7.2 SUBJECT MATTER EXPERTISE SERVICES

Description	Confirm Y/N
A. The Bidder understands that during the term of the Contract, as phases are implemented, the need for additional subject matter expertise services (e.g., risk assessment, quality review, unspecified software enhancements) to be performed by the Bidder or Subcontractor(s) may be determined.	
Insert any additional comments regarding your approach to Subject Matter Expertise Services that are not represented above.	

7.3 GENERAL MAINTENANCE & OPERATIONS

7.3.1 MAINTENANCE

Description	Confirm Y/N
A. The Proposal must include Optional Maintenance and Operations Services.	
B. The Bidder must proactively monitor all Oracle Cloud system operations and electronically monitor Oracle Cloud system services, accessibility, transaction volumes, system resource utilization (e.g., memory, disk space, CPU utilization), availability, and performance in real time and to immediately alert the District Help Desk staff of any network and/or system problems.	
Insert System Maintenance and Operations Plan here.	
Insert any additional comments regarding your approach to the General Operations Plan that are not represented above.	

7.3.2 APPLICATION MAINTENANCE

Description	Confirm Y/N
A. The annual M&O Contract must include the following services:	
B. The Bidder must perform application maintenance for the Oracle Cloud system as part of the annual M&O Contract.	
C. Performing preventive maintenance such as database reorganizations, application tuning and the recoding of database reorganizations, and the recoding of customized application modules	
D. Repair and testing of application defects that prevent the application from processing accurately or producing correct results or causes the application to have an abnormal end prior to job completion	
E. Modifying applications to meet legislative changes, unless the modification exceeds the definition of maintenance (e.g., requires one full-time equivalent (FTE) more than 40 hours of effort to complete)	
F. Cosmetic changes and presentation of data	
G. New, modified, and ad hoc reports	
Insert any additional comments regarding your approach to Application Updates that are not represented above.	

7.4 IMPLEMENTAION OF SOFTWARE UPGRADES

7.4.1 QUARTERLY ORACLE CLOUD UPDATES

Description	Confirm Y/N
A. The Bidder must ensure that all software modifications and upgrades are deployed using the configuration management, documentation, and integration, regression, and acceptance testing requirements.	

Description	Confirm Y/N
B. The Bidder must provide the appropriate technical resources (at agreed upon rates) to modify or enhance the ERP application(s) to ensure that the Oracle Cloud system continues to evolve and support District requirements, including legislative changes.	
C. The Bidder must perform all application modification and upgrade activities at District offices unless otherwise agreed to by the District.	
D. The Bidder must provide all upgrade resources and time estimates within a response time window as defined in the Service Level Agreement.	
E. The Bidder must complete all approved modifications and upgrades within plus/minus 20 percent of the original time estimate.	
F. The Bidder must utilize an approved method of software upgrade and software distribution, based on generally accepted industry practices and District approval	
G. The Bidder must inform the District of software fixes made for other supported ERP sites. The District must have authority to approve installation of these fixes into the District Oracle Cloud system.	
Insert any additional comments regarding your approach to Quarterly Oracle Cloud Updates that are not represented above.	

8   SUBMITTAL FORMS

8.1 DISCLOSURE OF LITIGATION

Description	Confirm Y/N
A. Bidders (and each subcontractor included in the Bidder's Proposal) must include a complete disclosure of any civil litigation, arbitration or proceeding to which it is a party and which is pending or was concluded within three years from the date of this RFP. See Section 1.7.1, Other Obligations, for further instructions.	
Provide Disclosure of Litigation here.	

8.2 SWORN STATEMENT

Description	Confirm Y/N
A. Bidder and all sub-contractors must be compliance with Background Screening Requirements per 1.10.4 Background Screening Requirements. The bidder also agrees to certify all of its employees, contractors, and sub-contractors who provide or may provide services under this Agreement will have completed all background screening requirements before starting work of having access to any information associated with this implementation at Guilford County Schools	
Submit Copies here.	

8.3 INSURANCE

Description	Confirm Y/N
A. Insurance verification will be required prior to commencement of work. Indemnification and Insurance requirements are defined in <u>Section 1.3: General Information</u>	
Submit Copies here.	

9   PROPOSAL COST

9.1 COST PROPOSAL AND INSTRUCTIONS

Appendix H, Cost Proposal contains an Excel workbook for Bidder's to complete. This workbook will provide a standard format by which the Bidder submits to the District a summary of proposed costs (and attached supporting information) suitable for detailed review and analysis. The Bidders are advised that they are to strictly adhere to the format and descriptions provided. File may be accessed at the following as park of this PDF document found in the bid solicitations: http://purchasing.gcsnc.com/BidCurrent/PurchasingQuoteList.aspx

In addition to the specific information required by these forms, the Bidder is expected, in good faith, to incorporate in and submit with this form any additional data, supporting schedules, or substantiation which are reasonably required for the conduct of an appropriate review and analysis in the light of the specific facts of this procurement. For effective negotiations, it is essential that there be a clear understanding of:

a. Existing and verifiable data
b. Judgmental factors applied in projecting from known data to the estimate, and
c. Contingencies used by the Bidder in his proposed price.

In short, the Bidder's estimating process itself needs to be disclosed.

By submission of this Proposal the Bidder grants to the District, the right to examine, for the purpose of verifying the cost or pricing data submitted, those books, records, documents and other supporting data which will permit adequate evaluation of such cost or pricing data, along with the computations and projections used therein. This right may be exercised in connection with any negotiations/discussions prior to Contract award.

9.2 PRICING METHODOLOGY

The Supplemental Software Cost Form is provided below. All costs associated with the licensing and maintenance of other proposed software must be included.

Description	Confirm Y/N
A. The Proposal must include your software pricing methodology. Include items such as license cost per seat, per named user, per module, per server, per site/organization. Provide your definition of how you determine a seat, named user, site/organization by tax ID, etc.). How do you price software installed in various environments (e.g., development, testing, training, disaster recovery, operational).	
Insert a brief description of your software licensing and maintenance pricing methodology here.	
B. The Proposal must include a description of your strategy for maintenance agreement pricing after the initial term of the maintenance agreement has ended or after additional software has been licensed. Include in the response any third-party software that is part of the software solution.	
Include a description of the long-term pricing strategy here.	

9.3 PROPOSED PAYMENT SCHEDULE

Payments to the Contractor must be based agreed-upon deliverables. List all deliverables and your proposed Payment Schedule based on them. Note this schedule should correspond to the GANNT chart provided in Section 3.1.5. Please do NOT front load deliverable payments; all payments should be based on the estimated actual work to produce each deliverable.

Deliverable Description	Amount

APPENDIX A – GCS TEST CASES

After the system test phase was completed, GCS independently started working on Test Cases they wanted to perform in the end-to-end test cycle called System Integration Testing. The previous state-approved system integrator has three (3) different test cycles in their methodology:

1. *System Test*: Testing individual module functionality without completing end-to-end transactions or configuring GCS-specific workflow. Only the project team participated in testing that covered basic transactions in Oracle
2. *System Integration Test*: Testing all modules together to walk a transaction from its natural beginning to its end. This phase also includes testing all RICEW objects. Testing is increased to include more individuals at GCS

3. *User Acceptance Testing*: The testing phase where functionality is tested from its natural beginning to its end. The testing audience includes more people than performed System Integration Testing

GCS only completed System Test, but had not yet started System Integration Test.

The GCS Test Cases created for System Integration Test are available as an Excel in the attachments tab of the PDF file. This file is called *Appendix A GCS Test Cases for RFP*

APPENDIX B – ORACLE CLOUD PRODUCT LIST

The below table represents the ordering document information that GCS had worked out with the previous state approved system integrator.

SKU	Description	Employee/User Metric
B91084	Oracle Fusion Enterprise Resource Planning Cloud Service	3,898 non-instructional employees
B86841	Fusion WebCenter Forms Recognition Cloud Service	3,898 non-instructional employees
B91086	Oracle Fusion Procurement Cloud	3,898 non-instructional employees
B91064	Oracle Fusion Supply Chain Execution Cloud Service	3,898 non-instructional employees
B91074	EPM Cloud Enterprise	100 Hosted Named Users
B85800	Fusion Human Capital Management Base Cloud Service (Full-Time Employees)	9,575 employees
B75365	Fusion Time and Labor Cloud	9,575 employees
B86334	Fusion Payroll Service for the United States (Full-Time Employees)	9,575 employees
B91066	Fusion Talent Management and Workforce Compensation Cloud Service	8,795 hosted named users
B85242	Fusion Learning Cloud Service	8,795 hosted named users
B84490	Additional Test Environment for Oracle Fusion Cloud Service	2 instances
B84256	Taleo Talent Acquisition Cloud Service	9,575 employees
B87675	Fusion Recruiting Cloud Service	9,575 employees
B87388	Fusion Human Resource Help Desk Cloud Service	9,575 employees
B90824	Oracle Analytics Cloud Professional	20 Hosted Named User
B85243	Oracle Data Masking for Fusion Cloud Service	Each (1)

SKU	Description	Employee/User Metric
B84490	Additional Test Environment for Oracle Fusion Cloud Service	Each (1)
Custom	State Approved Vendor's NC LEA Support **(Subject to Replacement based on Bidder response)**	1 Support Contract
Custom	ADP Smart Compliance **(Subject to Replacement based on Bidder response)**	9,575 employees
Custom	State Approved Vendor's K-12 Enhancement Kit **(Subject to Replacement based on Bidder response)**	1k-12 enhancement kit

The following modules are included in each of the above bundles:

Oracle Fusion Enterprise Resource Planning Cloud Service
- Financials Clouse Service
- Fusion Transactional Business Intelligence Cloud Service
- Fusion Financial Reports Center Cloud Service
- Advanced Collections Cloud Service
- Revenue Management Cloud Service
- Grants Management Cloud Service
- Project Contract Billing Service
- Project Financials Cloud Service
- Project Management Cloud Service
- Automated Invoice Processing
- Fusion Expenses Cloud Service
- Fusion Project Resource Management Cloud Service
- Fusion Task Management Cloud Service
- Fusion Time and Labor for Projects Cloud Service

Oracle Fusion Procurement Cloud Service
- Fusion Purchasing Cloud Service
- Fusion Procurement Contracts Cloud Service
  - Includes Fusion Enterprise Contracts Management Base
- Fusion Sourcing Cloud Service
- Fusion Supplier Portal Cloud Service
- Fusion Supplier Qualification Management Cloud Service
- Fusion Transactional Business Intelligence Cloud Service
- Fusion Self Service Procurement Cloud Service

Oracle Fusion Supply Chain Execution Cloud Service
- Inventory Management Cloud Service

- Manufacturing Cloud Service
- Maintenance Cloud Service
- State Approved Vendor's Enhancements (Subject to Replacement based on Bidder Response)
- State Approved Vendor's Archive/Historical Cabinet (Subject to Replacement based on Bidder Response)
- State Approved Vendor's Timekeeper (Subject to Replacement based on Bidder Response)
- State Approved Vendor's Portal (Subject to Replacement based on Bidder Response)
- EPM Cloud Enterprise
- Planning
- Account Reconciliation
- Financial Consolidation and Close
- Narrative Reporting
- Enterprise Data Management
- Profitability and Cost Management
- Tax Reporting

Note: The Statement of Work will detail the modules and related business functions in the scope of the implementation. While the above subscription services are based upon student ADM count, all District users will have access to the required modules necessary to complete the necessary business functions under the scope of the implementation detailed in the Statement of Work

APPENDIX C – ACRONYMS

This appendix contains the acronyms used in this RFP or can be used in your RFP response

ACES: Charter School System
ACFR: Annual Comprehensive Financial Report
ACS: Alimony Child Support
ACH: Automated Clearing House
ADS: Active Directory Services
ADM: Average Daily Membership
API: Application Program Interface
AR: Accounts Receivable
ASCII: American Standard Code for Information Interchange
ASN: Advanced Shipment Notifications
ASP: Active Server Page
ATS: Applicant Tracking System
BA: Benefits Administration
BAAS: Budget and Amendment System
BAFO: Best and Final Offers
BAS: Basic Account Structure
BC: Budgetary Control
BI: Business Intelligence
BLS: Bureau of Labor Statistics

BPR: Business Performance Reporting
CA: Compensation Administration
CAFR: Comprehensive Annual Financial Reports
CAFS: Computer Assisted Food Services
CAPOR: Cost as a Percentage of Revenue
CBT: Computer-Based Training
CC: Common Components
CCIP: The Comprehensive, Continuous Improvement Plan
CCM: Cash & Capital Management
CCPA: Consumer Credit Protection Act
CD: Compact Disc
CD-ROM: Compact Disk-Read Only Memory
CE: Current Earnings
CFDA: Catalog of Federal Domestic Assistance
CIP: Construction In Process
CM: Contract Management
COBRA: Consolidated Omnibus Budget Reconciliation Act

COP: Certificate of Participation
COTS: Commercial-Off-The-Shelf
CP: Capital Planning
CPU: Central Processing Unit
DBA: Database Administrator
DBMS: Database Management System
DCI: Data Communication Interface
DDB: Double Declining Balance
DHCP: Dynamic Host Control Protocol
DNS Domain Name System
DOES: Deduction on Earnings
DPI: North Carolina Department of Public Instruction
DROP: Deferred Retirement Option Plan
DTD: Data Type Definitions
DVD: Digital Video Disk
ED: Education
EDI: Electronic Data Interchange
EDM: Employee Data Management
EEO: Equal Employment Opportunity
EFT: Electronic Funds Transfer
EM: Exit Management
EQ: Equal
ERD: Entity Relationship Diagram
ERIIP: Early Retirement Incentive Program
ERP: Enterprise Resource Planning
ESE: Exceptional Student Education
ESOL: English for Speakers of Other Languages
ESS: Employee Self Service
ETF: Encumbrance Transactions File
ETL: Extract, Transform, Load
EXAAM: Exchange Automated Account Maintenance
FA: Fixed Assets
FAQ: Frequently Ask Questions
FBMC: Fringe Benefit Maintenance Corporation
FC: Financial Controller
FEMA: Federal Emergency Management Agency
FERPA: Family Educational Rights and Privacy Act
FF&E: Furniture, Fixtures and Equipment
FIFO: First In, First Out
FLSA: Fair Labor Standards Act
FMLA: Family Medical Leave Act
FOP: Financial and Operational Planning
FR: Financial Report
FSA: Flexible Spending Account
FSAS: Food Service Accounting System
FSIS: Food Service Inventory System

FTE: Full Time Equivalent
FTP: File Transfer Protocol
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GCS: Guilford County Schools
GL: General Ledger
GR: Grants
GUI: Graphical User Interface
HDD: Hard Disk Drive
HIPAA: Health Insurance Portability and Accountability Act
HR: Human Resources
HRMS: Human Resource Management System
HTML: Hypertext Markup Language
ID: Identification
IIS: Microsoft Internet Information Services
IM: Inventory Management
I/O: Input/Output
IP: Internet Protocol
IPIF: Instructional Personnel Interview Form
IRS: Internal Revenue Service
ISBN: International Standard Book Number
ISS: Infrastructure & Systems Support
IT: Information Technology
ITIL: Information Technology Infrastructure Library
ITS: Information Technology Services
ITSM: Information Technology Service Management
IVR: Interactive Voice Response
JE: Journal Entry
JV: Journal Voucher
KPI: Key Performance Indicator
LAN: Local Area Network
LBAAS: Local Budget and Amendment System
LDAP: Lightweight Directory Access Protocol
LEA: Local Education Agencies
LEP: Limited English Proficient
LOD: Line of Duty
M&O: Maintenance and Operations
MAC: Maximum Amount Contributable
MB: Mega Byte
MSDS: Material Safety Data Sheets
MS: Microsoft
MSS: Manager Self Service
NCDPI: North Carolina Department of Public Instruction
NIC: Network Interface Card

NIGP: National Institute of Governmental Purchasing, Inc.
NMLI: Native Mode LAN Interconnection
NSF: Insufficient Funds
OSHA: Occupational Safety and Health Administration
ODS: Operational Data Store
OE: Organizational Effectiveness
OFO: Office of Facilities Operations
OIAGA: Office of Intergovernmental Affairs and Grants Administration
OL: Outlook
OLAP: Online Analytical Processing
OLTP: Online Transaction Processing
OS: Operating System
OT: Overtime
P&L: Profit and Lost
PAC: Position Authorization Control
PARL: Payroll Maintenance System
PC: Personal Computer
P-Card: Procurement or Purchasing Card
PDA: Personal Digital Assistant
PDF: Portable Document Format
PE: Process Engineering
PII: Personal Identifiable Information
PIN: Personal Identification Number
PK: Pre-Kindergarten
PM: Project Management
PO: Purchase Order
POC: Proof of Concept
PR: Payroll
PROP: Property Control System
PS: Purchasing
PT: Procurement Transactional
QTY Quantity
RA: Return Authorization
RACF: Resource Access Control Facility
RAM: Random Access Memory
RCFM: Records and Forms Management
REPT: Report Viewer
RICEW: Reports, Interfaces, Conversions, Extensions, Workflow
RMA: Return Material Authorization
RFP: Request for Proposals

RFQ: Request for Quote
RS: Recruiting and Staffing
SAML: Security Assertion Markup Language
SAN: Storage Area Network
SDM: Supply Data Management
SDST: Stores and Distribution System
SKU: Stock Keeping Unit
SNMP: Simple Network Management Protocol
SLA: Service Level Agreement
SLR: Service Level Requirements
SOA: Service-oriented architecture
SOAP: Simple Object Access Protocol
SOW: Statement of Work
SQL: Structured Query Language
SSC: Shared Service Center
SSL: Secure Sockets Layer
SSN: Social Security Number
SSRV: Student Services
T&C: Terms and Conditions
TA: Time and Attendance
TCP/IP: Transmission Control Protocol/Internet Protocol
T&E: Travel and Expense
TIN: Tax Identification Number
TOC: Total Cost of Ownership
TPA: Third Party Administrator
TRVL: Travel System
UNSPSC: United Nations Standard Products and Services Code
UOM: Unit of Measure
URL: Uniform Resource Locator
UTIL: Utility System
UWAY: United Way System
VISTA: Variety of Individual Selections Trust Account
VPN: Virtual Private Network
VSAM: Virtual Storage Access Method
WAN: Wide Area Network
WIP: Work in Process
WS-I: Web Services-Interoperability
WSDL: Web Services Description Language
XML: Extensible Markup Language
YTD: Year to Date

APPENDIX D – INSTRUCTIONS FOR BIDDERS WITH SELECTED TERMS AND CONDITIONS

This appendix contains selected terms and conditions from the District's Standard Agreement. This RFP is not an offer to enter into a Contract and does not commit the District to enter into a Contract, nor does it obligate the District to pay for any costs incurred in the preparation and submission of Proposals or in anticipation of a Contract. Contract terms described in Appendix D of this RFP are sample provisions only and the District reserves the right to require additional or different contract terms. The District further reserves the right to negotiate contract terms with specific Bidders.

INSTRUCTIONS TO BIDDERS

1. **READ, REVIEW AND COMPLY:** It shall be the bidder's responsibility to read this entire document, review all enclosures and attachments, and comply with all requirements specified herein.

2. **NOTICE TO BIDDERS:** All bids are subject to the provisions of the Instructions to Bidders, special terms and conditions specific to this Invitation for Bids, the specifications, and the North Carolina General Contract Terms and Conditions.
   The Guilford County Schools (GCS) objects to and will not evaluate or consider any additional terms and conditions submitted with a bidder response. This applies to any language appearing in or attached to the document as part of the bidder's response. DO NOT ATTACH ANY ADDITIONAL TERMS AND CONDITIONS.
   By execution and delivery of this document, the bidder agrees that any additional terms and conditions, whether submitted purposely or inadvertently, shall have no force or effect.

3. **DEFINITIONS:**
   · **BIDDER:** Company, firm, corporation, partnership, individual, etc., submitting a response to an Invitation for Bids.
   · **TERM CONTRACT:** A contract generally intended to cover all normal requirements for a commodity for a specified period of time based on estimated quantities only.
   · **STATEWIDE TERM CONTRACT:** A term Contract for all agencies, unless exempted by statute, rule, or special term and condition specific to this bid.
   · **AGENCY SPECIFIC TERM CONTRACT**: A Term Contract for a specific agency.
   · **OPEN MARKET CONTRACT:** A contract for the purchase of a commodity not covered by a term contract.

4. **EXECUTION:** Failure to sign under EXECUTION section will render bid invalid.

5. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this bid, the order of precedence shall be (1) special terms and conditions specific to this bid, (2) specifications, (3) North Carolina General Contract Terms and Conditions, and (4) Instructions to Bidders.

6. **TIME FOR CONSIDERATION:** Unless otherwise indicated on the first page of this document, bidder's offer shall be valid for 45 days from the date of bid opening. Preference may be given to bids allowing not less than 45 days for consideration and acceptance.

7. **PROMPT PAYMENT DISCOUNTS:** Bidders are urged to compute all discounts into the price offered. If a prompt payment discount is offered, it will not be considered in the award of the contract except as a factor to aid in resolving cases of identical prices.

8. **SPECIFICATIONS:** Any deviation from specifications indicated herein must be clearly pointed out; otherwise, it will be considered that items offered are in strict compliance with these specifications, and bidder will be held responsible therefore. Deviations shall be explained in detail. **The bidder shall not construe this paragraph as inviting deviation or implying that any deviation will be acceptable.**

9. **INFORMATION AND DESCRIPTIVE LITERATURE:** Bidder is to furnish all information requested and in the spaces provided in this document. Further, if required elsewhere in this bid, each bidder must submit with their bid sketches, descriptive literature and/or complete specifications covering the products offered. Reference to literature submitted with a previous bid will not satisfy this provision. Bids which do not comply with these requirements will be subject to rejection.

10. **RECYCLING AND SOURCE REDUCTION:** It is the policy of this State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable, and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The company remains responsible for providing packaging that will protect the commodity and contain it for its intended use. Companies are strongly urged to bring to the attention of the purchasers in the Division of Purchase and Contract those products or packaging they offer which have recycled content and that are recyclable.

11. **CLARIFICATIONS/INTERPRETATIONS:** Any and all questions regarding this document must be addressed to the purchaser named on the cover sheet of this document. Do not contact the user directly. Any and all revisions to this document shall be made only by written addendum from the Division of Purchase and Contract. The bidder is cautioned that the requirements of this bid can be altered only by written addendum and that verbal communications from whatever source are of no effect.

12. **ACCEPTANCE AND REJECTION:** GCS reserves the right to reject any and all bids, to waive any informality in bids and, unless otherwise specified by the bidder, to accept any item in the bid. If either a unit price or extended price is obviously in error and the other is obviously correct, the incorrect price will be disregarded.

13. **REFERENCES:** GCS reserves the right to require a list of users of the exact item offered. GCS may contact these users to determine acceptability of the bid. Such information may be considered in the evaluation of the bid.

14. **TAXES:**
    · **FEDERAL:** All agencies participating in this contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the contractor will be executed and returned by the using agency.

- **OTHER:** Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.
- Any applicable taxes shall be invoiced as a separate item.

15. **AWARD OF CONTRACT:** As directed by statute, qualified bids will be evaluated and acceptance may be made of the lowest and best bid most advantageous to GCS as determined upon consideration of such factors as: prices offered; the quality of the articles offered; the general reputation and performance capabilities of the bidders; the substantial conformity with the specifications and other conditions set forth in the bid; the suitability of the articles for the intended use; the related services needed; the date or dates of delivery and performance; and such other factors deemed by GCS to be pertinent or peculiar to the purchase in question. Unless otherwise specified by GCS or the bidder, GCS reserves the right to accept any item or group of items on a multi-item bid.
In addition, on TERM CONTRACTS, GCS reserves the right to make partial, progressive or multiple awards: where it is advantageous to award separately by items; or where more than one supplier is needed to provide the contemplated requirements as to quantity, quality, delivery, service, geographical areas; other factors deemed by GCS to be pertinent or peculiar to the purchase in question.

    All contracts are awarded contingent upon the availability of funds.

16. **HISTORICALLY UNDERUTILIZED BUSINESSES:** Pursuant to General Statute 143-48 and Executive Order #150, GCS invites and encourages participation in this procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled.

17. **CONFIDENTIAL INFORMATION:** As provided by statute and rule, the GCS will consider keeping trade secrets which the bidder does not wish disclosed confidential. Each page shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the bidder. Cost information shall not be deemed confidential. In spite of what is labeled as a trade secret, the determination whether it is or not will be determined by North Carolina law.

18. **SAMPLES:** Sample of items, when required, must be furnished as stipulated herein, free of expense, and if not destroyed will, upon request be returned at the bidder's expense. Request for the return of samples must be made within 10 days following date of bid opening. Otherwise, the samples will become GCS property. Each individual sample must be labeled with the bidder's name, bid number, and item number. A sample on which an award is made will be retained until the contract is completed, and then returned, if requested, as specified above.

19. **PROTEST PROCEDURES:** When an offeror wants to protest a contract awarded pursuant to this solicitation, that is over $10,000, they must submit a written request to the GCS Purchasing Officer at the address given in the solicitation document entitled "Mailing Instructions". This request must be received in the Purchasing Department within (5) consecutive business days of the e-mail notification to the offeror of GCS' intent to maintain the original award. The offeror must submit a written protest letter to the GCS Purchasing Officer. This letter must contain specific reasons and any supporting documentation for the protest.

20. **MISCELLANEOUS:** Masculine pronouns shall be read to include feminine pronouns, and the singular of any word or phrase shall be read to include the plural and vice versa.

21. **DEFAULT AND PERFORMANCE BOND**: In case of default by the contractor, Guilford County Schools (GCS)
may procure the articles or services from other sources and hold the contractor responsible for any excess cost occasioned thereby. GCS reserves the right to require performance bond or other acceptable alternative guarantees from successful bidder without expense to GCS.

22. **SPECIAL REQUIREMENTS REGARDING CRIMINAL BACKGROUND**

   A. Criminal Background Investigations of individuals working on school property (sites occupied with students and sites not occupied with students).

   B. At a minimum, the contractor shall obtain a complete North Carolina statewide criminal background investigation for all employees and subcontractors who will work on this project, covering a period for the last seven (7) years. If the contractor or subcontractor is from out of state, the criminal background investigation shall be broadened to include their home state, as well as the state of North Carolina as outlined above. The company providing such information must be recognized by local law enforcement agency as qualified to do so. All costs associated with these criminal background checks is the responsibility of the contractor.

   Each prime contractor will be responsible for all their employees and all of their subcontractors working under them.

   On sites that are occupied with students and staff, a daily sign-in sheet will be presented by each prime contractor to the principal and SRO – Student Resource Officer by 9:00 a.m. each morning. If there is no SRO – provide to the Principal. This list will contain the name of each person on site and the company they work for.

   C. Any individual with the following criminal convictions or pending charges will NOT be permitted on any school project or property
      1. Child Molestation or Abuse or indecent liberties with a child;
      2. Rape;
      3. Any Sexually Oriented Crime;
      4. Drugs: Felony use, possession or distribution;
      5. Murder, manslaughter or other death related charge; or
      6. Assault with a deadly weapon or assault with intent to kill.

   D. Any individual with a prior conviction or pending charges contained in the aforementioned list, shall be banned (not allowed) from any school project or property.

   E. Each person on site must wear a plastic laminated identification badge that identifies the name of the company and the person's name. These badges are to be computer

produced at a font large enough to be clearly visible. All costs associated with these criminal background checks is the responsibility of the contractor. The ID badge template will be made available to the successful prime contractors at the Pre-Construction Meeting

F. Guilford County Schools, may, at any time, request verification of criminal background investigation for any employee or subcontractor on school property.

GENERAL CONTRACT TERMS AND CONDITIONS AT GUILFORD COUNTY SCHOOLS

1. **DEFAULT AND PERFORMANCE BOND: In** case of default by the contractor, Guilford County Schools (GCS) may procure the articles or services from other sources and hold the contractor responsible for any excess cost occasioned thereby. GCS reserves the right to require performance bond or other acceptable alternative guarantees from successful bidder without expense to GCS.

2. **GOVERNMENTAL RESTRICTIONS:** In the event any Governmental restrictions are imposed which necessitate alteration of the material, quality, workmanship or performance of the items offered prior to their delivery, it shall be the responsibility of the contractor to notify, in writing, the issuing purchasing office at once, indicating the specific regulation which required such alterations. GCS reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.

3. **AVAILABILITY OF FUNDS: Any** and all payments to the contractor are dependent upon and subject to the availability of funds to the agency for the purpose set forth in this agreement. No goods or services should be shipped or provided prior to issuance of a Purchase Order to the vendor/contractor by Guilford County Schools.

4. **TAXES:** Any applicable taxes shall be invoiced as a separate item.
G.S. 143-59.1 bars the Secretary of Administration from entering into contracts with vendors if the vendor or its affiliates meet one of the conditions of G. S. 105-164.8(b) and refuse to collect use tax on sales of tangible personal property to purchasers in North Carolina. Conditions under G. S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the bid document the vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.

5. **SITUS:** The place of this contract, its situs and forum, shall be North Carolina, where all matters, whether sounding in contract or tort, relating to its validity, construction, interpretation and enforcement shall be determined.

6. **GOVERNING LAWS:** This contract is made under and shall be governed and construed in accordance with the laws of the State of North Carolina.

7. **INSPECTION AT CONTRACTOR'S SITE:** GCS reserves the right to inspect, at a reasonable time, the equipment/item, plant or other facilities of a prospective contractor prior to contract award, and during the contract term as necessary for GCS determination that

such equipment/item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the contract.

8. **PAYMENT TERMS:** Payment terms are Net 30 days after receipt of correct invoice or acceptance of goods. The using agency is responsible for all payments to the contractor under the contract. Payment by some agencies may be made by procurement card and it shall be accepted by the contractor for payment if the contractor accepts that card (Visa, Mastercard, etc.) from other customers. If payment is made by procurement card, then payment may be processed immediately by the contractor.

9. **AFFIRMATIVE ACTION:** The contractor will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of people with disabilities and concerning the treatment of all employees without regard to discrimination by reason of race, color, religion, sex, national origin or disability.

10. **CONDITION AND PACKAGING:** Unless otherwise provided by special terms and conditions or specifications, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

11. **STANDARDS:** All manufactured items and/or fabricated assemblies subject to operation under pressure, operation by connection to an electric source, or operation involving a connection to a manufactured, natural, or LP gas source shall be constructed and approved in a manner acceptable to the appropriate state inspector which customarily requires the label or re-examination listing or identification marking of the appropriate safety standard organization; such as the American Society of Mechanical Engineers for pressure vessels; the Underwriters Laboratories and /or National Electrical Manufacturers' Association for electrically operated assemblies; or the American Gas Association for gas operated assemblies, where such approvals of listings have been established for the type of device offered and furnished. Further, all items furnished shall meet all requirements of the Occupational Safety and Health Act (OSHA), and state and federal requirements relating to clean air and water pollution.

12. **PATENT:** The contractor shall hold and save GCS, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, on account of any copyrighted material, patented or unpatented invention, articles, device or appliance manufactured or used in the performance of this contract, including use by the government.

13. **ADVERTISING:** Contractor agrees not to use the existence of this contract or the name of the State of North Carolina as part of any commercial advertising.

14. **ACCESS TO PERSONS AND RECORDS:** The State Auditor and the using agency's internal auditors shall have access to persons and records as a result of all contracts or grants entered into by State agencies or political subdivisions in accordance with General Statute 147-64.7 and Session Law 2010-194, Section 21 (i.e., the State Auditors and internal auditors may audit the records of the contractor during the term of the contract to verify accounts and data affecting fees or performance).

15. **ASSIGNMENT:** No assignment of the contractor's obligations nor the contractor's right to receive payment hereunder shall be permitted. However, upon written request approved by the issuing purchasing authority and solely as a convenience to the contractor, may:

a. Forward the contractor's payment check directly to any person or entity designated by the contractor, and

b. Include any person or entity designated by contractor as a joint payee on the contractor's payment check.

In no event shall such approval and action obligate the State to anyone other than the contractor and the contractor shall remain responsible for fulfillment of all contract obligations.

16. **INSURANCE COVERAGE:** During the term of the contract, the contractor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the contract. As a minimum, the contractor shall provide and maintain the following coverage and limits:

a. **Worker's Compensation** - The contractor shall provide and maintain Worker's Compensation Insurance, as required by the laws of North Carolina, as well as employer's liability coverage with minimum limits of $150,000.00, covering all of contractor's employees who are engaged in any work under the contract. If any work is sublet, the contractor shall require the subcontractor to provide the same coverage for any of his employees engaged in any work under the contract.

b. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of $1,000,000.00 Combined Single Limit. (Defense cost shall be in excess of the limit of liability.)

c. **Automobile** - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used in connection with the contract. The minimum combined single limit shall be $150,000.00 bodily injury and property damage; $150,000.00 uninsured/under insured motorist; and $1,000.00 medical payment.

d. **Professional Liability, Errors and Omissions insurance -** A selected vendor shall maintain professional liability, errors and omissions insurance which covers professional errors and omissions of Contractor and all professionals who are employees of Contractor and are engaged to furnish professional services in connection with the services hereunder. Coverage under each policy must be a minimum of Five Million Dollars ($5,000,000) for each occurrence and Ten Million Dollars ($10,000,000) in the aggregate

REQUIREMENTS: Providing and maintaining adequate insurance coverage is a material obligation of the contractor and is of the essence of this contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The contractor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or this contract. The limits of coverage under each insurance policy maintained by the contractor shall not be interpreted as limiting the contractor's liability and obligations under the contract.

17. **GENERAL INDEMNITY:** The contractor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses, with the exception of consequential damages, 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 contract, and from any and all claims 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 contract and that are attributable to the negligence or intentionally tortuous acts of the contractor provided that the contractor is notified in writing within 30 days that the State has knowledge of such claims. The contractor represents and warrants that it shall make no claim of any kind or nature against the State's agents who are involved in the delivery or processing of contractor goods to the State. The representation and warranty in the preceding sentence shall survive the termination or expiration of this contract.

18. **THE SUCCESSFUL BIDDER(S) SHALL PAY A TRANSACTION FEE OF 1.75% (.0175) ON THE TOTAL DOLLAR AMOUNT (EXCLUDING SALES TAXES) OF EACH PURCHASE ORDER ISSUED THROUGH THE STATEWIDE E-PROCUREMENT SERVICE** This applies to all e-procurement purchase orders, regardless of the quantity or dollar amount of the purchase order. This transaction fee shall neither be charged to nor paid by GCS. The transaction fee shall not be stated or included as a separate item in the proposed contract or invoice. There are no additional fees or charges to the contractor for the services rendered by GCS under this contract.

19. **CANCELLATION (TERM CONTRACTS ONLY):** All contract obligations shall prevail for at least 180 days after the effective date of the contract. After that period, in addition to the provisions of the paragraph entitled Price Adjustments, for the protection of both parties, this contract may be canceled in whole or in part by either party by giving 30 days prior notice in writing to the other party. Such notice of cancellation, as required herein, shall be transmitted via U.S. MAIL, Certified, Return Receipt Requested. The 30 days' notice for cancellation shall begin on the day the return receipt is signed and dated.

20. **QUANTITIES (TERM CONTRACTS ONLY):** The award of a term contract neither implies nor guarantees any minimum or maximum purchases thereunder.

21. **PRICE ADJUSTMENTS (TERM CONTRACTS ONLY):** Any price changes, downward or upward, which might be permitted during the contract period must be general, either by reason of market change or on the part of the contractor to other customers.
A. **Notification:** Must be given to GCS, in writing, concerning any proposed price adjustments. Such notification shall be accompanied by copy of manufacturer's official notice or other acceptable evidence that the change is general in nature.
B. **Decreases:** GCS shall receive full proportionate benefit immediately at any time during the contract period.
C. **Increases:** All prices shall be firm against any increase for 180 days from the effective date of the contract. After this period, a request for increase may be submitted with GCS reserving the right to accept or reject the increase, or cancel the contract. Such action by GCS shall occur not later than 15 days after the receipt by GCS of a properly documented request for price increase. Any increases accepted shall become effective not later than 30 days after the expiration of the original 15 days reserved to evaluate the request for increase.
D. **Invoices:** It is understood and agreed that orders will be shipped at the established contract prices in effect on dates orders are placed. Invoicing at variance with this provision will subject the contract to cancellation. Applicable North Carolina sales tax shall be invoiced as a separate item.

ORACLE CLOUD IMPLEMTATION SPECIFIC CONTRACT TERMS AND CONDITIONS

1) **General**
   a) The Guilford County Board of Education (here-in referred to as The Board, Guilford County Public Schools, GCS and the District) will require that the Agreement be a Master Agreement based on the Guilford County Public School's (GCS) agreement template covering all services and deliverables whether performed during the initial integration and implementation effort or thereafter. The Agreement will contemplate that additional services may be procured from the Contractor after completion of this project by the issuance of work orders by Guilford County Public School's.

2) **Acceptance Testing**
   a) At least forty-five (45) days prior to the date on which Contractor is scheduled to deliver a Deliverable, Contractor must deliver to GCS its proposed acceptance criteria (the "Proposed Criteria") for such Deliverable. GCS must evaluate the Proposed Criteria and, at least twenty (20) days prior to the date on which Contractor is scheduled to deliver such Deliverable, must either (i) approve such Proposed Criteria, or (ii) provide to Contractor any revisions in the Proposed Criteria that GCS, in its sole discretion, deems appropriate. The Proposed Criteria, either as approved or revised as directed by GCS, must be the criteria based on which the GCS either may accept or reject the Deliverable ("Final Criteria").
   b) Following delivery to GCS of a Deliverable and, in the case of software, the installation of such Deliverable, the Deliverable must be subject to acceptance testing by GCS, Contractor, or both, as specified in the Agreement to determine whether the Deliverable conforms to the Final Criteria. If any Deliverable does not conform to the Final Criteria within (_) business days from the date of delivery or, in the case of software, installation ("Initial Acceptance Period"), District must immediately notify Contractor by facsimile transmission, electronic mail, or in accordance with Section [Notices] of the Agreement, of such nonconformance. Contractor must, at no cost to GCS, take whatever action is necessary and correct any deficiencies within ten (10) business days of GCS 's notification to Contractor so that the Deliverable does conform to the criteria. Upon completion of corrective action by Contractor, the acceptance test must be repeated until the Deliverable has conformed to the acceptance criteria. Contractor must pay any expense incurred due to correcting deficiencies in the Deliverable.
   c) Upon the expiration of the sixty (60) day period after the end of the Initial Acceptance Period, if the Deliverable still does not conform to the Final Criteria, District may (i) immediately terminate the Agreement , in whole or in part, without any further obligation or liability of any kind and, at Guilford County School's request, Contractor must immediately reimburse GCS any amounts paid to Contractor under the Agreement (including, but not limited to, taxes, freight, shipping, and handling costs) for the Deliverables, or, in the case of partial termination, the Deliverables that are the subject matter of the portion of the Agreement that has been terminated; or (ii) require Contractor, at no cost to GCS, to continue (even beyond this sixty (60) day period) to correct the deficiencies and to take whatever action is necessary so that the Deliverable must conform to the Final Criteria, while reserving the right to terminate (as specified in (i) above) at any time so long as the Deliverable fails to conform to the Final Criteria.
   d) When, in GCS 's sole judgment, a Deliverable has satisfied the Final Criteria, GCS must give Contractor written notice thereof and such Deliverable must be deemed to be

accepted. At the completion of installation of all Deliverables under the Agreement (collectively, the "Final Deliverable"), the Final Deliverable must operate for a period of at least one hundred twenty (120) consecutive days in full conformity with Documentation, Final Criteria, and all warranties therefore. If the Final Deliverable does not operate for a period of at least one hundred and twenty (120) consecutive days in full compliance with Documentation, Final Criteria, and all warranties therefore, GCS must notify Contractor by facsimile transmission, electronic mail, or in accordance with Section [Notices] of the Agreement, of such deficiency and Contractor must have forty-five (45) days, at no cost to GCS, to correct the deficiencies and to take whatever action is necessary so that the Final Deliverable must conform to all Final Criteria, Documentation, and warranties. If the Contractor corrects the deficiencies within the forty-five (45) day cure period, the one hundred twenty (120) consecutive day trial period must start anew. If, following the forty- five (45) day cure period, or during the second or any subsequent one hundred twenty (120) day trial period, the Final Deliverable still fails to conform to all Final Criteria, Documentation and warranties,

    i)   Guilford County Public Schools may immediately terminate the Agreement without any further obligation or liability of any kind and, at GCS 's request, Contractor must immediately reimburse GCS any amounts paid under the Agreement for the Deliverables and for the Services Deliverables; or

    ii) if GCS chooses not to terminate as provided in (i) above, GCS may require Contractor, at no cost to GCS, to continue to correct the deficiencies and to take whatever action is necessary so that the Final Deliverable must conform to all Final Criteria, Documentation, and warranties while reserving the right to terminate (as specified in (i) above) at any time so long as the Final Deliverable fails to conform to the Final Criteria, Documentation, and warranties. Unless GCS notifies Consultant of a deficiency prior to the end of the one hundred twenty (120) day period or any extension thereof under this Section , then the end of such one hundred twenty (120) day period or any extended period, whichever is later, must be deemed final acceptance of the Final Deliverable.

  e) In the event that GCS chooses to terminate the Agreement under the terms of this Section_____ and receives reimbursement for the Deliverables from Contractor, then any and all licenses granted herein under Section [License Grant] for Systems Deliverables for which the GCS received reimbursement must immediately terminate.

3) **Assignment**:

  a) Unless the Contractor obtains the advance written consent of Guilford County Public Schools, which may be granted or withheld in its discretion, the Agreement may not be assigned by Contractor. Assignment of the Agreement by operation of law or the merger or acquisition of Contractor must be deemed to be an assignment requiring consent of GCS under this Section __. Any assignment in contravention of this provision must be void and no assignment must relieve the assignor of any obligations under the Agreement. This Agreement must be binding upon the Parties hereto their any respective successors and assigns.

4) **Audit**

a) The Contractor must maintain, and GCS must have the right to examine and audit, all the books, records, documents, accounting procedures and practices and other evidence regardless of form (e.g., machine-readable media such as disk, tape, etc.) or type (e.g., databases, applications software, database management software, utilities, etc.), sufficient to properly reflect all costs claimed to have been incurred, or anticipated to be incurred, in performing the Contract.

b) The Contractor must make said evidence (or to the extent accepted by the District, photographs, micro-photographs, or other authentic reproductions thereof) available to the District at the GCS's or the Contractor's offices (to be specified by the GCS) at all reasonable times and without charge to the District. Said evidence/records must be provided to the District within five (5) working days of a written request from the District. The Contractor must, at no cost to the District, furnish assistance for such examination/audit. The Contractor and its Subcontractors and Suppliers must keep and preserve all such records for a period of at least 3 years from and after final payment or if the Contract is terminated in whole or in part until 3 years after the final Contract close-out. The District's rights under this section must also include access to the Contractor's offices for the purpose of interviewing the Contractor's employees.

c) Any information provided on machine-readable media must be provided in a format accessible and readable by the District. The Contractor's failure to provide records or access within the time requested must preclude Contractor from receiving any payment due under the terms of this agreement until such evidence/documents are provided to the District. The Contractor must obtain from its Subcontractors and Suppliers written agreements to the requirements of this Section and must, upon the District's request, provide a copy of such agreements.

5) **Benchmarking**
   a) At GCS's option, the Parties must engage a neutral third party (the "Benchmarker") to conduct a benchmarking assessment of the fees and services charged under the Agreement [specify frequency such as yearly basis on the anniversary date of the Commencement Date]. Prior to the commencement of a benchmarking assessment the Parties must negotiate in good faith to establish the specific services, metrics and fees to be included within the scope of the analysis (the "Benchmark Criteria"). The Benchmarker must conduct its analysis of the Benchmark Criteria as compared with the then current market and submit a report of its findings (the "Benchmarking Report"). Within days after receipt of the Benchmarking Report the Parties must meet with the Benchmarker to review the Benchmarking Report jointly. The Benchmark Report must contain the following information:
      i) whether the Benchmark Criteria are consistent with the market and no action is required;
      ii) whether the Benchmark Criteria regarding fees and pricing are inferior to the market and a suggested price adjustment not to exceed percent; and
      iii) whether the Benchmark Criteria regarding services and service levels are below market and suggested actions to be taken correct the disparity.
   b) The Parties agree that any price adjustment suggested by the Benchmarker must be automatically implemented on the date that is days after their receipt of the Benchmark Report. The Parties must negotiate in good faith regarding any corrective action

necessary to adjust services and service levels as indicated in the Benchmark Report. The Parties acknowledge that the Benchmarker must be required to exercise its professional judgment and discretion in certain matters and, assuming such judgments are within established industry practices for IT benchmarking, the Parties must defer to the conclusions of the Benchmarker. The Parties must share equally in the cost of the Benchmarker.

6) Change Management

a) Neither the functional requirements of the Integrated Software or the Licensed Software nor the specifications, manner of delivery, or schedule of activities set forth in the Statement of Work, nor the charges therefore must be modified, except in accordance with the procedures set forth in the Change Management Process. In particular, Contractor's response to a Change Order from Guilford County Schools (or Contractor's offer of a Change Order) must constitute its firm offer to perform the additional or modified Services and/or provide the additional or modified Deliverables as set forth in the Change Management Process. Notwithstanding the foregoing, no provision set forth in this memorandum must be deemed amended, except in strict compliance with the terms of Section [Amendment].

7) Choice of Law and Venue; Disputes

a) This Agreement must be construed in accordance with and governed by the substantive law of the State of North Carolina without regard to its conflicts of laws principles. Any dispute with respect to this agreement is subject to the laws of North Carolina, venue in Guilford County, North Carolina. Each party must be responsible for its own attorney's fees and costs incurred as a result of any action or proceeding under this agreement.

b) Disputes relating to the Agreement must be subject to mediation or arbitration only if expressly agreed in writing by both parties in its discretion. Agreement to arbitrate or mediate any particular dispute must not serve as agreement to mediate or arbitrate all disputes arising hereunder

8) Compliance with Law

a) At all times during the term of the Agreement and any Maintenance Agreement, Contractor must comply with all applicable federal, state, and local laws and regulations. To the extent applicable, Contractor must ensure that, as of the date of final acceptance of any Deliverable, such Deliverable likewise complies with all federal, state and local laws and regulations. Contractor must provide Guilford County Public Schools with assistance in complying with all applicable federal, state, and local laws and regulations. Upon Delivery and at all times during any Maintenance Agreement term, Contractor must be responsible for assuring that the Licensed Software and the Integrated Software complies with all applicable provisions of federal, state and local laws and regulations respecting the privacy and protection of student, parent, and patient information and that all of its employees and contractors comply individually with all such laws and regulations. Contractor must also comply with all applicable federal, state and local environmental laws, rules and regulations and all laws, rules and regulations regarding the handling, storage and disposition of hazardous substances. Contractor agrees that it and all Contractor Personnel must at all times comply with all security

regulations in effect from time to time at District's premises and must comply with District's security policies and procedures if granted access to District's computer or communications networks.

9) **Confidentiality**

a) Each Party ("Receiving Party") agrees that it must not disclose the Proprietary Information of the other Party ("Disclosing Party") to any Person, except to
    (i) Receiving Party's employees with a need to know who are bound by agreements or employment policies restricting the right of such employees to use or disclose such Proprietary Information for any purpose other than the Project,
    (ii) authorized contractors bound by written confidentiality agreements as provided elsewhere in the Agreement or as necessary to comply with North Carolina Statutes.

b) Each Party agrees to preserve the confidentiality of the Proprietary Information of the other Party with the same level of care it uses with respect to its own Proprietary Information of a similar character, but in no event less than a reasonable level of care. The foregoing obligation does not apply to Proprietary Information (other than information regarding the District's past or present administration, employees, faculty, parents, or students) which is
    (i) already known to the Receiving Party at the time of its receipt from the Disclosing Party,
    (ii) is disclosed to the Receiving Party by a third party who had the right to make such disclosure without any confidentiality restrictions,
    (iii) is, or through no fault of the Receiving Party, has become generally available to the public, or
    (iv) is independently developed by the Receiving Party without access to, or use of, the Disclosing Party's Proprietary Information. Notwithstanding the foregoing, the Receiving Party may disclose Proprietary Information of the Disclosing Party to the extent that such disclosure is
        1. necessary for the Receiving Party to enforce its rights under the Agreement, or
        2. required by law or by the order of a court or similar judicial or administrative body.

c) In the event either Party receives a third party subpoena, notice to produce or other judicial or administrative request for disclosure, such Party must notify the other as soon as is reasonably practicable after the receipt of such request in order to permit it to take such action as it sees fit to obtain protective orders or other relief from such disclosure. In the event that either Party breaches any obligation involving District Confidential Information or Contractor Confidential Information as described forth in this Section, the other Party must be entitled to seek injunctive and other equitable relief to protect, maintain, defend, enforce, and preserve its rights, in addition to any other remedies that may be available. If any provision of this Section is deemed overbroad, unreasonable, or to create such a burden that a court would otherwise find such provision unenforceable, the Parties agree that such court must be authorized to modify such provision to the extent it believes reasonable so as to best carry out the intention of the Parties to the fullest extent allowed. The provisions of this Section shall survive the expiration or earlier termination of the Agreement.

d) For purposes of the Agreement, "Proprietary Information" must mean information of any nature in any form including without limitation all writings, memoranda, copies, reports, papers, surveys, analyses, drawings, letters, computer printouts, software, specifications, data, graphs, charts, sound recordings and/or pictorial reproductions which have been reduced to written form that refer or relate to the business, methods, affairs, plans, products or prospects of the disclosing Party and are disclosed (i) in confidence, or (ii) in circumstances that would lead a reasonable person to believe that the information is confidential. All Proprietary Information provided by Contractor must be marked as proprietary by Contractor with an appropriate legend, marking, stamp or other obvious written identification by Contractor prior to disclosure. In the event Contractor discloses its Proprietary Information to the District other than in writing, Contractor must promptly inform the District that such information is deemed proprietary, and must provide the District with a brief written description of such information within thirty (30) days of such disclosure, identifying therein the manner, place, and date of such disclosure and the names of the District's representative to whom such disclosure was made. Notwithstanding the foregoing, all information, the privacy or disclosure of which is protected by applicable law or regulation (such as HIPAA or FERPA or

pursuant to North Carolina Statutes), must be treated as proprietary information of the person holding the

interests so protected, whether or not such information is marked or otherwise identified as confidential or proprietary.

e) Contractor understands and agrees that it is subject to all School Board rules, state and federal laws relating to the confidentiality of student information. Contractor further agrees to comply with the Family Educational Rights and Privacy Act ("FERPA"). Contractor must treat all student information as confidential and will not disclose this student information.

10) Data Ownership

a) The Board is and must remain the owner of all data provided to Contractor by GCS pursuant to the Agreement. Contractor must not use such data for any purpose other than providing Services under the Agreement, nor must any part of such data be sold, assigned, leased or otherwise disclosed to third parties (other than authorized subcontractors for purposes of performance of the Services) or exploited in any manner by or on behalf of Contractor. Contractor must not possess or assert any lien or other right against such data. Contractor must hold all such data in confidence in accordance with Section [Confidentiality] of the Agreement.

11) Delivery

a) All Deliverables of Integrated Software, Licensed Software and Documentation required or permitted under the terms of the Agreement must be delivered from a point of transmission outside of facilities owned or operated by the District by electronic transmission via common telecommunications carrier or the public Internet to and for storage within computing hardware and electronic storage devices owned or under the control of the District. No tangible media, Object Code or Documentation must be delivered to the possession and/or ownership of the District. All deliveries of the

Integrated Software, Licensed Software and Documentation must be transmitted in accordance with the following protocols:

i) Contractor must establish on a computer under its direct control not owned or otherwise controlled by the District, an "FTP Site", in which all of such Deliverables are stored in digital formats.

ii) The FTP Site must contain, at the minimum, a repository of the Integrated Software and Licensed Software, including error corrections, updates and releases to be delivered under the Agreement, indexed with release dates and other descriptive information, including any customizations to the Baseline Software and Licensed Software.

iii) Delivery must be accomplished by causing the GCS Development Environment computing hardware to access the FTP Site over the public Internet, and request the transmission of all applicable modules for storage in the GCS Development Environment, so as to create a duplicate of the repository in the GCS Development Environment.

iv) Alternately, either persistently or intermittently for the duration of the Project as determined by GCS, Contractor will be provided remote access to the GCS Development Environment for the purposes of delivering the software electronically.

12) Effect of Dispute

a) The Parties agree as follows with respect to any dispute or disagreement concerning the Integrated Software, Licensed Software or component thereof or any of the transactions arising out of or contemplated by the Agreement: during such dispute or disagreement under the Agreement or any proceeding to resolve such dispute, pending final resolution of such dispute or disagreement,

i) Contractor must not interfere with the access or use by the District of the Deliverables, Integrated Software or Licensed Software, and

ii) the District must continue to make the payments for Deliverables and Services that are not the subject of the dispute.

b) In addition, the Parties expressly agree that if any dispute or disagreement arises with respect to the performance of any of either Party's obligations which would otherwise delay the schedule for either Party's performance of any of its subsequent obligations in connection with the Project or the Maintenance Agreement, to the extent technically and operationally feasible, each Party must proceed to the performance of such subsequent obligations according to the existing schedule as if such dispute or disagreement were non-existent.

13) Escalation of Disputes

a) Disputes under the Agreement shall be subject to mutually agreeable escalation procedures to be set forth in the Agreement between the Parties.

14) Force Majeure

a) Neither Party must be liable for any delay or failure to perform, to the extent caused by a Force Majeure Event provided that such Party complies with the provisions of this Section. Upon occurrence of a Force Majeure Event, the non-performing Party must be excused from any further performance or observance of the affected obligation(s) for as

long as, and to the extent that the Force Majeure Event continues and the non-performing Party

i) continues to perform to the extent practicable;
ii) takes commercially reasonable measures to mitigate the effects of the Force Majeure Event; and
iii) uses commercially reasonable efforts to recommence performance or observance whenever and to whatever extent possible without delay.

b) Any Party whose performance is affected by a Force Majeure Event must immediately notify the other Party by telephone (to be confirmed in writing within ten (10) Business Days of the inception of such delay) and describe in reasonable detail the circumstances causing such delay.

15) Implementation Team

a) Contractor must, at the request of GCS, engage the Software Vendor as a subcontractor to perform, at a minimum, the Services and Deliverables requested by the District on terms and conditions acceptable to the District. A member of the Software Vendor's staff acceptable to GCS must be included on the Executive Steering Committee and, as may be requested by GCS, on any project management committee or other committee or oversight body.

16) Indemnity

a) Contractor shall indemnify, defend and hold harmless the School Board, its employees and agents, ("District Indemnitees") from and against any losses, costs (including, but not limited to, attorneys fees, court costs, and expenses), damages, suits, claims and liabilities ("Losses") suffered by any such District Indemnitees based on, arising out of or in any way related to Contractor's breach of its warranties or obligations set forth in the Agreement, or arising out of or in connection with Contractor's provision of the Services, the Deliverables, or any component or part thereof, or Contractor's failure to provide the same. The foregoing indemnity and hold harmless is conditioned on such Loss(es) being proximately caused in whole or in part by the negligent or willful act or omission of Contractor, its employees, agents, subcontractors, or anyone acting directly or indirectly on Contractor's behalf. Contractor also shall defend, indemnify, and hold harmless District Indemnitees from and against any Loss, demand, or challenge based on, arising out of or in any way related to any assertion that any Deliverable, the Integrated Software (other than the Baseline Code), the Licensed Software or any component or part thereof infringes, misappropriates, or violates any patent right, copyright right, trade secret, or other proprietary right of any third party. District shall notify Contractor in writing of the initial claim or action brought against it. The selection of counsel, the conduct of the defense of any lawsuit, and any settlement shall be within Contractor's control; provided that District Indemnitees shall have the right to participate in the defense of any such infringement claim using counsel of its choice, at their own expense. No settlement shall be made without notice to and prior written consent of the District.

17) IP Ownership

a) The Board must own all Modifications developed hereunder that are determined by the District to be relevant to the education market (including, but not limited to, pre-k, k-12, college, university, adult and distance education) and Contractor assigns and agrees to assign all such Modifications, and all intellectual property rights therein, to the District and must provide updated copies of Source Code for such Modifications. Contractor must ensure that all subcontractors performing development work on Modifications under the Agreement agree to assign all intellectual property rights to Contractor so that Contractor can comply with the terms of this Section. The District hereby grants to Contractor a perpetual, worldwide, assignable, sublicensable, nonexclusive license to such Modifications. All Modifications developed hereunder must be a "work made for hire" as defined under the US Copyright Act, and the District must own, all right, title and interest in all such Modifications. Contractor must pay to District a royalty equal to percent of all gross revenues received by Contractor or its Affiliates directly or indirectly from third parties other than the District for the use or sublicensing of any of the Modifications owned by the District ("Revenues"). Royalty payments must be calculated annually as of June 30 of each year due on July 31 of each year, and must be accompanied by a statement of accounts setting forth all Revenues received and royalties thereon as of June 30 of such year. Royalty statements must be provided to the District regardless of whether any royalties have actually accrued for the period in question. Contractor must price the licensing of any Modifications subject to this Section separately under its contracts with third parties so as to facilitate the auditing and tracking of the royalty amount due. If Contractor deems that such separate pricing is impracticable, it must inform the District and the parties must negotiate in good faith regarding the proper allocation of revenues as between the Modifications subject to royalty here under and the remainder of the licensed product. If the parties are unable to agree on such allocation within twenty (20) Business Days, the matter must be submitted to the dispute resolution procedures in Section [Escalation of Disputes]. Contractor must keep good and accurate books of accounts in accordance with generally accepted accounting principles and must keep and maintain all records, documents and other instruments relating to Revenues in such detail as must enable District to confirm the royalties due under the Agreement and Contractor's compliance with this Section. District must have the right to designate a firm of certified public accountants, reasonably acceptable to Contractor, to inspect Contractor's books, records, documents, and instruments and to make copies thereof, at any time during Contractor's regular business hours to ascertain the accuracy of such report. District must bear the expense of any audit conducted pursuant to this Section unless the audit must demonstrate a discrepancy (in District's favor) between Revenues and royalties reported and paid and those which were actually due (for a given any four month period) in excess of the greater of (a) ten percent (10%) of the actual or reported amounts paid or payable to District for such period and (b) Five Thousand Dollars ($5,000.00), in which event Contractor must bear the reasonable expenses of the audit. This royalty obligation must survive the expiration or earlier termination of the Agreement. This royalty provision must apply to any services performed by Contractor in connection with the applicable Modification.

b) Please note that, with respect to the royalty provision above, the royalty rate will be developed in discussions with Bidders who advance to Tier III.

18) Liability Limitation

a) NEITHER PARTY SHALL BE LIABLE FOR ANY INDIRECT, EXEMPLARY, SPECIAL, OR CONSEQUENTIAL DAMAGES OR FOR LOST PROFITS ARISING OUT OF THIS AGREEMENT, INCLUDING WITHOUT LIMITATION, DAMAGES ARISING FROM LOSS OF USE OR LOSS OF DATA. IN NO EVENT SHALL CONTRACTOR'S LIABILITY TO DISTRICT EXCEED IN THE AGGREGATE FIVE (5) TIMES THE "NOT TO EXCEED" PRICE SET FORTH IN SECTION _____. Notwithstanding anything to the contrary in the Agreement, this Section shall not apply to damages arising out of or relating to any of the following:

   i) Contractor's gross negligence or willful misconduct;

   ii) breach of Contractor's confidentiality obligations,

   iii) Contractor's indemnification obligations with respect to infringement of intellectual property;

   iv) claims for contributions or damages payable to third parties;

   v) claims or losses covered by Contractor's (or its subcontractor's) insurance.

19) License (Enterprise) Terms

a) Contractor grants to the Board a perpetual, non-exclusive, worldwide, irrevocable, royalty-free right and license, to install and use the Object Code of all Licensed Software and the Object Code of the Integrated Software (other than the Baseline Software which has been licensed to the Board under a separate agreement with the Software Vendor) on all computing devices used by or for the sole benefit of Guilford County Public Schools, and the schools operated or managed by the Board. This license is intended to be enterprise wide and extend to The Board and all schools operated or managed by The Board. The licenses granted under this Section must be effective on Delivery of each component or installment thereof, subject only to payment as provided in the Agreement and the Pricing Schedule. The right granted by this Section must extend to the right of contractors to The Board, GCS employees, students, parents, and other End Users who have a reasonable need to use the Licensed Software and/or the Integrated Software by remote or local access, and to install and use any applets or plug-ins that are part of the Licensed Software or Integrated Software and are provided for the purpose of using or facilitating the use of the Licensed Software or Integrated Software any portion thereof on a remote or client basis. The licenses granted herein may not be sublicensed or assigned except to the extent necessary to permit GCS's contractors to perform services on behalf of the District or to permit the District to outsource some or all of its administrative operations.

b) Upon delivery to the District of any Deliverable (other than Object Code) or Documentation other than documentation of Third Party Software, Contractor grants to the District a non-exclusive, worldwide, perpetual, irrevocable, royalty-free right and license, to copy, modify, make derivative works, distribute and display such Deliverable or Documentation to authorized users of the Licensed Software or Integrated Software. In the case of Deliverables or Documentation containing Proprietary Information of Contractor, the distribution of copies of such Deliverables or Documentation must be limited to Persons with a reasonable need to know such Proprietary Information in

connection with their activities for the District who are bound to the extent reasonably possible, by obligations of confidentiality to the District and/or Contractor. The rights to Deliverables and Documentation granted under this Section must include the right to deliver copies to independent contractors engaged by the District only to perform activities for or on behalf of the District. The licenses granted herein may not be sublicensed or assigned except to the extent necessary to permit the District's contractors to perform services on behalf of the District or to permit the District to outsource some or all of its administrative operations.

20) **Maintenance Agreement Issues**
   a) The District will require that the Contractor provide to the District during the Warranty Period, and thereafter during the Maintenance Agreement term, all bug fixes, updates, upgrades, and new releases for the Licensed Software and Integrated Software (other than the Baseline Software) , as well as technical support and repairs. Contractor will be required to ensure all delivered bug fixes, updates, upgrades, and new releases for the licensed software are tested and accepted by Guilford County Public Schools. Prior to the installation of the new software the integrated software must be tested. Once accepted by the District, vendor will be required to install and maintain according to maintenance terms.
   b) The District requires that Contractor guarantee the continuation of Maintenance Agreement pricing for a five year period after Project Completion. Pricing is not to exceed 5% or current Consumer Price Index per year thereafter.
   c) The District will require a provision in the Agreement between the parties providing for a methodology for determining the maintenance fees after the initial maintenance period.
   d) After the expiration of the Warranty Period for each module of the Licensed Software or Integrated Software Delivered to GCS, Contractor must perform the Maintenance Agreement at no charge to the District until such time as such module of the Licensed Software or Integrated Software passes any acceptance testing procedures under the Agreement, and is released by the District into Production. To the extent that the various components of the Licensed Software or Integrated Software have staggered Maintenance Agreement anniversary dates and payment due dates as a result of the foregoing requirement, Contractor must synchronize all Maintenance Agreement anniversary dates and payment due dates at the end of each District fiscal year in which an installment of the Licensed Software or Integrated Software is released by the District into Production.

21) **Marketing**
   a) The District anticipates that the Agreement will contain arrangements in which the District may elect in its discretion to assist or contribute to the marketing of the services provided by Contractor and, as applicable, the Licensed Software through, for example, the hosting of demonstrations, endorsements at trade shows and conferences, the use of District references in marketing materials, or other like arrangements. The District will expect to be compensated for these efforts. These provisions will not commit the District to engaging in the proposed marketing efforts or incurring any expense in connection therewith. [The business terms and contract language for this arrangement will be developed in discussions with Bidders who advance to Tier III.]

22) Order of Precedence

a) This Agreement, the Exhibits and Attachments attached hereto, the RFP and the RFP Addenda, the Proposal, and the Proposal Addenda are to be interpreted so that all of the provisions are given as full effect as possible. In the event of a conflict between these documents, the order of precedence shall be: first, the Agreement; second, any Exhibit or other attachment to the Agreement; third the RFP Addenda; fourth, the RFP; fifth, the Proposal Addenda; and sixth, the Proposal. Notwithstanding the foregoing, nothing contained in the RFP, RFP Addenda, Proposal or Proposal Addenda shall be deemed to affect the Pricing Schedule or the "not to exceed" price (and shall in no event exceed any component of the price as shown on the Pricing Schedule) for the Services and Deliverables to be provided under the Agreement as set forth in the Pricing Schedule.

23) Payment Terms

a) The Agreement will provide that District's payment obligations will be based upon the completion of specific milestones that are tied to the completion of Acceptance Testing of the various modules. The District will make payment within forty-five (45) days after receipt of written invoice from Contractor. The form of invoice will be specified by the District as an Exhibit to the Agreement. All invoices submitted by Contractor shall provide sufficient detail for the District to audit the calculation of the payment due for any Services or Deliverables that are not to be provided on a "firm fixed price" basis.

b) The District will retain twenty-five percent (25%) of the total price shown on the Pricing Schedule for the Services and Deliverables, which amount will be paid within 45 days after all modules of the Licensed Software or Integrated Software have passed any acceptance testing procedures under the Agreement, and are released by the District into Production.

c) The District may withhold payments that are subject to a good faith dispute hereunder. Further, In the event that any Critical Deliverable shall not be delivered or accepted on or before the applicable dates specified for such Critical Deliverable, all payment for Deliverables to be delivered subsequent to such delayed Deliverable shall be suspended until the acceptance of all Critical Deliverables which have not been timely delivered or accepted. In no event shall the suspension of a payment under this paragraph relieve Contractor from any other date for delivery or acceptance

24) Performance Bond

a) On or prior to the due date for the first payment from the District to Contractor under this Agreement, Contractor shall provide to the District, at Contractor's sole expense, an irrevocable performance bond from an insurer reasonably acceptable to the District, in the penal amount of $5,000,000 to assure the completion of the Project in the event of a breach or Failure to Progress by Contractor. Such performance bond shall provide for assumption of continuing management of the Project by the District in the manner set forth in this Agreement and the insurer shall be subrogated to the rights of the District against Contractor only in the event that the Project may be completed with no expenditure by the District beyond the amounts otherwise to be paid to Contractor under this Agreement.

25) Project Staffing – GCS Approval Right for Key Staff
   a) Contractor's Project Manager
      i) On or before, Contractor must designate in writing and communicate to GCS, an individual as its project manager ("Contractor Project Manager"), who must serve as a single authoritative point of contact for the Contractor during the course of its activities pursuant to the Agreement. The Contractor Project Manager must be experienced in the customization, integration, installation and testing of the Baseline Software and the Licensed Software, as well as project management. The Contractor Project Manager will be required to be on site at the District and engaged full time on the Project during the Project.
      ii) The selection of Contractor's Project Manager or any replacement, must be subject to the District's prior and written approval. Such prior written approval must be provided within seven (7) Business Days after the District receives all background information and interviews requested with respect to such individual. Contractor must provide the District with the resume and credentials in support of the District's review of the proposed candidate. If the District does not approve the candidate suggested by Contractor, Contractor must propose a qualified alternate(s) who must be subject to the same approval process. Changes in Contractor's Project Manager must be subject to the provisions of Section [Key Staff; Reassignment] of the Agreement. The Contractor Project Manager must have authority to negotiate all Change Orders in accordance with the Change Management Process, and must be authorized to make reasonable staff re-assignments (subject to the provisions of Section [Key Staff Reassignment]) and to make all communications to the District and its designated Project Manager as are required or convenient to the efficient progress of the Project.
      iii) Nothing herein, however, must be construed as precluding communication between subordinate persons for the purpose of consultation and cooperation, provided that no such subordinate must have actual or ostensible authority to authorize Change Orders, except as expressly provided in the Change Management Process. The Contractor Project Manager must be dedicated full time and on site to the Project and have the duties set forth on the Project Plan.
   b) Other Staffing
      i) During the term of the Agreement, Contractor must not reassign or modify the operational authority of its [The District will identify key positions during contract negotiations] ("Key Contractor Personnel") without the prior written consent of the District, except
         (1) (a) upon request by the District, or
         (2) (b) as the result of the termination of the employment of the affected person.
      ii) Contractor must furthermore refrain from reassigning or reallocating work on the Project if a reasonably foreseeable consequence of such reassignment or reallocation would be to require the repetition of work or delay in the completion of the delivery of any Deliverable. Notwithstanding the foregoing, upon request by the District for a change in Key Contractor Personnel, Contractor must use commercially reasonable efforts to remove and replace such Key Contractor Personnel assigned to the Project in a timely fashion. The selection of Key Contractor Personnel, or any

replacement, must be subject to the District's prior written approval. Contractor must provide the District with the resume and credentials in support of the District's review of the proposed candidate. If the District does not approve the candidate suggested by Contractor, Contractor must propose a qualified alternate(s) who must be subject to the same approval process.

   c) Executive Steering Committee
- i) The Agreement between the parties will provide for an Executive Steering Committee composed of representatives of both Contractor and GCS. The purpose of the committee will be to review and provide input on technical and operational issues related to the customization of the Baseline Software and the Licensed Software and implementation of the Integrated Software. The schedule of meetings for the committee will be set forth in the Agreement and will extend through Project Completion and thereafter until the Integrated Software is implemented in Production after the Integrated Software passes any acceptance testing procedures under the Agreement, and is released by the District into Production..

   d) Background Checks
- i) Prior to final acceptance of contracted employees, the District reserves the right to complete Drug Testing, back-ground checks, reference checks and other employment verification checks as may be required of regular GCS employees at no cost to the District.

26) Public Statements

a) Contractor agrees that without the GCS's written consent neither it nor any of its employees, agents or contractors must use the name, service marks, or trademarks of GCS or of any Affiliate of the Board, including, but not limited to in any written advertising, publicity, press release, or sales presentation. Either Party must be entitled to make such reasonable disclosures as are required by law, including without limitation any disclosures required for compliance with the Securities Laws of the United States or any state.

27) Reduction in Scope

a) To the extent that the Pricing Schedule identifies any Services or Deliverables as being subject to the District's discretion, the District may determine to eliminate one or more of such Services or Deliverables from the scope of the Project on written notice from the District within the time period, if any, set forth in the Pricing Schedule. In such event, the line item in the Pricing Schedule for such eliminated Services or Deliverables must be automatically deemed to be deleted.

28) Service Credits

a) The Agreement will include a set of interim remedies for failure to deliver a Critical Deliverable under the Statement of Work or meet a Service Level under the Maintenance Agreement and will include liquidated damages and the trigger of material breach provisions. The Agreement will address these matters in more detail.

b) Critical Deliverables
- i) In the event that Contractor must fail to deliver any Critical Deliverable as defined in the Statement of Work at the time specified therein, or any such Critical Deliverable

must fail to pass the applicable Acceptance Test on or before the date specified therein the price payable for such Critical Deliverable may, in the District's discretion, be reduced as set forth in Exhibit for each day of delay in Delivery beyond the applicable Due Date, provided that no such credit must apply where such delay resulted directly from the delay or failure of the District to comply with its responsibilities under the Agreement and the Statement of Work, from an event or condition not within the legal right of Contractor to control, or from an event of Force Majeure.

   c) Service Level Deficiencies

      i) Contractor acknowledges that its failure to meet one or more of the service levels set forth in the Maintenance Agreement attached as Exhibit ("Service Levels") may have a material adverse effect on the operations of the District and that the actual amount of damage suffered by the District because of such failure would be impracticable or extremely difficult to fix. Accordingly, each time Contractor fails to meet a Service Level, the District must have the option to recover an amount as liquidated damages with respect to such failure as set forth in the Maintenance Agreement ("Service Credit"). Contractor acknowledges that the Service Credits are reasonable under the circumstances existing as of the date of the Agreement. Contractor must pay Service Credits to the District in cash within forty-five (45) days after the end of the month in which the respective failure occurred or, at the District's option, the District may deduct the Service Credits from the next succeeding invoice or other amounts due to Contractor. Service Level Credits are calculated in the manner specified in the Maintenance Agreement. The District's election to accept a Service Credit for one or more failures must not constitute a waiver of the District's rights with respect to any subsequent failure or with respect to claims related to chronic or repeated failures. No Service Credit must be applicable to the extent such failure resulted from the delay or failure of the District to comply with its responsibilities under the Agreement, the Statement of Work or Maintenance Service Schedule, from an event or condition not within the legal right of Contractor to control, or from an event of Force Majeure.

29) Source Code Escrow

   a) Establishment of Escrow

      i) Contractor must arrange for an escrow of the Source Code of the Licensed Software at no cost to the District in connection with the Agreement substantially in the form attached hereto as Exhibit, providing for the deposit of the Source Code for the Licensed Software, together with the Documentation therefore, with the Escrow Agent as provided in this Section. Thereafter, Contractor must maintain such escrow agreement with the Escrow Agent and must maintain District as a beneficiary of such escrow agreement pursuant to the terms set forth in this Section. Contractor must deliver to the Escrow Agent a copy of all such Source Code to the Licensed Software, including without limitation, the Documentation (as it relates to the Source Code) as is necessary for District to fully utilize such Source Code (collectively, the "Escrow Material") and must maintain on the Escrow Agent's list of Escrow Material accessible by District all Licensed Software. Contractor represents, warrants, and covenants to District that the Escrow Material must be kept current, complete, and

fully documented, and must be updated from time to time, and no more than twenty (20) Business Days after any error corrections or updates to the Licensed Software are provided to District. The Escrow Agent must be required to confirm to District that the Escrow Material and error corrections and updates thereto have been received.

b) Verification of Escrow Materials
   i) District must have the right to verify, or to request the Escrow Agent to verify, the currency and completeness of the Escrow Material on equipment located at the Escrow Agent's premises upon five (5) Business Days' notice to Contractor and the Escrow Agent. District may, at its sole discretion and expense, have its personnel present to monitor any verification of the Escrow Material the Escrow Agent's premises. Any such verification must take place in Guilford County, North Carolina.

c) Escrow Release Conditions
   i) District must have the right to obtain the Escrow Material in the Escrow from the Escrow Agent on the occurrence of any of the following release conditions:
      (1) There is a Material Breach by Contractor of the Agreement, the effect of which is to impair the operation of the Licensed Software, or any portion thereof, and Contractor fails to cure the breach within any applicable cure period hereunder;
      (2) Contractor fails or is unable to maintain the Licensed Software or any portion thereof in accordance with the Agreement such that the performance of the Licensed Software or District's use thereof is adversely affected;
      (3) Contractor is adjudicated insolvent, or consents to or acquiesces to the appointment of a receiver or liquidator;
      (4) Contractor's board of directors or a majority of its shareholders take any action towards the dissolution or liquidation of Contractor;
      (5) Contractor voluntarily becomes a debtor subject to proceedings under the United States Bankruptcy Code (or involuntarily is named as a debtor in a petition for such proceedings which is not dismissed within 60 days after filing), or makes an assignment for the benefit of creditors, or a receiver is appointed for Contractor;
      (6) Contractor discontinues support of the Licensed Software for any reason

d) Escrow Release Procedure
   i) Upon the occurrence of any of the release conditions, District may demand access to the Escrow Material by delivering written notice to the Escrow Agent. Upon receiving such notice from District, the Escrow Agent must
      (1) Immediately release and deliver all or the requested portion of the Escrow Material to District, and
      (2) Promptly give Contractor written notice that such release has occurred.
   ii) Contractor agrees that it must not give the Escrow Agent contrary instructions, dispute District's demand for release of the Escrow Material or otherwise interfere with District's access to the Escrow Material, unless Contractor in good faith contends that none of the applicable conditions for release have been satisfied. Any disagreement between the parties regarding the occurrence or interpretation of any escrow release condition must be subject to binding arbitration under the arbitration provisions of the applicable escrow agreement. If Contractor, as debtor in possession, or a trustee in bankruptcy for Contractor in a case under the United States Bankruptcy Code, rejects the Agreement, District may elect to retain its rights

under the Agreement as provided for in 11 U.S.C. § 365(n). Upon written request of District to Contractor or to such trustee, Contractor or such trustee must not interfere with the rights granted herein, including the right to obtain the Escrow Material from the Escrow Agent.
  e) Escrow Fees and Indemnification
    i) Contractor must be responsible for payment of Escrow Agent's fees and Contractor must, at Contractor's sole expense, create and send all error corrections and updates of the Escrow Material directly to the Escrow Agent. If Contractor and District are or become jointly obligated to indemnify Escrow Agent under the terms of the escrow agreement, Contractor agrees that it must be solely responsible for satisfying the indemnification obligation to the Escrow Agent and agrees to indemnity, defend and hold District harmless from any claim, liability arising there under that may be brought against the District.
  f) Licenses
    i) The licenses granted by Contractor in Sections [License Grant] of the Agreement apply to District's use of the Escrow Material to be deposited hereunder. District may use such Escrow Material, through its own employees or through independent contractors bound by appropriate confidentiality obligations, solely to implement, modify, upgrade and use the Licensed Software. District must treat all Escrow Material released under this Section as Contractor Confidential Information subject to District's confidentiality obligations set forth in Section [Confidentiality] of the Agreement.

30) Technological Change
  a) As part of the Services, Contractor must provide GCS access to new software or improvements to existing software (or other Contractor products or services or third party products or services), to the extent made available to Contractor's customers, that could reasonably be expected to have a favorable impact on GCS's business for GCS's evaluation and testing ("Improved Technology"). In addition, Contractor must meet with GCS at least once during every 90 day period during the period in which the Agreement or any Maintenance Agreement is in force to
    i) Inform GCS of any new software or improvements to existing software information processing technology or services Contractor is developing or considering developing or is otherwise aware of that may be relevant to the District; and
    ii) Provide the District with an opportunity to provide input on technical aspects or functionality of Contractor's products or services.

31) Term/Termination
  a) Termination for Funding Restriction
    i) If the District is not appropriated adequate funds for or to continue services under the Agreement, the District must provide written notification to Contractor of non-appropriation of funds (the "Non-Appropriation Notice"). In such event, the District must have no further liability hereunder except with respect to payment for Services rendered and Deliverables delivered up to the date of Contractor's receipt of the Non- Appropriation Notice. This Agreement must terminate effective as of the date of

the Non-Appropriation Notice unless the Non-Appropriation Notice specifically provides otherwise.

b) Termination for Convenience
   i) The District may terminate the Agreement at any time without cause upon a minimum thirty (30) days' notice to Contractor, in which case the following provisions must apply:
      (1) The notice may be effective as of a date certain or may apply only after the delivery of certain enumerated Deliverables.
      (2) The District must pay to Contractor upon receipt of an invoice from Contractor otherwise complying with the Agreement, upon Delivery of any Accepted Deliverable specified to be Delivered under the notice.
      (3) The District must retain the right to pay any License Fees not yet paid, in order to retain Object Code license rights as provided herein.
      (4) No other payments must be due to Contractor.
      (5) Any payments made by District to Contractor for Services that Contractor did not actually perform for District or Deliverables the District has not yet received or accepted, must be immediately refunded to District.

c) Termination for Failure to Progress
   (1) The Statement of Work provides certain Due Dates for the delivery of certain Critical Deliverables identified therein. If Delivery of any Critical Deliverable must not have been completed by the Due Date for such Critical Deliverable, and such delay is not materially caused by any Force Majeure Event or any fault of District or a third party over which Contractor does not have the legal right to control, the District must give Contractor notice of such occurrence (a "Failure to Progress") providing a period of not less than that set forth in the Statement of Work or Project Plan, as applicable, to complete Delivery of such Critical Deliverable. In the event that Contractor must fail to complete Delivery of the Critical Deliverable identified in such notice within the stated cure period, the District may, in its sole discretion, thereafter either
      a) Extend the time for cure, or
      b) Declare an immediate termination of the Agreement (or Services related to such Critical Deliverable or any portion thereof) for Failure to Progress without further payment obligation on the part of the District with respect to the portion so terminated (other than charges already due and owing).
   (2) In the event of a termination for Failure to Progress in accordance with this Section, the District must have no further liability to Contractor with respect to any payments not yet due and owing that are related to the portion so terminated. Any payments made by District to Contractor for Services that Contractor did not actually perform for District or Deliverables the District has not yet received or accepted, must be immediately refunded to District

d) Termination for Breach
   i) In the event that Contractor:
      (1) Commits a material breach of the Agreement, that, if capable of being cured within thirty (30) days, is not cured within thirty (30) days after notice of breach from the District to Contractor;

(2) Commits a material breach of the Agreement which is not capable of being cured within thirty (30) days and fails to

    a) Proceed promptly and diligently to correct the breach, and

    b) Cure the breach to the District's reasonable satisfaction within ninety (90) days after receiving notice; or

    c) Commits a material breach of the Agreement which, by its nature, cannot be cured, then the District may (without limitation on other remedies that may be available to it under the Agreement, at law or in equity), by giving written notice to Contractor, terminate the Agreement, in whole or as to selected Deliverables or Services, as of a date specified in the notice of termination.

ii) For the purposes of the foregoing provision "material breach" must mean the failure of Contractor to perform any material obligation, including without limitation, the following:

(1) Failure to Deliver a Critical Deliverable within the notice period specified for a notice of Failure to Progress.

(2) Chronic failures to deliver Deliverables on a timely basis, without such failures being materially caused by fault of the District, a third party over which Contractor does not have the legal right to control, or an event of Force Majeure Event.

(3) Breach of any warranty given pursuant to Section [Warranty], which breach materially affects the ability of the District to deploy and/or use the Licensed Software or Integrated Software.

(4) Deficiencies resulting in Service Level Credits exceeding $ per month for any two consecutive months of the term.

e) Termination for Nonpayment

  i) If the District fails to pay Contractor when due any charges under the Agreement within forty-five (45) days after presentation of an invoice and fails to make such payment within forty five (45) days after notice from Contractor of the failure to make such payment, then Contractor may terminate the Agreement without further notice, provided, however, that such termination must not relieve the District of its payment obligations to Contractor for Services rendered and reimbursable expenses incurred through the effective date of the termination.

f) Termination for Change in Control

  i) In the event of a sale of all or substantially all of the assets of Contractor or sufficient equity of Contractor to effect a change in control of Contractor (such as, for example, the sale of more than fifty percent (50%) of the equity of Contractor or a transaction that results in the change in voting control), the District may terminate the Agreement on at least 60 days' notice to Contractor at any time after such change in control is effected.

g) Termination for Bankruptcy

  i) If either Party ceases conducting business in the normal course, become insolvent, makes a general assignment for the benefit of creditors, suffers or permits the appointment of a receiver for its business or assets or, as debtor, must avail itself of, or become subject to, any proceeding under the Federal Bankruptcy Act or any other statute of any state relating to insolvency or the protection of rights of creditors, then (at the option of the other Party) the Agreement and any and all Project Agreements must terminate and be of no further force and effect. The District must not be

deemed to have ceased conducting business in the normal course in the event of a restructuring of the District.

h) Payment on Termination
   i) In the event that the District terminates the Agreement or any portion thereof prior to its expiration on any basis other than for Contractor's material breach, change in control or Failure to Progress, the District must pay Contractor for all Deliverables Delivered prior to the effective date of termination and for partially completed Deliverables on a percentage completion basis. In the case of a termination for Failure to Progress, the District must continue to be liable for Services not terminated, but must not be liable for any amounts related to partial completion of Deliverables associated with the Critical Deliverable in question. In the case of a termination for material breach by Contractor, the District must not be liable for any payments on account of Deliverables not Delivered as of the effective date of such termination. In no event must the District be liable for any future payments, costs or expenses of Contractor, incurred with respect to Services not actually performed or lost profits. Any payments made by District to Contractor for Services that Contractor did not actually perform for District or Deliverables the District has not yet received or accepted, must be immediately refunded to District.

32) Transition on Termination
a) In the event of a termination of the Agreement for whatever cause:
   i) the District must nonetheless continue to have all rights to use and maintain for its own benefit any and all Deliverables completed and Delivered as if no termination had taken place, subject to payment for such Deliverables;
   ii) Contractor must provide those certain transition services identified in the Statement of Work and, if the agreement was terminated by District for convenience, the District must pay for such services at the hourly rates set forth in the Pricing Schedule; [These transition services are intended to assist the District in taking the completion of the project over for itself or transitioning the remainder of the project to a third party for completion. Contractor's good faith cooperation in connection with such a transition will be a requirement of the Agreement.]
   iii) Contractor must promptly assign or sublicense to the District all of Contractor's rights to use Platform Software and tools, which rights were acquired by Contractor primarily for the ability to provide the Services to the District under the Agreement.
b) In the event of a termination, the District may thereafter engage such contractor or contractors as it determines in its sole discretion to provide any of the Services not yet provided by Contractor to the District or any other services the District determines in its sole discretion to be necessary or convenient.

33) Use of Subcontractors
a) Prior to subcontracting any portion of the Services, Contractor must notify the District of the proposed subcontract, proposed subcontractor, including without limitation any legal entity and/or any individual not in the exclusive employ of Contractor who would be involved in any manner in the Services, and subcontract terms. If requested by the District, Contractor must also provide to the District background information with respect to the proposed subcontractor that is appropriate to the nature and scope of the

subcontractor's activities. In the event the District objects to such subcontractor or the terms of any subcontract, Contractor must not use such subcontractor in connection with the Agreement. In the event that the District's Project Manager does not so object within seven (7) Business Days after notice was given, such subcontractor or subcontract must be deemed to be accepted. The replacement or reassignment of any subcontractor must require the District's prior written approval. No subcontractors have yet been approved by the District as of the execution of the Agreement. No subcontracting or other arrangement must release Contractor from its responsibility for its obligations under the Agreement. No subcontractor may be engaged unless such subcontractor and each of its employees providing services on the relevant engagement certifies in writing such certifications and qualifications as are required by the District and under applicable law, and agrees in writing to guard the confidentiality of Proprietary Information of the District to the same standard of care as binds Contractor under the Agreement and agrees in writing, prior to commencing work, that all work is a "work for hire" under the Copyright Laws of the United States and that in the event that such work is not eligible for treatment as such a work for hire, such subcontractor presently, prospectively and irrevocably assigns any copyrights in such work to Contractor. Unless covered by Contractor's insurance, use of such contractors must also be conditioned on contractors' compliance with any insurance requirements otherwise applicable to Contractor. The District may require delivery of reasonable evidence of compliance as a condition of consent.

34) Warranty and Warranty Commencement Date
a) Performance of Deliverables, Integrated Software and Licensed Software
   i) Commencing with the Delivery of each Software Deliverable hereunder and for a period of fifteen (15) months after the installation of the final Software Deliverable hereunder, each Deliverable and all Licensed Software and Integrated Software shall perform in accordance with all Specifications, Documentation, and any other criteria set forth herein in the computer hardware and/or software environments set forth herein. If during this time period the Licensed Software or Integrated Software does not perform as warranted, Contractor shall undertake to correct all reported defects in the Licensed Software or Integrated Software or, at the District's option:
   (1) Replace such Licensed Software or Integrated Software free of charge or,
   (2) If neither of the foregoing is commercially practicable, either terminate the Agreement and refund to the District the total fees paid hereunder, or provide the District with the option to purchase or license the source code of the Software under the terms of the Agreement. In addition, Contractor warrants that the media on which the Software is distributed shall be free from defects in materials and workmanship under normal use for a period of thirty (30) days from the installation of the final Software Deliverable hereunder. The foregoing remedies are in addition to any remedies the District may have at law, in equity or under the Agreement. [Note that the District will require that the Contractor extend this warranty to all software delivered under the Maintenance Agreement as well.]
b) Software Limitations
   i) At the time of installation, no software comprising a Deliverable or licensed hereunder shall contain any virus, "Trojan horse," timer, clock, counter, or other

limiting design, instruction, or routine that would erase data or programming or cause the software or any hardware or computer system to become inoperable or otherwise incapable of being used in the full manner for which it was designed and created (a "Software Limitation"). Contractor shall not include any such Software Limitation in any Maintenance Materials provided to the District. Contractor also shall use all reasonable practices and security procedures necessary to avoid insertion of Software Limitations prior to installation of any Deliverable. Any Deliverable shall operate compatibly with major commercially available virus protection programs that District may use. Further, no Software Limitation shall be triggered by:

(1) Any Deliverable being used or copied a certain number of times, or after the lapse of a certain period of time;

(2) Any Deliverable being installed on or moved to a central processing unit or system that has a serial number, model number, or other identification different from the central processing unit or system on which such Deliverable, Integrated Software or Licensed Software originally was installed; or

(3) The occurrence or lapse of any similar triggering factor or event. [Note that the District will require that the Contractor extend this warranty to all software delivered under the Maintenance Agreement as well.]

c) Year 2000
   i) All Deliverables shall be Year 2000 Compliant. For purposes of the Agreement "Year 2000 Compliant" means that each Deliverable shall
   (1) Not be materially affected by any inability to completely and accurately address, present, produce, store, and calculate data involving dates beginning with January 1, 2000, and shall not produce abnormally ending or incorrect results involving such dates as used in any forward or regression date-based function; or
   (2) Function in such a way that all "date" related functionalities and data fields include the indication of century and millennium, and shall perform calculations that involve a four-digit year field. [Note that the District will require that the Contractor extend this warranty to all software delivered under the Maintenance Agreement as well.]

d) Accuracy of Documentation
   i) All Documentation shall be complete and describe the applicable Deliverable and components thereof accurately so as to enable a staff consisting of a reasonable number of information systems professionals with ordinary skills and experience to utilize the Deliverable for the purposes for which it is being acquired by or intended for use by District. All Source Code Documentation shall be complete and describe the Source Code and all components thereof accurately so as to enable computer programmers of ordinary skill and experience who are knowledgeable of the subject matter to utilize the Source Code to understand, support, modify, and otherwise use the software to which it relates. [Note that the District will require that the Contractor extend this warranty to all documentation delivered under the Maintenance Agreement as well.

e) Noninfringement
   i) No Deliverable shall violate or infringe upon the rights of any third party, including, without limitation, any patent rights, copyright rights, trademark rights, trade secret rights, or other proprietary rights of any kind. Lawful use by the District of the

Licensed Software and Integrated Software in accordance with the Documentation does not require the District to secure rights to use Platform Software or other Third Party Software (whether acquired through Contractor or through or from others) except for those specific items identified in the Statement of Work in the quantities and/or for the categories of users set forth in the Statement of Work. [Note that the District will require that the Contractor extend this warranty to all software delivered under the Maintenance Agreement as well.]

    f) Authority
       i) Contractor has full power and authority to enter into the Agreement and to perform hereunder, and such entry and performance do not and shall not violate any rights of any third party.

    g) No Claims
       i) There is no action, suit, proceeding, or material claim or investigation pending or threatened against Contractor or any of its Affiliates in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, might adversely affect any Deliverable or restrict Contractor's ability to complete the transactions contemplated by the Agreement, or restrict District's right to use any Deliverable. Contractor knows of no basis for any such action, suit, claim, investigation, or proceeding.

    h) Third Party Warranties
       i) Contractor has the right to assign and transfer to District all of Contractor's rights under any and all warranties received from the supplier (other than Contractor) of any component of any Deliverable, and has the right to assign or transfer to District such supplier's warranties. [Note that the District will require that the Contractor extend this warranty to all software delivered under the Maintenance Agreement as well.]

    i) Title
       i) Contractor has full title to the Licensed Software (other than Modifications which will be owned by the District) and has the unencumbered right to grant to the District the licenses contemplated herein and to deliver to District, all Deliverables, including without limitation the Integrated Software, Licensed Software and Third Party Software (other than GCS Supplied Software). The consent of any third party is not required in order for Contractor to perform its obligations and grant the licenses contemplated by the Agreement. [Note that the District will require that the Contractor extend this warranty to all software delivered under the Maintenance Agreement as well.]

    j) Rights to Tools and Baseline Software; Certification
       i) Contractor has, or must obtain at no additional charge to District, all tools, equipment and rights to the Baseline Software (including any developer tools needed from Software Vendor) that are necessary to perform its services and deliver the Deliverables hereunder. Contractor is a [certified integration partner] for the Baseline Software and must maintain such certification until the expiration of the warranty period hereunder continuing through the term of any Maintenance Agreement. The employees and subcontractors Contractor will employ in its performance of this Agreement must have and maintain all appropriate certifications [Note: minimum

levels of certification may be required by the District] and training in the Baseline Software and any Licensed Software and tools used by Contractor in the performance hereof at Contractor's cost and expense.

Definitions

The following terms must have the meanings set forth below:

Term	Definition
"Acceptance Test"	Must mean the conduct of the series of tests and protocols specified in Exhibit, Statement of Work for a particular Deliverable, the successful completion of which signify the successful delivery of such Deliverable. In the case of a documentary Deliverable, the Acceptance Test for such Deliverable must mean the review by the District of such documentary Deliverable and written notice from the District that such Deliverable complies in all material respects with the requirements for such documentary Deliverable.
"Affiliate"	Must mean any entity controlled by, controlling, or under common control with, a Party, where "control" means the possession of the power, directly or indirectly, to direct the management and policies of a Party whether through the ownership of voting securities, contract or otherwise.
"Agreement"	Must mean the text of the definitive agreement that will be the product of the following: (i) the terms of the RFP; (ii) the approval by the District of a proposal submitted by the selected Contractor; and (iii) the subsequent negotiations between the parties to conclude an agreement for the Services described and set forth in the RFP, together with all Exhibits and Schedules and any amendments made in accordance with the terms thereof.
"Baseline Software" and "Software Vendor"	Must mean the commercially available versions of the software listed on Exhibit as of the Commencement Date and licensed by GCS from ("Software Vendor") under a separate agreement between GCS and Software Vendor and any upgrades, enhancements, or new versions obtained by GCS from Software Vendor from time to time hereafter prior to Project Completion and during the term of the Agreement.
"Board"	Must mean the Guilford County Board of Education as the same is constituted from time to time
"Business Day"	Must mean a day in which general business operations of the District are conducted, whether or not schools are open, but must not include any day in which the general business offices of the District are closed. All other references to "days" refer to calendar days. The District's current schedule of closure of business offices is listed in Exhibit and the District will provide updated information regarding business office closure as it may change from time to time.

Term	Definition
"Change Order"	Must mean a modification or clarification of the Statement of Work, Services or Deliverables that is duly adopted by the Parties in accordance with the Change Management Process.
"Change Management Process"	Must mean the provisions relating to processes for the modification or amendment of the Statement of Work or the Specifications (and/or the pricing related thereto) as set forth in Exhibit .
"Commencement Date"	Must mean the date that is one (1) Business Day after the District provides Contractor with written notice that the Board of Education has approved the Agreement and the Agreement has been executed and delivered by the District.
"Contractor Personnel"	Must mean Contractor's employees and Contractor's approved subcontractors performing the Services.
"Critical Deliverable"	Must mean a Deliverable specifically identified in the Statement of Work as a "Critical Deliverable".
"Deliverable"	Must mean any unit of work or item of work product required to be delivered by Contractor to the District in the Statement of Work.
"Delivery"	Must mean the delivery of a Deliverable must be deemed to have taken place (or the Deliverable must have been deemed "Delivered") as follows: • In the case of items to be delivered in tangible form, upon the transfer of possession of the item to the control of the respective District personnel designated to receive such possession at the designated time and place, or if no place is designated at such person's office. • In the case of items to be delivered by electronic transmission, upon the successful completion of such transmission to the designated District computer and verification of the accuracy of such transmission. • In the case of items for which payment is conditioned upon the completion of an Acceptance Test, then , upon the certification by the designated agent or employee of the District that such Acceptance Test has been completed to the satisfaction of such agent. If Contractor disagrees with the District's determination of whether an Acceptance Test has been completed, it may submit the matter to dispute escalation pursuant to agreed upon criteria In all other cases, upon the completion of the Services encompassed by such Deliverable in all material respects as set forth in the applicable schedule or Exhibit to the Agreement.

Term	Definition
"District"	Must mean the Guilford County Public Schools, each and every subdivision or unit thereof constituted now and in the future (including schools and or territories within Guilford County , North Carolina not currently serviced by the Guilford County Public Schools and charter schools in Guilford County and other entities with whom the Guilford County Public Schools contracts to provide educational and other services to students resident in Guilford County or elsewhere), and
"Documentation"	Must mean all material, other than Object Code and Source Code, that relates to the operation, installation, maintenance, and actual or potential upgrade or modification of the Integrated Software or Licensed Software, including without limitation, instruction manuals, technical manuals, specifications, flow charts, templates, forms, software release notes and data dictionaries, regardless of whether such material is visually readable or recorded electronically.
"Due Date"	Must be the deadline date for the delivery or completion of a Deliverable or a Service under the Agreement.
"End User"	Must mean an individual authorized by the District to access or use the Integrated Software or Licensed
"Force Majeure Event"	Must mean fire, flood, earthquake, elements of nature or acts of God; acts of war, terrorism, riots, civil disorders, rebellions or revolutions; strikes, lockouts, or labor difficulties, equipment failures, computer viruses, malicious acts of third parties, interruption of telecommunications service; or any other similar cause, provided that such cause is beyond the reasonable control of the affected Party, that could not have been prevented by reasonable precautions of the kind
"Integrated Software"	Must mean the Baseline Software as customized, modified and enhanced pursuant to the terms of this
"GCS Supplied Software"	Must mean and include the Baseline Software and any computer programs specified in the Statement of Work to be supplied by the District other than through Contractor or its agents, either for use during development or during Production.
"Licensed Software"	Must mean the computing software provided by or on behalf of Contractor (whether such software is currently existing or whether such software is to be developed hereunder) described in the Statement of Work and the Specifications, including without limitation software developed hereunder and software set forth on Exhibit owned or licensed by Contractor or Third Party
"License Fees"	Must mean any fees paid or to be paid by the District to Contractor in respect of the right to copy, install, distribute, use, or make derivative works from the Integrated Software or Licensed Software under the Agreement.
"Maintenance Agreement"	Must mean the maintenance services agreement attached hereto as Exhibit .

Term	Definition
"Modifications"	Must mean any and all modifications, customizations, improvements, additions and alterations to the
"Object Code"	Must mean the form of a computer program that may be loaded for execution without intervening process other than the use of a program loader, linkage editor or similar computer program.
"Party"	Must mean the District and/or Contractor, as the context requires.
"Platform Software"	Must mean any computer program required for the operation, installation, debugging or maintenance of another program, including without limitation, operating systems, database management systems, compilers, interpreters,
"Pricing Schedule"	Must mean the schedule of prices and payments attached hereto
"Production"	Must mean the use of the Integrated Software or Licensed Software or, as the context may require, any component thereof in the ordinary course of the operations of the District. Use in Production will not include operation of the software in the District's test environment or for testing purposes, even if such tests involve the use of the Integrated Software or Licensed Software or any component thereof by actual End Users in actual District operations.
"Project"	Must mean and include all work to be performed by Contractor or its contractors under the terms of the
"Project Completion"	Must mean the completion of all Project Phase Completions and all Deliverables and Services under the Statement of Work and the successful completion of all Acceptance Tests for all Deliverables and Services.
"Project Phase" and "Project Phase Completion"	Must mean, in the case of the term "Project Phase," one of the major phases of the Project identified in the Statement of Work, and "Project Phase Completion" means the completion of a Project Phase (upon completion of Acceptance Tests for such Phase).
"Project Plan"	Must mean the Project Plan to be developed by the Parties pursuant to the Statement of Work outlining the schedule for performing the Services and Deliverables under the Agreement.
"Services"	Must mean and include all services to be performed or provided by Contractor pursuant to the Agreement and any Schedules and Exhibits hereto, including without limitation, software development, maintenance, testing, project management, consultation, and provisioning of Third Party Software, whether under the initial Statement of Work or any Change Order.

Term	Definition
"Source Code"	Must mean and include all forms of the Integrated Software or Licensed Software, other than Object Code, including without limitation, any tools necessary to maintain or modify the Integrated Software or Licensed Software, the instruction sequences in whatever language written, internal documentation, job control languages, scripts, configuration and data files required for the compilation, debugging, linkage editing, loading, and maintenance of the Object Code of such Integrated Software or Licensed Software
"Specifications"	Must mean the complete set of requirements and specifications for the Integrated Software and Licensed Software as finalized in accordance with the Agreement and which must include the specifications listed in Exhibit .
"Statement of Work"	Must mean the statement of work attached hereto as Exhibit , as the same must be modified or amended in accordance with the terms of the Agreement and/or the Change Management Process.
"Third Party Software"	Must mean any computer program supplied to the District by a Person other than Contractor, which is required for the operation of the Integrated Software and/or Licensed Software and listed in the Statement of Work.

APPENDIX E – FUNCTIONAL DESCRIPTION RESPONSE TABLES

The Functional Description Response Tables are available as an Excel in the attachments tab of the PDF file. This file is called *Appendix E Functional Description Response Tables*

APPENDIX F – INTERFACES AND ANCILLARY SYSTEMS

The current known application interfaces that had either been identified by the previous integrator or GCS are as follows:

Track	Function / Module	Title - Short Description
ERP	Cash Management	Bank reconciliation BAI2 file – Wells Fargo
ERP	Cash Management	Non-BAI2 bank Statement interface – State funds
ERP	Fixed Assets	IT Inventory System
ERP	General Ledger	LINQ Meals Plus / School Nutrition - Outbound GL AP Transactions
ERP	General Ledger	PowerSchool(Statewide student information system (SIS))
ERP	General Ledger	TIMS (Transportation Information Management System)
ERP	General Ledger	Synovia
ERP	General Ledger	UERS Chart of Account (COA) Exception Report
ERP	General Ledger	Monthly Financial Report
ERP	General Ledger	Non Payroll - 202 Bud Adjustments
ERP	Inventory	ARCHIBUS (or existing AM System)
ERP	Payables	AP Positive Pay File
ERP	Payables	Combined Electronic Bank files
ERP	Payables	LINQ Meals Plus - Inbound AP Invoices to Oracle
ERP	Payables	LINQ Meals Plus Payment from Oracle to Meals Plus
ERP	Payables	AP Check Customization
ERP	Payables	Remittance Advice Customization
ERP	Payables	UERS General Expense/Accounts Payable

Track	Function / Module	Title - Short Description
ERP	Payables	TRA Payables
ERP	Payables	P-Card Purchasing Program
ERP	Projects	Procore (CMMS)
ERP	Purchasing	LINQ Meals Plus PO to Oracle to book encumbrance
ERP	Receivables	AR Travel Tracker Integration
HCM	Absence	Frontline/AESOP - Outbound
HCM	Absence	Frontline/AESOP - Inbound
HCM	Benefits	Mark III/Selerix - Outbound
HCM	Benefits	Mark III/Selerix - Inbound
HCM	Benefits	You Decide Pet Insurance
HCM	Benefits	Benefit Focus - Outbound
HCM	Benefits	Benefit Focus - Inbound
HCM	Core HR	Blackboard Connect
HCM	Core HR	Scholar Chip (One Card)
HCM	Core HR	Active Directory
HCM	Core HR	Performance Matters-Professional Learning (local GCS solution) - Outbound
HCM	Core HR	Performance Matters-Professional Learning (local GCS solution) - Inbound
HCM	Core HR	Braxos - Security FOB's Census file
HCM	Core HR	NCAE (North Carolina Association of Education)
HCM	Core HR	Position Information
HCM	Core HR	Licensure
HCM	Core HR	Staff UID
HCM	Core HR	IAMS - Oracle Username Creation Process (NCED)
HCM	OTL	Synovia demographic details
HCM	OTL	CRT Time Keeper
HCM	OTL	Worx Time
HCM	Payables	UERS Payroll - General Expense/Accounts Payable
HCM	Payroll	Prudential 401K/403B/457
HCM	Payroll	Credit Union (SECU)
HCM	Payroll	Bank ACH – Direct Deposit - Bank of America
HCM	Payroll	TCG - Trusted Capital Group

Track	Function / Module	Title - Short Description
HCM	Payroll	Child Support
HCM	Payroll	AP Garnishments
HCM	Payroll	3rd party payments for Voluntary deductions
HCM	Payroll	Payroll Positive Pay File
HCM	Payroll	Payroll Check Customization
HCM	Payroll	UERS Payroll
HCM	Payroll	ORBIT
HCM	Payroll	Payroll - 202 Bud Adjustments
HCM	Previous Integrator's Tech	Previous System Integrator's Portal *(Subject to replacement with new RFP)*
HCM	Talent	Frontline Applitrack (Recruiting & Onboarding)

APPENDIX G – SERVICE LEVEL AGREEMENT

This Appendix describes the service management activities needed to support the Optional Maintenance and Operations (M&O) Services. Service Level Agreements (SLAs) are defined below.

Objectives

A key objective of the M&O Contract will be to attain service-level requirements (SLRs). Service Level Agreements are detailed where failure to meet minimum service levels impacts the business and warrants a reduction in fees paid. The necessary SLRs are detailed in the following sections.

The following minimum service levels are required at contract commencement. The different SLR qualities of service classes and qualities of service required by the District are expressed in the following tables. The Bidder will be expected to consistently meet or exceed the following SLRs.

Definitions

The following defined terms apply to the SLRs specified in this Appendix:

Availability: The percentage of time the service is fully operational. Availability represents a measure of the fraction of time during a defined period when the service provided is deemed to be better than the defined SLA.

Availability (%) = 100% – Unavailability (%)

Where Unavailability is defined as:

$$\frac{\sum \text{Outage Duration} \times 100\%}{\text{Schedule Time} - \text{Planned Outages}}$$

- Availability of support staff refers to the schedule of time that the Bidder will have staff available to respond to service requests or Help Desk calls.
- Availability of application refers to the time applications will be running and operable according to specifications.

Incident Handling: Incidents are any calls that are forwarded to the Bidder for Help Desk support. For example, incidents may be for "how-to" use a particular application function or may be to fix a problem or defect in an application, such as an abnormal end of application (ABEND). Time will be measured between dispatch of the trouble ticket from the District's Help Desk to the resolution of the problem, signified by acceptance of the District.

Measurement Interval: The period of time performance will be calculated. This takes into consideration the impact of continuous outage. A monthly measurement interval for a 99% Minimum Performance for a 7x24 system with 8 hours of weekly planned downtime would allow
6.4 hours of a continuous outage with no other outages during the month. A weekly interval would only allow 1.6 hours of a continuous outage.

Milestone: A point in a project plan when completion of a significant component or module is to be completed. Typically, milestones are expressed as deliverables to the client in a statement of work. The client reviews the deliverable to determine that it has been completed to the satisfaction of the terms of the statement of work. If the deliverable is satisfactory, the client signs off that the milestone has been completed.

Minimum Performance Requirement: The percentage of time or instances that the target service level must be met.

Performance Target: The desired level of service the District is seeking for that particular service level requirement.

Project Estimation Methods and Tools: A set of disciplines and techniques that allow an IT professional to quantify labor and materials to determine schedule and cost, which is adjusted for risk. Project estimation tools provide a series of questions that allow the professional to input values to a system. The system provides a common frame of reference for the Bidder and the District to understand how cost and schedule were derived.

Quality: This measurement will be based on counting the function points developed during a project and capturing the number of defects introduced into the user acceptance testing environment that were specifically caused by code or incorrectly applied configuration.

Response Time of the Application: Refers to the elapsed time from when the "return" key is pressed to the response back to the screen, fully refreshed by the application. Sometimes, this is called End-to-End response time. The provider will only be responsible for the portion of this metric for which it has responsibility (e.g., systems, applications, database, but not the network of PCs).

SEI/CMM Level: The Software Engineering Institute/Capability Maturity Model is a reference model that is used for determining a software development organization's level of competency. Level 1 is characterized by an organization's ad-hoc development processes, Level 2 has repeatable processes, Level 3 has defined or documented processes that are consistently used, Level 4 has metrics for managing the processes, and Level 5 includes processes for optimization and improvement.

Service Request: A request by the District submitted to the Bidder for application enhancements or new development.

Priority Levels: The following table defines the District's M&O services Priority Levels:

Category	Definition
Priority 1 Problems	A critical in-scope Business Function is unavailable or severely degraded causing a significant impact on processing or business operations that affects the End Users and no reasonable alternative or bypass is available.
Priority 2 Problems	A Non-Critical Application is unavailable or severely degraded that affects
Priority 3 Problems	An Application is experiencing some performance degradation or prevents the intended full usage of the Application by the End User.
Priority 4 Problems	A problem that causes a minor inconvenience for the End User but does not prevent system usage.

Specifications: The functional and technical requirements of a solution, which are codified in a document.

Week: Seven days, or five locally observed District business days, excluding locally observed District holidays.

SLR Details

The following minimum service levels are required at contract commencement. The SP must consistently meet or exceed the following SLRs.

Service Level Agreements (SLAs)

System Enhancement Service Level Requirements				
Definition	Project Management tools and practices employed by the Bidder for managing the system enhancement work effort estimation and service request processes to ensure consistency, accuracy, and timeliness. System Enhancement Productivity Requirements that the Bidder must meet during the initial start-up period for the System Enhancement work to minimize work defects and ensure timeliness of product delivery.			
System Enhancement	**Service Measure**	**Performance Target**	**SLR**	
			Months 1-6	**Month 7 Forward**
Project Estimation Methods and Tools Used for Cost and Schedule	Target	100% of projects	100%	100%
Project Estimation (actual cost vs. estimated cost)	Target Cost	Actual Estimate	Actual - Not more than +/- 15% of estimate	Actual - Not more than +/- 10% of estimate
Service Requests	Target Time	Deliver proposal within target time	<5 days 90%	<3 days 95%
Critical milestone Completion – Critical milestones on the Critical Path	Completion Date	Completion of critical milestones by scheduled completion date	100%	100%

System Enhancement Service Level Requirements				
Critical milestone Completion – All Critical milestones NOT on Critical Path	Completion Date	Completion of critical milestones by scheduled completion date	90%	95%
Adherence to Specifications	Deviations	Less than 10 errors/defects per 1,000 function points	90%	95%
Productivity	Productivity Improvement	Expected productivity improvement from one year to next based on function points (decrease in rate of defects)	15 function points per developer-month 90%	25 function points per developer-month 98%
System Enhancement Service Level Requirements				
	Formula	Performance = Transactions completed within required time/Total Transactions		
	Measurement Interval	Monitor Continuously, Measure Weekly, Report Monthly		
	Measurement Tool	TBD	TBD	TBD

Maintenance and Operations Service Level Requirements

Maintenance and Operations Service Level Requirements			
Definition	Maintenance and Operations Service Level Requirements are the performance metrics related to the services that the Bidder must provide on an ongoing basis in response to reported work defects and requests for changes in the Implemented ERP System.		
Application			**SLR**

Maintenance and Operations Service Level Requirements				
Maintenance and Operations	**Service Measure**	**Performance Target**	**Months 1-6**	**Month 7 Forward**
Service Requests	Delivery Reply		<5 days 95%	<5 days 98%
Incident Handling:				
All Priority Levels	Time to Respond	1 hour	<1 hour 90%	<30 minutes 95%
Priority Level 1	Time to Resolve	<2 hours	95%	95%
Priority Level 2	Time to Resolve	<4 hours	95%	95%
Priority Level 3	Time to Resolve	<6 hours	95%	95%
Priority Level 4	Time to Resolve	Next Business Day or as Prioritized by the District	95%	95%
Availability of Support Staff	Availability	As defined by the District per application	95%	With 24-hour call-in support (2-hr. response time): 98%
Availability of Application	Availability	As defined by the District per application	98%	99%
Response Time of the Application	Time to Response	As defined by the District per application		
Productivity	Productivity	i.e. 25 Function Points per Developer Month.	99%	99%
	Formula	Performance = Transactions completed within required time/Total Transactions		
	Measurement Interval	Monitor Continuously, Measure Weekly, Report Monthly		
	Measurement Tool	TBD	TBD	TBD

Maintenance and Operations Service Level Requirements		

Customer Satisfaction

The District and the Bidder may establish a service level linked to customer satisfaction using a mutually agreed-upon survey, facilitated by a third party and designed with District and Bidder input. In designing the survey, the parties have the ability to consider surveying sections of the population throughout the year. For example, the survey could be sent monthly to a statistically valid percent of the District population.

The Bidder will be requested to supply to the District semiannual reports of customer satisfaction, integrating the results of ongoing customer satisfaction surveys. Upon delivery of each such report, the parties shall meet to jointly identify any areas of customer dissatisfaction. To address each such area, the Bidder may be requested to prepare a project plan, with the District's input and approval, that includes costs, staffing, required resources, deliverables and overall schedule.

Customer Satisfaction

Customer Satisfaction			
Customer Satisfaction	**Service Measure**	**Performance Target**	**SLR**
Overall Satisfaction with System Enhancement Services	Satisfaction Level	All surveyed District personnel very satisfied or satisfied with services	90.0%
Overall Satisfaction with M&O Services	Satisfaction Level	All surveyed District personnel very satisfied or satisfied with services	90.0%
	Formula	Sum of survey result from each participant/Total number of participants responding to Scheduled Survey	
	Measure Interval	Measure Monthly, Report Monthly	
	Measurement Tool	Periodic surveys and interviews.	

FEE REDUCTIONS OVERVIEW
The Fee Reductions (as defined below) have been designed to encourage the consistent and timely delivery of service and value to the District. The Fee Reductions are not intended to compensate the District for damages, but rather to estimate the value of the diminished services actually provided. The goal of these Fee Reductions are not to penalize the Bidder,

but to provide a greater incentive to achieve the Agreement's stated objectives and focus Bidder on the District's critical needs.

This section outlines the circumstances under which Bidder will be subject to Fee Reductions for failures to achieve the SLRs, and the circumstances under which Bidder may be entitled to Incentives. Such tables may be updated to reflect service requirements at least annually. The District may, on not more frequently than a quarterly basis, unilaterally adjust Weighting Factors and those SLRs subject to fee reduction with sixty days notice. The sum of all Fee Reductions may not exceed the total Annual At-Risk Amount for any Contract Year.

The tables attached to this section identify the SLRs and the Weighting Factors for each such SLR, among other things.

Each SLR identifies key performance measures that will be used to evaluate Bidder's delivery of the requested M&O Services. The overriding goal in developing SLRs is to support the District's desire to manage a Bidder by monitoring and measuring performance on the District's most-important business requirements. The District expects the SLRs to improve over time and that new SLRs may be added to reflect changing or new business requirements. The District expects continuous improvement in Bidder's provision of service and, therefore, expects to review SLRs at least yearly and, where appropriate, to adjust the SLRs to reflect such continuous improvement in Bidder's provision of service. In no event, unless mutually agreed, will the SLRs or the Fee Reductions set forth herein be reduced below the levels at which they are set on the Effective Date.

FEE REDUCTIONS

The apportionment of annual "at risk" fee reductions amount for Year 1 for failure to meet agreed SLRs is 20%. The Fee Reductions for Bidder's failure to achieve the SLRs are set forth in (SLRs - Months 1 to 12). The non-attainment of SLRs by Bidder will result in a reduction of fees for each affected SLR by the percentage amount shown in the applicable table. Fee reductions are not capped on a monthly basis, but may not exceed the total annual "at risk" amount at any point during the contract year. Should the annual "at risk" fee reduction be reached prior to the end of the contract year, the contract may be deemed to be in default and such other provisions will apply as outlined in the Agreement.

INITIAL FAILURE

Upon any failure with respect to a SLR, Fee Reductions are equal to the product of: (i) the Apportioned At-Risk Amount, multiplied by (ii) the Weighting Factor for the SLR that was missed.

SUBSEQUENT FAILURES

If there are failures as to a single SLR in two (2) or more consecutive Measurement Intervals, the Weighting Factor for the second, third, and subsequent consecutive Measurement Intervals may be increased as follows:

Second Measurement Interval   2 x the Weighting Factor

Third and Subsequent Measurement Intervals   4 x the Weighting Factor

On the fourth consecutive failure for a SLR, the Agreement may be considered in default.

INCENTIVES

Bidder may earn back fifty percent (50%) of the Fee Reductions corresponding to a particular SLR if, in four (4) consecutive months following the Measurement Interval in which the last failure to comply with the SLR occurred, no failure occurs as to that SLR. If the SLR is measured semi-annually, Bidder may earn back Fee Reductions corresponding to that particular SLR if no additional failures occur as to that SLR in such semi-annual Measurement Interval.

SERVICE LEVEL AGREEMENTS WEIGHTING FACTORS

SLAs	Weighting Factor %	Corrective Assessment ($)
Services		
System Enhancements	**TBD**	**TBD**
Application Maintenance and Operations	**TBD**	**TBD**
Customer Satisfaction	**TBD**	**TBD**

APPENDIX H – COST PROPOSAL

The Cost Proposal template is available as an Excel in the attachments tab of the PDF file. This file is called ***Appendix H Cost Proposal***

APPENDIX I – LESSONS LEARNED

The GCS team had the following "Lessons Learned" in working with the previous State Approved Integrator to share with bidders:

Lesson Learned
Reusable Template Approach Not Ready for "Primetime" – The previous State Approved Integrator has expected to use a template approach with refinement having happened at multiple LEAs. Only one LEA has been able to go live thus far and the way the system and business process are setup do not work at a bigger LEA like Guilford. If a template approach is to be used in the future, the template should be a starting point that is refined for GCS business processes.
Project Staffing Should Be Appropriate for the Volume of Work – The State Approved System Integrator expected to use a template approach in implementing Oracle Cloud. With the template approach, the State Approved System Integrator proposed that onshore and offshore resources only be part-time on the project. The splitting of resource time between other projects made it difficult for GCS to get the proper attention and quality of work that was required.
Consultant Turnover Requires A Great Deal of Rework– The previous State Approved System Integrator project had over a 100% resource turnover and at least 5 different project managers over the course of 1 year. Knowledge transfer when a new consultant resource came on the project was minimal requiring GCS to repeat previous discussions and decisions to bring the new resource up to speed.
Complete Knowledge Transfer Importance – Inadequate knowledge transfer activities leads to difficulty in completing assignments. As an example, the State Approved System Integrator knowledge transfer activities for report writing was PowerPoint slides that talked about reporting capabilities without including any slides or activities for the GCS project team to go and write or modify a report. The GCS team was expected to complete custom reporting needs after viewing the PowerPoint slides, but in the future is expecting knowledge transfer be an important part of all modules and tower meetings.
Complete and High-Quality Work Should Always Be Expected – The previous State Approved System Integrator stated to GCS "Don't let great get in the way of good." As an example, it was recommended to GCS to build a simple workflow for go-live and then add to the workflow and refine the workflow after go-live instead of fully building out workflow before go-live. GCS believes we should have a quality product that is done right the first time instead of deferring activities to a later point in the project where the only way to go live is to accept simplified versions of items that would have been fully vetted before go-live.
Testing Scenarios Need To Be GCS Specific – During the first round of testing, the inventory of test scripts was generic and were not specific to a GCS process. Because of this, GCS started to create scenarios they would like to test and these scenarios are included as part of Appendix A: GCS Test Cases.
Test End to End Activities Earlier – During the first of three testing cycles, GCS was told to only test functions within a module instead of using data downstream for other module testing. As an example, purchase orders were to be created in Procurement, but using the created purchase order was not to be part of testing for Accounts Payable since Accounts Payable is a different module**.** To date, GCS has not seen data flow from the natural beginning of a process to it's natural end

Lesson Learned
throughout Oracle in Conference Room Pilot (CRP) or Testing. (i.e., Purchase Requisition flow all the way to the General Ledger). GCS expects testing activities to have data move through Oracle Cloud modules.
Verification of Consultant Materials – GCS was to use a templated approach called the "Golden Template," but the previous State Approved System Integrator was not able to show GCS what had been developed or what was included in the Golden Template. GCS later learned that a completed Golden Template did not exist; thus, GCS plans to verify that content exists from any integrator that claims to have documented content. Additionally, in another LEA, a completed go/no-go checklist did not exist, and a plan for a no-go exist either
Hands On Training Importance – During the initial stakeholder assessment, respondents overwhelmingly indicated that hands-on training was the best way to train future Oracle users. The proposed training solution by the previous State Approved System Integrator was more of watching information versus having hands-on training. To allow users to have hands-on training, GCS has entered into a subscription agreement with Maverick Solutions to provide these hands-on training simulations
Complete Payroll Parallel Testing – Another LEA that had implemented Oracle Cloud has numerous payroll issues. One month after go-live a news article reported that the North Carolina Association of Educators (NCAE) stated that up to 500 LEA educators at the County that went live with Oracle payroll either didn't get direct deposit, were grossly underpaid or overcharged in deductions. The previous State Approved System Integrator methodology was to test limited groups and later recommended a parallel test be performed. GCS plans to perform full parallel payroll testing and plans to complete multiple cycles of payroll parallel testing to include the entire population of employees.
Design Decisions Before Testing – GCS entered the first testing phase with a long list of design decisions still needing to be completed. To have proper testing and for GCS to test GCS business processes, major design decisions must be made before testing begins. GCS does not plan to enter testing without having major design decisions completed and the majority of design decisions completed.
Change Management Partnership – Near the beginning of the project, the first change management deliverable was to perform a stakeholder assessment. The previous State Approved System Integrator was marked to "lead" completing this deliverable, but expected GCS to complete all stakeholder interviews. When asking for the definition of "lead," GCS was told "that [the previous State Approved System Integrator] provide the deliverable or milestone such as the Stakeholder Template." When asked to about scheduling the stakeholder meetings, GCS was informed that GCS would have to schedule all meetings and that it was "not part of [the previous State Approved System Integrator Change Management Lead] responsibility to perform strictly administrative duties." Moving forward, GCS is looking to work as a partnership in Change Management where previous project experiences and proper methodology help shape the Change Management tasks.

APPENDIX J – QUESTIONS PREVIOUSLY ASKED FOR THE RFP

Q1. Section 4 - Business Requirements Page 17. This section references an Excel file which is not on the District's website. Where might one obtain this excel file and any additional attachments which may be referenced as I continue to read the RFP?

A1. All attachments are found directly in the Portable Document Format (PDF) file and are best seen when opened with an Adobe PDF reader, as seen in the screenshot below:
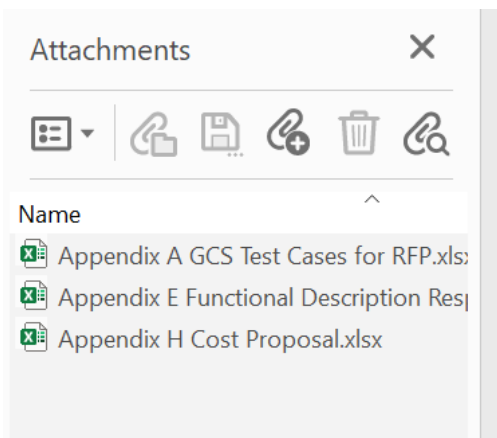
(Screenshot inserted above shows 3 excel documents: Appendix A GCS Test Cases for RFP, Appendix E Functional Description Response Tables, Appendix H Cost Proposal)

Q2. Can companies from Outside the USA respond to this RFP?
A2. Companies based outside of the United States can respond to the Request for Proposal (RFP)

Q3. If a company is based outside of the United States, will they need to come over to Greensboro, NC for meetings?
A3. Onsite work will be expected for the project, with a hybrid approach of mixing onsite/offsite being acceptable

Q4. Can we perform the tasks related to the RFP outside of the United States
A4. Refer to *Section 1.3.6* of the RFP. Offshore is defined as any work completed outside of the United States

Q5. Can we submit the proposals via email?

A5. The acceptable bid submission method is defined in **Section 1.4** of the RFP

Q6. What System Integrator were you using on the original implementation effort?
A6. Information on vendors initially awarded Master Service Agreement Contracts for the School Business System Modernization Program can be found here:
https://www.dpi.nc.gov/districts-schools/district-operations/school-business-systems-modernization/enterprise-resource-planning

Q7. Can you share insight into where the disconnect came from? Not at all looking to know specifics, but a general idea of what happened would be helpful as we gather our teams in a possible response.
A7. Refer to **Appendix I** - **Lessons Learned** of the RFP for more information

Q8. We would like to schedule a time to speak by phone at your convenience. Is there a time that we can discuss the best approach in marketing our services to you and your agency?
A8. During the RFP response period, Guilford County Schools (GCS) is only able to answer questions as prescribed in **Section 1.8.2** of the RFP

Q9. Could we get a copy of the RFP as a Word Document (in .DOCX format) please so that way we can start filling up some of the Tables that we already have answers to?
A9. GCS only offers the RFP in PDF format. Online tools are available to convert a PDF to Microsoft Word format that may or may not require a subscription or license to use. For example:
- Microsoft offers an article entitled "Opening PDFs in Word" found here: https://support.microsoft.com/en-us/office/opening-pdfs-in-word-1d1d2acc-afa0-46ef-891d-b76bcd83d9c8.
- Adobe offers their Pro version that has the ability to convert the PDF file to a Microsoft Word format and also has an online tool that can convert a PDF to Word found here: https://www.adobe.com/acrobat/online/pdf-to-word.html

GCS does not offer nor endorse any specific tool to convert a PDF file to a Microsoft Word file
Q10: Would you be willing to share with the prospective bidders the list of 50 open design decisions to help us better understand the scale of design that is still open?

A10: The following is the last documented list of open design decisions:

Module Workstream	Open Designs
Accounts Payable	- Non-PO Process - Force Approval for items such as Utilities, Charter Schools, etc. (that usually would not require a PO) - GCS Printshop, Things that would be fund 2 but no PO - Payroll to AP check process - Sales Tax checks – processed via AP

Module Workstream	Open Designs
	• How to Process Retainage • How to use ePayables for Punchout Suppliers • Proper usage of the one-time supplier • Single or multiple ACH Files Sent to Bank • Tax Calculation on Goods/Services
Accounts Receivable	• App Garden/Travel Tracker Integration
Cash Management	• Cash Requirements Report • Reporting for Capital Reimburse for the County
Core HR	• Extended Employment Agreements • PS32 • Compensation Plans • Position Costing • AESOP Integration • Performance Matters Integration • Pooled Position Organization • Locations • AESOP Integration • Multipurpose Internet Mail Extensions (MIME) Integration • Selerix Integration • Benefits Focus Integration • Braxos/S2 Integrations • Substitute Employee or Contingent Worker Designations
Expenses/P-Card	• How to identify an in-state trip • How to identify an out-of-state trip • Routing of Approvals for Expense Authorization Approval • Routing of Approvals for Expense Report Approval • Expenses Mobile Application Walkthrough/Options • Employee Expense Reimbursement Process • P-cards/Credit cards reconciliation process • P-card reconciliation and usage for Inventory/purchases and field repairs
General Ledger/Budgetary Control	• Journal Approvals • Implementing GASB updates • Import of all budget revisions monthly

Module Workstream	Open Designs
	• Project segment of chart of accounts for capital budget items
Inventory	• Archibus Integration and functionality • Inventory Item Usage • Archibus work order interface • Warehouse and Trucks inventory parts and replenishment and workflow process • Trucks inventory parts list • Inventory min/max levels • The process to add inventory to include Technology and Child Nutrition
Multiple Modules	• Meals Plus Integration • Capital Outlay
Payroll	• Payroll Costing • Employer Cost on Benefits • Employee Pay slips • 21.5 Day Calculation
Purchasing	• An identifier for sub-contractor spend • Requisition Approval • Purchase Order Approval • BPA and CPA Approval • Tax Calculation on Goods/Services
Recruiting	• Oracle Recruiting Cloud walkthrough and applicability • Onboarding and offboarding • Number of Career Sites
Supplier	• Internal Supplier Profile Change Approval • Supplier Registration Approval • External Supplier Profile Change Approval • Proper placement of the certificate of insurance to the Supplier Record • Proper Placement of the W-9 on the Supplier Record • Proper placement of conflict-of-interest questions • Proper placement of references on the Supplier record • Proper placement of Target Volume on Supplier Record • Proper placement of Contractors License Number • Supplier portal

Module Workstream	Open Designs
	• Supplier category assignment for non-PO process
Tax	• GCS Tax Setup • Monthly(payment)/Annually(refund) sales tax report for sales/use tax
Time and Labor	• Frontline/AESOP Integration Gap

Q11: Would you be willing to share with the prospective bidders the extent the 50 open design decisions relate to each of the key business areas? Could you share the number of these open design decisions that impact each of the key business processes and/or if they were more focused in the Human Capital Management, Payroll, Financial or Procurement areas?

A11: Refer to the answer listed in the previous question. The open decisions are broken down by module.

Q12: To what extent have design decisions been completed for the Phase 2 key business process areas? Are these functions included in the listing of 50 open design decisions or are their additional open design decisions for the functionality originally proposed in a Phase 2?

A12: Work had not begun on items listed as "Phase 2." Discussions on the General Ledger modules had taken place on how to configure the "Projects" segments properly.

Q13: Have the key business decisions that have been finalized on the project to date been fully documented where this information will be readily available to the awarded bidder at the start of the project?

A13: The amount of available documentation varies by module and by decision. Some modules have much more information documented than others. Some items were still being discussed while others were documented (i.e., Desired Workflow for Expense Report Approvals was discussed but not documented by the Previous State-Approved Integrator).

Q14: Would you be willing to share with prospective bidders the number of RICEW (Reports, Interfaces, Conversions, Extensions and Workflows) elements by type that have completed Functional Designs, Technical Designs and/or Technical Builds completed from the initial project and/or the number of Functional Designs, Technical Designs and Technical Builds that were in progress and the percentage complete of these documents? For the documents that were partially completed, will these documents be made available to the awarded bidder?

A14: The following is the RICEW Tracker that was maintained by the Previous State-Approved Integrator. The amount of available documentation available varies by

module and RICEW item. GCS may or may not have access to the Previous State-Approved Integrator maintained documents but is happy to share any documents that GCS has.

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Bank/Bank Branches - EFT Suppliers	Conversion	1. Field Mapping - Cancelled
Grade	Conversion	6. GCS Post-Validation-Not Started
Purchasing Locations	Conversion	1. Field Mapping - Cancelled
Control Budget - Monthly Revisions 7/21-11/21	Conversion	2. Data Extracts - In Progress
Expense Reports	Conversion	1. Field Mapping - Cancelled
Control Budget - Initial as of July 1, 2021	Conversion	7. Conversion Complete
Suppliers	Conversion	4. Data Load - In Progress
Supplier - Addresses	Conversion	4. Data Load - In Progress
Supplier - Sites	Conversion	4. Data Load - In Progress
Supplier - Site Assignments	Conversion	4. Data Load - In Progress
Supplier - Contacts	Conversion	1. Field Mapping - Cancelled
Supplier - Business Classification	Conversion	4. Data Load - In Progress
Supplier- Supplier Bank Accounts	Conversion	1. Field Mapping - Cancelled
Supplier- Attachments	Conversion	1. Field Mapping - Cancelled
UOMs	Conversion	1. Field Mapping - Cancelled
Item Catalog (Categories)	Conversion	1. Field Mapping - Cancelled
Import Items	Conversion	7. Conversion Complete
Asset Categories	Conversion	1. Field Mapping - Cancelled

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Purchasing Category /Commodity Codes	Conversion	1. Field Mapping - Cancelled
Vendor 1099 Payments	Conversion	2. Data Extracts - Not Started
Customer Master	Conversion	1. Field Mapping - Cancelled
AR Open Invoices	Conversion	1. Field Mapping - Cancelled
Asset Locations	Conversion	1. Field Mapping - Cancelled
Asset Balances	Conversion	1. Field Mapping - Cancelled
Chart Of Account Values and Hierarchies	Conversion	1. Field Mapping - Cancelled
Credit Card Conversion	Conversion	1. Field Mapping - Cancelled
Load 1099 SFO (School Funds Online) balances at year end from each school.	Conversion	1. Field Mapping - Cancelled
AP Open Invoices	Conversion	1. Field Mapping - Cancelled
Purchasing Requisitions	Conversion	1. Field Mapping - Cancelled
Purchase Orders	Conversion	1. Field Mapping - Cancelled
Purchasing Agreements	Conversion	1. Field Mapping - Cancelled
Grade Rate	Conversion	1. Field Mapping - Cancelled
Grade Ladder	Conversion	1. Field Mapping - Cancelled

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Position	Conversion	4. Data Load - Not Started
Worker	Conversion	2. Data Extracts - In Progress
Person Legislative	Conversion	2. Data Extracts - In Progress
PersonName	Conversion	2. Data Extracts - In Progress
WorkRelationship	Conversion	2. Data Extracts - Not Started
WorkTerms	Conversion	2. Data Extracts - Not Started
Assignment	Conversion	2. Data Extracts - Not Started
PersonAddress	Conversion	2. Data Extracts - Not Started
User Information Security Build	Conversion	0. Configuration
Salary	Conversion	2. Data Extracts - Not Started
WorkerExtraInfo - LEA Service Dates	Conversion	1. Field Mapping - Cancelled
Assignment Grade Steps	Conversion	2. Data Extracts - Not Started
Assignment Supervisor	Conversion	1. Field Mapping - Cancelled
AssignmentWorkMeasure	Conversion	2. Data Extracts - Not Started
SeniorityDate	Conversion	2. Data Extracts - Not Started

Title	RICEW Type	Previous State-Approved Integrator Documented Status
WorkerExtraInfo-BT Status	Conversion	2. Data Extracts - In Progress
PersonNationalIdentifier	Conversion	2. Data Extracts - Not Started
PersonEmail	Conversion	2. Data Extracts - Not Started
PersonPhone	Conversion	2. Data Extracts - Not Started
Person Ethnicity	Conversion	2. Data Extracts - Not Started
PersonDriversLicence	Conversion	2. Data Extracts - Not Started
PersonImage	Conversion	1. Field Mapping - Cancelled
Worker ExternalIdentifier	Conversion	2. Data Extracts - Not Started
Core HR Flexfields	Conversion	1. Field Mapping - Cancelled
Absence Accrual Plan Enrollment	Conversion	2. Data Extracts - Not Started
Absence Accrual Balance Component	Conversion	2. Data Extracts - Not Started
Assigned Payroll	Conversion	2. Data Extracts - Not Started
Bank	Conversion	6. GCS Post-Validation-In Progress
Bank Branch	Conversion	6. GCS Post-Validation-In Progress
Calculation Card	Conversion	2. Data Extracts - Not Started

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Element Entry	Conversion	2. Data Extracts - Not Started
Payroll Assignment Details	Conversion	2. Data Extracts - Not Started
External Bank Account	Conversion	2. Data Extracts - Not Started
Personal Payment Method	Conversion	2. Data Extracts - Not Started
Cost Allocation	Conversion	1. Field Mapping - In Progress
Cost Allocation Account	Conversion	1. Field Mapping - In Progress
Payroll Balance Initialization	Conversion	2. Data Extracts - Not Started
Participant Enrollment	Conversion	2. Data Extracts - Not Started
Location	Conversion	7. Conversion Complete
Organization (Department)	Conversion	7. Conversion Complete
Jobs	Conversion	6. GCS Post-Validation-Not Started
Location Extra Information	Conversion	1. Field Mapping - Cancelled
Department Tree	Conversion	2. Data Extracts - Not Started
Department Tree Node	Conversion	2. Data Extracts - Not Started
Visa Details	Conversion	2. Data Extracts - Not Started
Position Information	Interface	1.FDD In Progress

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Payroll - 202 Bud Adjustments	Interface	2.Development In Progress
BAAS (Oracle PBCS)	Interface	0. Cancel during RTM Approval
ORBIT (Inbound)	Interface	6.Ready for DEV1 Migration (TDD)
Staff UID	Interface	1.FDD In Progress
Monthly Financial Report	Interface	2.Development In Progress
UERS General Expense/Accounts Payable	Interface	1.FDD In Progress
UERS Payroll	Interface	2.Development Not Started
Non Payroll - 202 Bud Adjustments	Interface	1.FDD In Progress
UERS Chart of Account (COA) Exception Report	Interface	2.Development In Progress
Licensure	Interface	4.Tech Lead Unit Test in Progress
BCBS	Interface	0. Cancel during RTM Approval
HUB reporting	Interface	0. Cancel during RTM Approval
LINQ Meals Plus / School Nutrition - Outbound GL AP Transactions	Interface	1.FDD On Hold
Synovia demographic details	Interface	2.Development In Progress
Frontline/AESOP (Substitute Management) - Outbound	Interface	1.FDD In Progress
K12 Payment Center	Interface	0. Cancel during RTM Approval
Prudential 401K/403B/457	Interface	2.Development In Progress
P-Card Purchasing Card Program)	Interface	0. Cancel during RTM Approval
TSA	Interface	0. Cancel during RTM Approval
ARCHIBUS (or existing AM System)	Interface	1.FDD In Progress
Procore CMMS	Interface	1.FDD In Progress

Title	RICEW Type	Previous State-Approved Integrator Documented Status
E-payables - Wells Fargo	Interface	0. Cancel during RTM Approval
Blackboard Connect	Interface	1.FDD In Progress
Cayan	Interface	0. Cancel during RTM Approval
Credit Union (SECU)	Interface	1.FDD In Progress
Destiny	Interface	0. Cancel during RTM Approval
NCDPI - EVAAS	Interface	0. Cancel during RTM Approval
GCS - Custodial Sub Program	Interface	0. Cancel during RTM Approval
Mark III/Selerix -Outbound	Interface	1.FDD In Progress
NCDPI - E-CATS (Every Child Accountability & Tracking System)	Interface	0. Cancel during RTM Approval
Bank ACH – Direct Deposit - Bank of America	Interface	6.Ready for DEV1 Migration (TDD)
Benefit Focus (Outbound)	Interface	1.FDD In Progress
IAMS - Oracle Username Creation Process (NCED)	Interface	1.FDD In Progress
Scholar Chip (One Card)	Interface	6.Ready for DEV1 Migration (TDD)
TCG	Interface	5.Integrator Functional Unit Test Complete
TRA - SFO - Spreadsheet load delivered. Not an interface	Interface	0. Cancel during RTM Approval
PowerSchool(Statewide student information system (SIS)) Allocations	Interface	1.FDD Not Started
941 & NC5Q report - ADP	Interface	0. Cancel during RTM Approval

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Employment Security Commission	Interface	0. Cancel during RTM Approval
NCEES (True North Logic)	Interface	0. Cancel during RTM Approval
Scribbles - Interface / Document repository.	Interface	0. Cancel during RTM Approval
Tableau	Report/Extract	1.FDD Not Started
TIMS (Transportation Information Management System)	Interface	1.FDD In Progress
LGC Report	Interface	0. Cancel during RTM Approval
GovDeals	Interface	0. Cancel during RTM Approval
Child Support	Interface	0. Cancel during RTM Approval
Integrator Time Keeper	Interface	5. Integrator Functional Unit Test Not Started
PowerSchool(HRIS All Employee Export - Data Warehouse)	Interface	0. Cancel during RTM Approval
PowerSchool(Performance Matters/ Professional Learning - CEU)	Interface	0. Cancel during RTM Approval
Payroll Garnishments.	Interface	0. Cancel during RTM Approval
Active Directory	Interface	1.FDD In Progress
Position Allotment	Interface	0. Cancel during RTM Approval
Worx Time	Interface	1.FDD In Progress
FBA Partners	Interface	0. Cancel during RTM Approval

Title	RICEW Type	Previous State-Approved Integrator Documented Status
NCDPI - Performance Matters	Interface	0. Cancel during RTM Approval
GL Budgets - Revenue Budget-July 1, 2021	Conversion	7. Conversion Complete
Mass Additions	Conversion	3. Pre-load Validation in Progress
Absence Entries	Conversion	1. Field Mapping - Cancelled
Third Party Payee	Conversion	1. Field Mapping - Cancelled
AR Invoice Report Customizations	Report/Extract	6.Migration Request Submitted
Schedule Assignment	Conversion	2. Data Extracts - Not Started
EXP Extract and Import Invoice	Interface	0. Cancel during RTM Approval
Time Conversion Rule Fast Formula	Fast Formula	4. Validation - In Progress
Payables Invoice Approval	Workflow	1.FDD Not Started
Bonus Eligibility Fast Formula	Fast Formula	5. Integrator Functional Unit Test Complete
Participation and Rate Eligibility	Fast Formula	2.Development Complete
Position Hierarchy	Conversion	2. Data Extracts - Not Started
AP Positive Pay File	Interface	2.Development In Progress
Combined Electronic Bank Files (Employee Expense, CIntegrator Virtual Card, Suppliers)	Interface	1.FDD In Progress
LINQ Meals Plus - Inbound AP Invoices to Oracle	Interface	1.FDD On Hold
LINQ Meals Plus Payment from Oracle to Meals Plus	Interface	1.FDD On Hold
LINQ Meals Plus PO to Oracle to book encumbrance	Interface	1.FDD On Hold
AR Travel Tracker Integration	Interface	1.FDD In Progress

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Background Screening (BIB)	Interface	0. Cancel during RTM Approval
School Dude	Interface	0. Cancel during RTM Approval
SUNPAC	Interface	0. Cancel during RTM Approval
SUNPAC	Interface	0. Cancel during RTM Approval
LBASS	Interface	0. Cancel during RTM Approval
Synovia	Interface	1.FDD In Progress
School Funds Online	Interface	0. Cancel during RTM Approval
TRO	Interface	0. Cancel during RTM Approval
Add absence check logic for Missing day time entries formula	Fast Formula	2.Development Complete
GCS_GET_HR_DATA FF	Fast Formula	2.Development Complete
GCS_ANNUALIZATION FF	Fast Formula	2.Development Complete
PAY_Regular_Salary_EARN_BASE FF	Fast Formula	2.Development Complete
PAY_Regular_Salary_EARN_RESULTS FF	Fast Formula	2.Development Complete
PAY_SALARY_PREPAYMENT_EARN_RESULTS FF	Fast Formula	5. Integrator Functional Unit Test Complete
VOLUNTARY_DED_INSTALLMENT_US_VOL_DEDN_CALCULATOR FF	Fast Formula	5. Integrator Functional Unit Test Complete
Health - Employee_PRESTAT_DEDN_CALCULATOR FF	Fast Formula	2.Development In Progress
PAY Overtime Premium Time Card Calculator Formula FF	Fast Formula	2.Development Complete
Longevity Pay Earnings FF	Fast Formula	2.Development Complete
Retirement EE_PRESTAT_DEDN_CALCULATOR ff	Fast Formula	2.Development Complete
Daily Absence Report	Report/Extract	2.Development On Hold

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Employees with 5+ Consecutive Absences	Report/Extract	5. Integrator Functional Unit Test Not Started
Employees with Ineligible Leave Buckets	Report/Extract	5. Integrator Functional Unit Test Not Started
Termed Employees with Open Leave Buckets	Report/Extract	5. Integrator Functional Unit Test Not Started
Ability to generate reports to track hourly part time benefits eligible employees who are not regularly working at least 20 hours/week and change the status to benefits ineligible.	Report/Extract	2.Development In Progress
Benefit Deduction Report	Report/Extract	2.Development On Hold
Call Center Change Report	Report/Extract	2.Development On Hold
Call Center Hire Report	Report/Extract	2.Development On Hold
Dependents Aging Out	Report/Extract	2.Development On Hold
Employees on Leave Without Pay	Report/Extract	5. Integrator Functional Unit Test Not Started
Missing Beneficiary	Report/Extract	2.Development On Hold
Pending Action Report	Report/Extract	2.Development On Hold
Trustmark Enrollment Interest Report	Report/Extract	2.Development On Hold
Grade Details Report	Report/Extract	5. Integrator Functional Unit Test Not Started
Grade Ladder Report	Report/Extract	5. Integrator Functional Unit Test Not Started
Grade Step Details Report	Report/Extract	5. Integrator Functional Unit Test Not Started
Job Details Report	Report/Extract	5. Integrator Functional Unit Test Not Started
Longevity Payment	Report/Extract	5. Integrator Functional Unit Test Not Started
Missing Grade Audit Report	Report/Extract	1.FDD On Hold

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Salary Exception Audit Report	Report/Extract	2.Development In Progress
Stipend Bonus Audit Report	Report/Extract	2.Development In Progress
Teacher Step Increase Report	Report/Extract	1.FDD On Hold
Time in Position	Report/Extract	1.FDD On Hold
All vacant position by Department	Report/Extract	2.Development In Progress
All Employees Report	Report/Extract	2.Development In Progress
Audit Positions without funding defined	Report/Extract	2.Development In Progress
LIC-Employees with Career Status-Individual schools/departments	Report/Extract	2.Development In Progress
LIC-Missing Certification Report	Report/Extract	2.Development In Progress
Seniority Report	Report/Extract	2.Development In Progress
Employee Listing by Process Level	Report/Extract	2.Development In Progress
LIC-Pending Personnel Actions	Report/Extract	2.Development In Progress
Bus Driver Staffing Roster	Report/Extract	5. Integrator Functional Unit Test Not Started
Hires, Pending Separations and Separations	Report/Extract	5. Integrator Functional Unit Test Not Started
HR Fast Facts	Report/Extract	1.FDD On Hold
LIC-Employees listed by Career Status	Report/Extract	2.Development In Progress
LIC - Career Status Mass Update - Roll	Report/Extract	2.Development In Progress
LIC-Cert report for all Expiration years	Report/Extract	2.Development In Progress
LIC-Instructional Employees with no Certification	Report/Extract	2.Development In Progress
Position Changes	Report/Extract	1.FDD On Hold
Principal Contact Info	Report/Extract	5. Integrator Functional Unit Test Not Started
Random Drug Test File - BIB	Report/Extract	2.Development In Progress
Resignation Notifications	Report/Extract	2.Development In Progress
Extended Employment Hours	Report/Extract	2.Development In Progress
Location File	Report/Extract	2.Development In Progress

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Line Manager Report	Report/Extract	5. Integrator Functional Unit Test Not Started
All Budget Codes for paid emps within certain hierarchy	Report/Extract	2.Development In Progress
Timecard Audit Trail	Report/Extract	2.Development In Progress
Site Manager Report	Report/Extract	5. Integrator Functional Unit Test Not Started
Time Exception Report	Report/Extract	5. Integrator Functional Unit Test Not Started
Pay slip Modification	Report/Extract	2.Development Not Started
Employees with More Than 18 Hours Recorded In a Day	Report/Extract	5. Integrator Functional Unit Test Not Started
Employees with Net Pay Higher than Gross Pay	Report/Extract	5. Integrator Functional Unit Test Not Started
Employees with No Net Pay	Report/Extract	2.Development In Progress
Employees Without Direct Deposit	Report/Extract	1.FDD On Hold
Employees coming out/going into leave	Report/Extract	2.Development In Progress
Employees with more than 55 hrs in a week	Report/Extract	5. Integrator Functional Unit Test Not Started
Hourly Employees Making Over $30/hr	Report/Extract	5. Integrator Functional Unit Test Not Started
Payroll Frequency Audit	Report/Extract	5. Integrator Functional Unit Test Not Started
Variance Report	Report/Extract	2.Development In Progress
Third Party Payment Interface	Report/Extract	2.Development In Progress
Active Vacancies	Report/Extract	2.Development In Progress
Licensure Report-Career Status Eligibility Report	Report/Extract	2.Development In Progress
LIC-Licensure Verification Comprehensive Report	Report/Extract	2.Development In Progress
LIC-Pre-service Training Report	Report/Extract	2.Development In Progress
LIC-Time to Review	Report/Extract	2.Development In Progress

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Pending Task and Job Requisition by Staffing Specialist	Report/Extract	2.Development In Progress
Total applicants	Report/Extract	2.Development In Progress
Missing timecard formula modification	Fast Formula	2.Development Complete
Progression Grade Ladder	Conversion	6. GCS Post-Validation-Not Started
ORBIT (Outbound)	Interface	1.FDD In Progress
Benefit Focus (Inbound)	Interface	1.FDD In Progress
Talent Profile - License	Conversion	1. Field Mapping - On Hold
Worker Education	Conversion	1. Field Mapping - On Hold
Area of Responsibility	Conversion	0. Configuration
WorkerExtraInfo – LOA Information	Conversion	1. Field Mapping - Completed
WorkerExtraInfo – State Retirement Details	Conversion	1. Field Mapping - In Progress
WorkerExtraInfo – Contract Information	Conversion	1. Field Mapping - In Progress
WorkerExtraInfo– Guilford Disciplinary Actions	Conversion	1. Field Mapping - On Hold
WorkerExtraInfo – CEU – Continuing education Units	Conversion	1. Field Mapping - In Progress
Action	Conversion	0. Configuration
Action Reason	Conversion	0. Configuration
Frontline Applitrack (Recruiting & Onboarding)	Interface	2.Development In Progress
Requisition Workflow	Workflow	1.FDD Not Started
Purchase Order Approval	Workflow	1.FDD Not Started
Leave Donation Approval	Workflow	1.FDD Not Started
Absence Approval by Line Manager	Workflow	1.FDD Not Started
FMLA Leave Approval	Workflow	1.FDD Not Started
HR Self-Service Workflow	Workflow	1.FDD Not Started

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Extended Employee Contracts Approval	Workflow	1.FDD Not Started
EEA Supervisor Contract Workflow	Workflow	1.FDD Not Started
HCM Position Change Workflow	Workflow	1.FDD Not Started
Positions Change Workflow	Workflow	1.FDD Not Started
Resignation Workflow	Workflow	1.FDD Not Started
Employee name change Workflow	Workflow	1.FDD Not Started
Time off Request and approval Workflow	Workflow	1.FDD Not Started
New Hire Approval	Workflow	1.FDD Not Started
Termination Approval	Workflow	1.FDD Not Started
Add New Position Approval	Workflow	1.FDD Not Started
Update Position Approval	Workflow	1.FDD Not Started
Submit Resignation	Workflow	1.FDD Not Started
Employee Self-service transactions approval	Workflow	1.FDD Not Started
Staff Actions Approval	Workflow	1.FDD Not Started
LOA Approval	Workflow	1.FDD Not Started
Resignation Workflow	Workflow	1.FDD Not Started
Onboarding/Offboarding Workflow.	Workflow	1.FDD Not Started
Time Approval for Employee by Line Manager	Workflow	1.FDD Not Started
Performance Matters - Professional Learning-Outbound (Local GCS Solution)	Interface	6.Ready for DEV1 Migration (TDD)
First Report	Report/Extract	1.FDD Not Started
NCAE (North Carolina Association of Education)	Interface	2.Development In Progress
Job Family	Conversion	6. GCS Post-Validation-Not Started
UOM	Conversion	1. Field Mapping - Cancelled
Item Catalog (Categories)	Conversion	1. Field Mapping - Cancelled

Title	RICEW Type	Previous State-Approved Integrator Documented Status
Sub inventories and Locators	Conversion	1. Field Mapping - Cancelled
Item Locators	Conversion	1. Field Mapping - Cancelled
Item On Hand/Cost	Conversion	1. Field Mapping - Cancelled
Supplier - Third Party	Conversion	4. Data Load - In Progress
UERS Summary	Interface	0. Cancel during RTM Approval
Bank reconciliation BAI2 file – Wells Fargo	Interface	1.FDD In Progress
3rd party payments for Voluntary deductions	Interface	1.FDD Not Started
EFT file for Payables – Suppliers	Interface	0. Cancel during RTM Approval
Non-BAI2 bank Statement interface – State funds	Interface	1.FDD In Progress
AP Check Customization	Interface	2.Development In Progress
TRA - Payables School Accounting (Payment Management, etc.)	Interface	0. Cancel during RTM Approval
Braxos - Security FOB's Census file	Interface	1.FDD Not Started
Payroll Positive Pay File	Interface	1.FDD In Progress
Payroll Check Customization	Interface	1.FDD In Progress
Performance Matters-Professional Learning-Inbound	Interface	1.FDD In Progress
Previous State-Approved Integrator's Portal	Interface	1.FDD In Progress
Expense Workflow	Workflow	1.FDD Not Started
Supplier Approvals	Workflow	1.FDD Not Started
Journal Approval Workflow	Workflow	1.FDD Not Started
Separate Remittance Advice	Interface	5.Integrator Functional Unit Test In Progress
Sales/Use Tax Report	Report/Extract	1.FDD Not Started
GAAFR Compliance	Report/Extract	1.FDD Not Started

Title	RICEW Type	Previous State-Approved Integrator Documented Status
FASB Compliant	Report/Extract	1.FDD Not Started
Budget Revision Report	Report/Extract	1.FDD Not Started
Daily Activity Report	Report/Extract	1.FDD Not Started
Encumbrance Report	Report/Extract	1.FDD Not Started
Income Statements - Revenue, Expenditures by Fund	Report/Extract	1.FDD Not Started
Pre-Encumbrance Report	Report/Extract	1.FDD Not Started
Revenue Receipts	Report/Extract	1.FDD Not Started
Tables Report	Report/Extract	1.FDD Not Started
Seamless Fiscal Years / Multiple Years Displayed Simultaneously	Report/Extract	1.FDD Not Started
Year-end financial reports per school for annual audit	Report/Extract	1.FDD Not Started
Year-end financial reports per school for annual audit	Report/Extract	1.FDD Not Started
Summary of transaction data Financials School Accounting Monthly Reporting	Report/Extract	1.FDD Not Started
Mark III/Selerix - Inbound	Interface	1.FDD In Progress
CIntegrator Virtual Card	Interface	0. Cancel during RTM Approval
You Decide Pet Insurance	Interface	1.FDD Not Started
GL Budget-Revenue Monthly Revisions 7/21-11/2	Conversion	2. Data Extracts - In Progress
GL Balances-Monthly 7/21- 11/21	Conversion	2. Data Extracts - Not Started
Control Budget - Initial Fund 40-July 2021	Conversion	2. Data Extracts - Not Started
GL Budget-Revenue Fund 40-July 1, 2021	Conversion	2. Data Extracts - Not Started
GL Balances-Fund 40 Monthly 7/21- 11/21	Conversion	2. Data Extracts - Not Started
Control Budget -Fund 40 Monthly Revisions 7/21-11/21	Conversion	2. Data Extracts - Not Started

Title	RICEW Type	Previous State- Approved Integrator Documented Status
GL Budget-Fund 40 Revenue Monthly Revisions 7/21-11/21	Conversion	2. Data Extracts - Not Started
GL Prior Year Budgets	Conversion	2. Data Extracts - Not Started
GL Prior Year Fund 40	Conversion	2. Data Extracts - Not Started
Frontline/AESOP (Substitute Management) - Inbound	Interface	1.FDD In Progress
Scribbles Documents and Index	Conversion	1. Field Mapping - On Hold
TCG Admin Fees Report	Report/Extract	2.Development In Progress
HUB Quarterly report	Report/Extract	2.Development In Progress
HUB Annual Report	Report/Extract	2.Development In Progress

Q15: To what extent has the configuration, functional and technical design and build completed to date on the original project been documented and will this information be made available to the awarded bidder at the start of the project?

A15: Guilford County Schools (GCS) completed one phase of testing where configuration documents were used to set up the environment. The project pause, initiated by the previous State-Approved System Integrator, took place right after this phase of testing and there are known configuration updates to be completed.

Q16: Due to the impact of Hurricane in North Carolina and other locations in the southeast, we are requesting an extension to allow for recovery efforts such as power outages, reopening etc for both yourself and for the respondents? An extension of 2 weeks would be both helpful and appreciated.

A16: GCS currently has no plans to extend the deadline for responses.

Q17: Do you have existing policies and procedures in place related to the governance of design, development, operation and/or security of API based integrations between cloud-to-cloud applications and/or between cloud and on-premises applications? If so, would you be open to sharing these policies and procedures?

A17: GCS plans to work with the successful bidder to develop policies and procedures specific to Oracle Cloud.

Q18: Do you have existing policies and procedures in place related to the governance of design, development, operation and/or security of file-based integrations between cloud to cloud applications and/or between cloud and on-premises applications? If so, would you be open to sharing these policies and procedures?

A18: GCS plans to work with the successful bidder to develop policies and procedures specific to Oracle Cloud.

Q19: Does the Guilford County Schools (GCS) have existing As-Is Business Process Maps and/or other detailed Business Process documentation for the requested functions to be provided in the ERP system? What percentage of the functions have business process documentation? Where does this documentation exist to what extent are the existing documents up to date and/or accurate?

A19: GCS is governed by the Financial Procedures Manual but does not have consolidated business process maps.

A link to the latest version of the Financial Procedures Manual can be found here: https://www.gcsnc.com/Page/61651.

For future state business process maps, GCS has copies of most Business Process Maps provided by Oracle. Updating these process maps to be GCS specific was not part of the "Golden Template" methodology from the previous State-Approved Integrator.

Q20: Please specify the technical and data security regulatory requirements (GDPR, HIPPA and/or others) that the proposed Oracle Cloud solution will be required to comply with as part of this engagement?

A20: GCS must secure at least for Health Insurance Portability and Accountability Act (HIPPA), Personal Identifiable Information (PII), and Student Data.

Q21: Please provide additional information about the GCS's Identity and Access Management System to integrate - Software, Version, etc.?

A21: Currently, GCS is evaluating a Security Assertion Markup Language (SAML) solution.

Q22: What is the current Enterprise Security Architecture for GCS?

A22: Further discussion on the Enterprise Security Architecture will be done with the successful bidder.

Q23: Please specify the Oracle Cloud Technical Components (Oracle Integration Cloud, Oracle SOA Cloud Service, etc.) currently licensed by GCS as part of this solution? Is GCS open to licensing additional Oracle Cloud Technical Components such as Oracle Integration Cloud (OIC) if they are not already licensed?

A23: Refer to Appendix B – Oracle Cloud Product List for licensed cloud products. Bidders can propose supplemental software as part of Section 5 of the RFP response.

Q24: During the implementation project tasks completed to date with the GCS was a to-be integration architecture agreed upon? If so, would you be willing to share with prospective bidders either an integration diagram or description of the agreed upon integration architecture?

A24: Further discussion on the architecture will be done with the successful bidder.

Q25: Have you determined, or can you provide an estimate of the number of third-party non-Oracle Cloud solutions that you are requesting to have data integrated into Oracle Analytics Cloud (OAC) to support data warehouse, analytics, inquiry/query and reporting requirements? Do you have an estimate of the number of custom reports and or dashboards that you are requiring to be sourced from OAC?

A25: Further discussion will be done with the successful bidder.

Q26: During the initial project activities completed to date to what extent have custom report and dashboard reporting requirements been defined and sourced to the various Oracle Cloud Reporting and Analytics Tools and Capabilities?

A26: No custom reports or dashboards were completed by GCS. Custom reports created at other North Carolina Local Education Agencies (LEAs) who have gone live or have an inflight Oracle Cloud implementation (i.e., Gaston County Schools, Charlotte-Mecklenburg Schools, Cumberland County Schools) may be considered as part of the "public domain" that can be used at GCS.

Q27: During the initial project activities completed to date to what extent have data conversion activities including data extraction, data cleansing, data import and/or

A27: The status for each data conversion is listed below and was maintained by the Previous State-Approved Integrator. Some additional clean up and additional steps may need to take place for completed conversions as work on conversions has been on pause since the Previous State-Approved System Integrator requested a pause in December 2021. (i.e., Control Budget Monthly Revisions will need to be updated for the applicable time period)

Title	Function/Module	Previous State-Approved Integrator's Documented Conversion Status
Bank/Bank Branches - EFT Suppliers	Procurement	1. Field Mapping - Cancelled
Grade	Core HR	6. GCS Post-Validation-Not Started
Purchasing Locations	Purchasing	1. Field Mapping - Cancelled
Control Budget - Monthly Revisions 7/21-11/21	General Ledger	2. Data Extracts - In Progress
Expense Reports	Payables	1. Field Mapping - Cancelled
Control Budget - Initial as of July 1, 2021	General Ledger	7. Conversion Complete
Suppliers	Procurement	4. Data Load - In Progress
Supplier - Addresses	Procurement	4. Data Load - In Progress
Supplier - Sites	Procurement	4. Data Load - In Progress
Supplier - Site Assignments	Procurement	4. Data Load - In Progress
Supplier - Contacts	Procurement	1. Field Mapping - Cancelled
Supplier - Business Classification	Procurement	4. Data Load - In Progress
Supplier- Supplier Bank Accounts	Procurement	1. Field Mapping - Cancelled
Supplier- Attachments	Procurement	1. Field Mapping - Cancelled
UOMs	Inventory	1. Field Mapping - Cancelled
Item Catalog (Categories)	Inventory	1. Field Mapping - Cancelled
Import Items	Inventory	7. Conversion Complete
Asset Categories	Fixed Asset	1. Field Mapping - Cancelled
Purchasing Category /Commodity Codes	Purchasing	1. Field Mapping - Cancelled
Vendor 1099 Payments	Payables	2. Data Extracts - Not Started
Customer Master	Receivables	1. Field Mapping - Cancelled
AR Open Invoices	Receivables	1. Field Mapping - Cancelled
Asset Locations	Fixed Asset	1. Field Mapping - Cancelled
Asset Balances	Fixed Asset	1. Field Mapping - Cancelled
Chart Of Account Values and Hierarchies	General Ledger	1. Field Mapping - Cancelled
Credit Card Conversion	Payables	1. Field Mapping - Cancelled
Load 1099 SFO (School Funds Online) balances at year end from each school.	Payables	1. Field Mapping - Cancelled
AP Open Invoices	Payables	1. Field Mapping - Cancelled
Purchasing Requisitions	Purchasing	1. Field Mapping - Cancelled
Purchase Orders	Purchasing	1. Field Mapping - Cancelled
Purchasing Agreements	Purchasing	1. Field Mapping - Cancelled
Grade Rate	Core HR	1. Field Mapping - Cancelled

Title	Function/Module	Previous State-Approved Integrator's Documented Conversion Status
Grade Ladder	Core HR	1. Field Mapping - Cancelled
Position	Core HR	4. Data Load - Not Started
Worker	Core HR	2. Data Extracts - In Progress
Person Legislative	Core HR	2. Data Extracts - In Progress
Person Name	Core HR	2. Data Extracts - In Progress
Work Relationship	Core HR	2. Data Extracts - Not Started
Work Terms	Core HR	2. Data Extracts - Not Started
Assignment	Core HR	2. Data Extracts - Not Started
Person Address	Core HR	2. Data Extracts - Not Started
User Information Security Build	Core HR	0. Configuration
Salary	Core HR	2. Data Extracts - Not Started
WorkerExtraInfo - LEA Service Dates	Core HR	1. Field Mapping - Cancelled
Assignment Grade Steps	Core HR	2. Data Extracts - Not Started
Assignment Supervisor	Core HR	1. Field Mapping - Cancelled
Assignment Work Measure	Core HR	2. Data Extracts - Not Started
Seniority Date	Core HR	2. Data Extracts - Not Started
Worker Extra Info-BT Status	Core HR	2. Data Extracts - In Progress
Person National Identifier	Core HR	2. Data Extracts - Not Started
Person Email	Core HR	2. Data Extracts - Not Started
Person Phone	Core HR	2. Data Extracts - Not Started
Person Ethnicity	Core HR	2. Data Extracts - Not Started
Person Drivers License	Core HR	2. Data Extracts - Not Started
Person Image	Core HR	1. Field Mapping - Cancelled
Worker External Identifier	Core HR	2. Data Extracts - Not Started
Core HR Flexfields	Core HR	1. Field Mapping - Cancelled
Absence Accrual Plan Enrollment	Absence	2. Data Extracts - Not Started
Absence Accrual Balance Component	Absence	2. Data Extracts - Not Started
Assigned Payroll	Payroll	2. Data Extracts - Not Started
Bank	Payroll	6. GCS Post-Validation-In Progress
Bank Branch	Payroll	6. GCS Post-Validation-In Progress
Calculation Card	Payroll	2. Data Extracts - Not Started
Element Entry	Payroll	2. Data Extracts - Not Started
Payroll Assignment Details	Payroll	2. Data Extracts - Not Started
External Bank Account	Payroll	2. Data Extracts - Not Started
Personal Payment Method	Payroll	2. Data Extracts - Not Started
Cost Allocation	Payroll	1. Field Mapping - In Progress
Cost Allocation Account	Payroll	1. Field Mapping - In Progress
Payroll Balance Initialization	Payroll	2. Data Extracts - Not Started
Participant Enrollment	Benefits	2. Data Extracts - Not Started
Location	Core HR	7. Conversion Complete
Organization (Department)	Core HR	7. Conversion Complete
Jobs	Core HR	6. GCS Post-Validation-Not Started
Location Extra Information	Core HR	1. Field Mapping - Cancelled
Department Tree	Core HR	2. Data Extracts - Not Started

Title	Function/Module	Previous State-Approved Integrator's Documented Conversion Status
Department Tree Node	Core HR	2. Data Extracts - Not Started
Visa Details	Core HR	2. Data Extracts - Not Started
GL Budgets - Revenue Budget-July 1, 2021	General Ledger	7. Conversion Complete
Mass Additions	Fixed Asset	3. Pre-load Validation in Progress
Absence Entries	Absence	1. Field Mapping - Cancelled
Third Party Payee	Payroll	1. Field Mapping - Cancelled
Schedule Assignment	Absence	2. Data Extracts - Not Started
Position Hierarchy	Core HR	2. Data Extracts - Not Started
Progression Grade Ladder	Core HR	6. GCS Post-Validation-Not Started
Talent Profile - License	Core HR	1. Field Mapping - On Hold
Worker Education	Core HR	1. Field Mapping - On Hold
Area of Responsibility	Core HR	0. Configuration
WorkerExtraInfo â€ "LOA Information	Core HR	1. Field Mapping - Completed
WorkerExtraInfo â€ "State Retirement Details	Core HR	1. Field Mapping - In Progress
WorkerExtraInfo â€ "Contract Information	Core HR	1. Field Mapping - In Progress
WorkerExtraInfoâ€ "Guilford Disciplinary Actions	Core HR	1. Field Mapping - On Hold
WorkerExtraInfo â€ "CEU â€ "Continuing education Units	Core HR	1. Field Mapping - In Progress
Action	Core HR	0. Configuration
Action Reason	Core HR	0. Configuration
Job Family	Core HR	6. GCS Post-Validation-Not Started
UOM	Inventory	1. Field Mapping - Cancelled
Item Catalog (Categories)	Inventory	1. Field Mapping - Cancelled
Sub inventories and Locators	Inventory	1. Field Mapping - Cancelled
Item Locators	Inventory	1. Field Mapping - Cancelled
Item On Hand/Cost	Inventory	1. Field Mapping - Cancelled
Supplier - Third Party	Procurement	4. Data Load - In Progress
GL Budget-Revenue Monthly Revisions 7/21-11/2	General Ledger	2. Data Extracts - In Progress
GL Balances-Monthly 7/21- 11/21	General Ledger	2. Data Extracts - Not Started
Control Budget - Initial Fund 40-July 2021	General Ledger	2. Data Extracts - Not Started
GL Budget-Revenue Fund 40-July 1, 2021	General Ledger	2. Data Extracts - Not Started
GL Balances-Fund 40 Monthly 7/21- 11/21	General Ledger	2. Data Extracts - Not Started
Control Budget -Fund 40 Monthly Revisions 7/21-11/21	General Ledger	2. Data Extracts - Not Started
GL Budget-Fund 40 Revenue Monthly Revisions 7/21-11/21	General Ledger	2. Data Extracts - Not Started
GL Prior Year Budgets	General Ledger	2. Data Extracts - Not Started
GL Prior Year Fund 40	General Ledger	2. Data Extracts - Not Started
Scribbles Documents and Index	HCM	1. Field Mapping - On Hold

Q28: If you could please clarify if you are requesting for the proposed solution to include the implementation of a new POS-based, USDA compliant school food program operations system (based on the Appendix E requirements) in addition to the integration with the current LINQ Meals Plus Online Payment system which appears to be identified as targeted for integration with the solution in the graphic on page 41?

A28: This RFP does not include the implementation of a new POS-based, USDA compliant school food program operations system.

Q29: Are there any design decisions that were already made for Budgeting that can be shared?

A29: Budgeting was part of Phase II functionality and not discussed in detail. GCS did discuss integration with State systems for budgeting purposes. Known integrations are listed in *Appendix F – Interfaces and Ancillary Systems.*

Q30: Workforce (Salary and benefits) Planning: What is the level of workforce planning (employee/position/combination of employee and position/or other (please specify)?

A30: The majority of the workforce is planned by a step and grade. Licensure can determine difference on grade for certified position.

Q31: Workforce (Salary and benefits) Planning: What are the pay types and cycles?

A31: The GCS payroll calendars can be found here: https://www.gcsnc.com/site/default.aspx?PageID=10982 that shows pay types and cycles.

Q32: Capital Planning: Can examples of the Capital budgeting spreadsheets that are currently used be shared? Or the level of detail and fields used?

A32: The capital budgeting spreadsheets will be discussed with the awarded bidder during implementation.

Q33: Capital Planning: What level of Asset category planning is desired?

A33: GCS plans on utilizing major/minor codes in Fixed Assets down to the nearest one cent.

Q34: Budget Transfers: How frequently does the budget transfer process happen?

A34: The budget transfer process takes place as needed and as frequently as daily.

Q35: Budget Transfers: Would it be administered by a specific small group (Budget staff)?

A35: Budget Transfers requests can be initiated and approved by a school before being sent centrally for final approval and posting.

Q36: Budget Transfers: Do you want a centralized method to input the requests and workflow for approvals and execution of the requests from the other district staff?

A36: GCS would like the ability for any school or department to request a budget transfer that is then performed and approved centrally.

Q37: GCS requirement sheet for Accounts Payable: "The system must be able to establish charge limits for Child Nutrition-related transactions". Can you elaborate on this requirement with an example?

A37: GCS would like to track purchasing limits on P-cards as part of P-card reconciliation and reporting.

Q38: Accounts Payable: "The system must be able to automate payment processing for tutors". Are tutors employees of GCS or contractors or something else? Which system determines the amount to be paid to tutors?

A38: GCS issues extra duty payments for employees for tutoring through Payroll and contracts with external suppliers for tutoring services are paid through Accounts Payable. Payment determination is based on whether the tutor is an employee or a contracted service provider.

Q39: Accounts Payable- "The system must be able to support encumbrance requirements for vouchers that include, but are not limited to: Evaluate voucher-request against available budget for commodity/department; 2. Support encumbrance requirements base on district need (summarize budget hold at multiple commodity levels; account, commodity group, department, etc.); 3. Allow for override based on departmental budgeting rules"; Can you please elaborate this further with an example?

A39: School A has a purchase order for a Paper commodity for $10. School A has a budget of $15 for paper commodities. This would leave a $5 balance for the next Purchase Order. If School A wants needs additional paper commodities exceeding $5, they would need to do a budget transfer or submit a request to override the budget.

Q40: In Appendix B - Oracle Cloud Product List we see ""Taleo Talent Acquisition Cloud Service"" as one of the Products.

Could you please provide more information on how Taleo is/would be used?

A40: GCS plan on using Oracle Recruiting Cloud in the future if it is able to meet the needs of GCS.

Q41: In the GCS HR Systems/Processes we see that the Applitrack application is marked in yellow which signifies that it might be an interface with solution.

As majority of the Recruiting functions are handled in Applitrack, could you please elaborate on what would be the implementation scope of Oracle Recruiting Cloud?

Will Applitrack be the future system for Recruiting or will it be Oracle recruiting Cloud?

A41: The desire is to use Oracle Recruiting Cloud where it meets the needs of GCS. This is an open design decision.

Q42: Could you please confirm whether Onboarding and Offboarding will be implemented using Oracle (Journeys and Checklists) or will it be handled using Applitrack?

A42: The desire is to use as much Oracle Cloud functionality as possible. This is an open design decision.

Q43: Please confirm whether the Oracle Talent Suite is in scope for implementation? If yes, please confirm on the functions in scope in Talent. Example: Goal Management, Talent Review, Performance Management, Succession Management?

A43: The Oracle Talent Suite is in scope for this implementation and was originally slated for Phase II functionality. GCS is unable to comment on functions in scope until the functionality is explained and demonstrated.

Q44: How is Performance Matters utilized by the employees? Could you please share how this application will be used going forward?

A44: Performance Matters is the Learning Management System (LMS) that tracks course completion information. The Learning Management functionality is in scope for this implementation and was originally slated for Phase II and GCS is open to considering Oracle Cloud solutions to replace Performance Matters functionality.

Q45: Considering that the preferred Go-live dates are Jan 1st and July 1st and the expectation is to have Go-live for HCM, Finance and Procurement to go-live on the same date.

Would it be acceptable if secondary HCM modules implementation did not align the preferred Go-live dates of Jan and July 1st).

A45: Refer to *Section 2.5 High-Level Implementation Plan* for requirements around the initial the go-live date. If your proposal is to implement in multiple phases, subsequent go-live dates can vary as long as it does not impact GCS operations.

Q46: In Appendix B, Oracle Fusion Human Resource Help Desk Cloud Service is listed as one of the products. So, should we consider Helpdesk implementation as in scope?

Helpdesk implementation was not mentioned in the Section 2.7 Business Process Vision

A46: The Human Resource Help Desk Cloud Service was licensed by GCS as part of a package of functionality. GCS did not begin work on utilizing the Human Resource Help Desk Cloud Service and will need more information before deciding how this fits in the GCS future state business process.

Q47: In this section you have mentioned that the decision on implementing Benefits functionality in Oracle will be considered during the Evaluation process.

Should we consider Oracle benefits during our Scope, Staffing and Pricing or will Solarix be used?

A47: GCS plans to utilize Selerix for flexible benefits and will need to integrate with the State Health Plan System

Q48: Will the substitutes (AESOP) also be stored in Oracle as employees?

A48: GCS plans to store substitute information in Oracle. The designation of employee or contingent worker is an open decision design.

Q49: Could you please provide more information on this question - ""The system must be able to process contract payout""

Are you looking for payment for Contractor/ Contingent workers?

A49: This refers to a payout when an employee leaves GCS

Q50: Could you please provide more information on the requirement on "self-sealing payroll checks"?

A50: The template of a payroll check from Oracle Cloud must be compatible with self-sealing payroll check stock.

Q51: Are you using ADP Smart Compliance to perform Garnishments Disbursements?

A51: GCS currently does not use ADP Smart Compliance to perform garnishments

Q52: Could you please provide an approximate count of management and operational reports you would need as part of the implementation? OR can we include reasonable assumptions as part of our proposal

A52: The estimated number of reports is approximately 150.

Q53: If we are implementing Oracle Recruiting Cloud, do we require the migration of all candidate history and requisition data from Current Recruitment System onto the new platform (Oracle Recruiting Cloud)?

A53: GCS does not plan to migrate candidate history but will need to account for candidates on the Do Not Hire list in Oracle.

Q54: Do you have a standard recruitment process (candidate selection steps) for all employees? Or do you have different process for each type of employees? Please mention how many different types if yes.

A54: The recruitment process is different based on the type of employee and usually breaks down into classified, substitutes, and licensed.

Q55: How many offer letter templates are required across all employee groups?

A55: Currently, GCS utilizes 3 offer letter templates

Q56: How many career Sites are required for internal employees and external employees?

A56: GCS currently only has one career site, but the number of career sites is an open design decision.

Q57: Could you please provide the number of timecard layouts present in the current system?

A57: GCS currently utilizes one layout and for payment purposes rounds to the nearest quarter hour.

Q58: What are the different Absence plans currently in use?

A58: The following are the different types of Absences that were documented as part of the Oracle Cloud configuration

- Annual Vacation Leave
- Misc. Bonus Leave
- Special Bonus Leave
- Education Leave-Unpaid
- Extended Sick Leave
- Family Medical Leave Act (FMLA)
- Holiday Pay Leave
- Jury Duty or Court Attendance
- Military Leave
- Leave of Absence without Pay
- Paid Suspension
- Personal Leave
- Sick Leave
- Professional Leave with Deduction
- Professional Leave without Deduction
- Unpaid Suspension
- Voluntary Shared Leave

Q59: What are different Benefits Plans currently in use?

A59: Employees currently enroll in the State Health Plan and Flex Benefits Plans.

Q60: What different types of compensation plans currently in use?

A60: GCS currently uses a combination of several compensation plans that include state certified salaries, local supplements, differentials, locally determined classified, and bonus plans.

Q61: What are the Compensation cycle and performance cycle dates?

A61: Compensation increases are based on budget approval dates from the State and performance cycle dates do not apply to GCS.

Q62: What are different types of Performance reviews like Annual, Mid-year, Probation/Confirmation, Performance improvement Plan (PIP)?

A62: GCS utilizes performance reviews as listed in the above question.

Q63: Is the Performance process the same across all Employee Groups?

A63: No

Q64: How many work schedules/shifts are there in the GCS?

A64: GCS only has one "shift" but working hours vary based on the position and location.

Q65: How many checklist task are involved during employee's on board & termination process (exit interview forms)?

A65: GCS approximately has 30 items during onboarding and 5 items during offboarding.

Q66: Could you please provide more information on this question: "The system must be able to enable school employees to track time or leave in a way conducive to their role: -Teachers-Custodians-Leadership-Support Staff"

A66: Some employees are non-exempt and other are exempt. Non-exempt employees will need to track their comp time in the system.

Q67: Could you please provide more information on this question with an example: "The system must be able to support multiple pay dates for an employee on multiple payroll cycles."

A67: Current GCS payroll calendars are found here: https://www.gcsnc.com/Page/10982. An employee can have more than one job that uses different payroll calendars for payment and must be paid according to the job that they are performing (i.e., An employee can have a job that has monthly payroll and a job that is paid bi-weekly and must be paid accordingly)

Q68: Please share the duration for the Post implementation which you want us to consider? What is the end date of the contract?

A68: As part of the RFP response, you have the ability to propose post-implementation support options including your recommendation for support duration. Regardless of post-implementation supports options, GCS will need support during the first-year end close using the new Oracle Cloud system.

Q69: For Benefits, what is the open enrollment period? What employee types are part of open enrollment period? Please indicate any additional effort required for supporting benefit enrollment

A69: The open enrollment period for all employees eligible for benefits is dictated by the State and historically has started on the second Monday in October to the last Friday in October.

Q70: Please indicate start and end dates for Month-end close?

A70: GCS starts processing monthly end close around the first working day of the next month and a month is not "hard closed" until a date dictated by the North Carolina Department of Public Instruction (NCDPI).

Q71: Please share more details (number of cycles, timelines) about the EPM Budgeting and Forecasting Cycle?

A71: Budgeting was part of Phase II functionality and not discussed in detail. The timeline for budgeting currently takes place from the preceding December through the time that the State passes the budget for an upcoming/current fiscal year.

Q72: What ticketing tool do you use currently for IT Service Management? Do you want us to use the same tool and implement new application support tool and services?

A72: FreshService is the ticketing tool for IT Service Management and GCS plans to continue using this ticketing tool.

Q73: Is there any version control software (GITHUB) or code development tools/code repositories to manage development that are currently in place?

A73: Currently, GCS does not utilize version control software

Q74: Are there external or internal API or open-sourced software products in place or currently in use for integrations?

A74: No, currently the majority of GCS integrations are file based

Q75: Are you open to the prospective bidders providing deviations from the terms and conditions provided in the RFP or should terms and conditions be negotiated in the future steps of the award process?

A75: As part of the RFP response, you have the ability to propose deviations from the terms and conditions provided.

Q76: For the barcode scanning solution, how many concurrent users will need to leverage the scanning solution?

A76: GCS estimates that they would need 250 concurrent users

Q77: Approximately how many locations will need label printing capabilities across your network of facilities/locations to support label printing?

A77: GCS will use approximately 10 locations to support label printing

Q78: How many facilities/locations are you expecting will need to utilize your barcode scanning capabilities?

A78: GCS is expecting to utilize barcode scanning capabilities in approximately 150 locations.

Q79: How many warehouses or storage locations will require barcode labeling and barcode scanning capabilities?

A79: GCS is expecting to utilize approximately 5 warehouse or storage locations that will require barcode labeling and barcode scanning capabilities.

Q80: Approximately how many fixed assets are you expecting to track via barcoding and are these distributed/issued from a central warehouse or warehouses (if more than one approximately how many)?

A80: GCS will need to track approximately 360,000 fixed assets via barcoding and will be distributed via approximately 5 warehouses.

Q81: Do all GCS fixed assets have tags or labels today? if no, what is the key criteria that requires or exempts fixed assets from tagging?

A81: Yes

Q82: You have indicated that Benefit Focus will remain in place as your Health Benefit Mgmt. system. What information from Cloud will be required to send to Benefit Focus.

A82: Refer to section 2.4.9 of the RFP.

Q83: For Workforce budget/forecast purposes what level do you use? position, employee, position and employee. (EPM)

A83: In the current workforce budget/forecast, GCS uses different levels than the options given in the question. The options listed are components of the budget/forecast.

Q84: For Capital module what level of detail is needed? (EPM)

A84: The capital module was included in the original Phase 2 activities that had not yet started. Guilford County Schools (GCS) plans to work with the successful bidder to determine the correct level of detail in Oracle Cloud.

Q85: For budget purposes where should the amortization/depreciation calculation happen? FA or Capital module?

A85: Currently the amortization/depreciation calculation takes place in Fixed Assets. Guilford County Schools (GCS) plans to work with the successful bidder to determine whether this is better done in Fixed Assets or the Capital module in Oracle Cloud.

Q86: If a project management module is needed what level of detail is required? (EPM)

A86: Projects were originally slated as part of Phase 2 and work has not begun on items listed as "Phase 2." GCS plans to work with the successful bidder to determine the correct level of detail in Oracle Cloud.

Q87: You have stated that for Time & Labor you have multiple input sources. Is there a desire to consolidate so only one Time & Labor source is used?

A87: Yes

Q88: Solarix is used for FSA Benefits. Will Absence Management replace Solarix?

A88: Absence Management and FSA Benefits seem unrelated for GCS Purposes. If related, GCS will review the options with the successful bidder.

Q89: When is Open Enrollment scheduled for GCS?

A89: Refer to the answer provided in question 69 of addendum 2.

Q90: Has Journeys been considered for the exit management process?

A90: GCS is unaware of Journeys being discussed previously and will review options for exit management with the successful bidder.

Q91: You have mentioned about multiple calendars being used. How many such calendars are there and what's the business reason for each?

A91: Refer to the answer provided in question 67 of addendum 2 for payroll calendars. Academic calendars can be found at the bottom of the page here: https://www.gcsnc.com/Page/2#calendar1.

Q92: Are you using the costing at Job level or Position level?

A92: GCS plans to use generally use position level costing and payroll costing is an open design item answered question 10 of addendum 2 under payroll.

Q93: Templates would be used for Data mapping, HDL Loads and configuration workbook. We understand that there were challenges with "Golden Template". Will there be any objections to using Templates?

A93: GCS has no objections to using templates. The template used must be ready, appropriate, and useable.

Q94: Total # Number of Reports (EPM)

A94: Refer to the answer provided in question 52 of addendum 2.

Q95: Considering the time required to get the approval and sign-off on the SOW, What's the expected start date of the program?

A95: GCS plans to work with the successful bidder to determine the expected start date of the program in Quarter 1 of calendar year 2023. Refer to section 1.3.2: Go-Live Dates of the RFP for the initial required go-live dates.

Q96: We are assuming Learning and Recruiting modules are not in scope. Please confirm

A96: GCS plans to utilize some or all of the functionality of the Learning and Recruiting modules.

Q97: How many Plans/Forecasts are done a year and in how much detail?

A97: GCS has at least 2 proposed budgets before finalizing a budget. A final budget is not done until funds have been approved by the legislators.

Q98: Is the Budget process built from a ZBB approach or are seeding methods used as a starting point (Such as prior year actuals + x%)

A98: Currently, GCS uses prior year budgets plus anticipated increases to create the base budget.

Q99: Is there any open Payables (unpaid/partially paid) invoices expected to be converted? Or will all be paid out prior to cutover?

A99: GCS plans to convert any open invoices for go-live, but desires to minimize the amount of open invoices that need to be converted.

Q100: Is any Open Accounts Receivable expected to be converted?

A100: GCS plans to convert any open accounts receivable for go-live, but desires to minimize the amount of open receivables that need to be converted.

Q101: What do you use for your middleware?

A101: Refer to the answer provided in question 74 of addendum 2.

Q102: Please elaborate on the specific processing requirements for school accounting and purchasing functions to support 1099 processing

A102: Schools are currently using School Funds Online (SFO) for some purchases. Any purchases paid through SFO using 1099 applicable suppliers will still need to be accounted for and consolidated for 1099 purposes in Oracle Cloud.

Q103: In reference to requirement "The system must be able to effectively account for purchase requisitions with correct budget expenditure accounts by department/school, pre-encumber funds, and maintain real-time budget limits and availability," is this a limit by invoice, annual spend, or other? Please elaborate on how should establish limit.

A103: GCS plans to use the delivered Oracle Cloud functionality for budget checking.

Q104: What is a flexible 3-way match rule?

A104: The system must be able to match desired elements of a Purchase Order, Receipt, and Accounts Payable Invoice to determine eligibility for payment.

Q105: In reference to requirement "The system must be able to setup base expenses as taxable, partially taxable, or not taxable based on sales/use tax laws for NC K-12 systems", what is considered a "base expense"? Item, Category, Commodity code, etc.? Please elaborate

A105: A base expense is any good, service, or item that can appear on an Accounts Payable invoice.

Q106: Please elaborate on the type of backup withholdings?

A106: Any payment subject to backup withholding as defined by the Internal Revenue Service may be applicable to GCS.

Q107: Please elaborate on what a cash disbursement file is and what is intended by "entering electronic bank/business payment process"? Is this a payment file from AP (Oracle) to the bank for disbursement

A107: This is in reference to Accounts Payable payments submitted through either an Automated Clearing House (ACH) file or a Bank Wire.

Q108: Please elaborate on how a bank would be assigned by school and purchasing source? Is this by vendor?

A108: GCS utilizes more than one bank account for payments. Purchases made for specific commodity codes or by specific school may be paid out of one account and purchases made by another commodity code or school may be paid out of another account.

Q109: In reference to requirement "The system must be able to refund overpaid expenditures from a prior fiscal year," what is the source of the overpaid expenditures? Where would these refunds be coming from? Receivables or another source?

A109: The refund comes from local sources for over expended prior year State accounts.

Q110: Are checks printed in house by GCS resources? Or are they outsourced to a bank/payment processor?

A110: Check are currently printed in house by GCS.

Q111: Does the planning and actuals align to the ERP COA and level of detail

A111: GCS will be using the State mandated chart of accounts and will exercise flexibility as needed.

Q112: Is FCCS in scope to support the close process part of this project, if not is any street reporting required (EPM)

A112: Enterprise Performance Management (EPM) was to be included in the original Phase 2 activities that had not yet started. GCS plans to work with the successful bidder to determine if the Financial Consolidation and Close Service (FCCS) is applicable to GCS. GCS does not do any "street reporting" and utilizes the Annual Comprehensive Financial Reports (ACFR).

Q113: What are some of the Planning and Budgeting pain points (EPM)

A113: No known centralized automated tools outside of Microsoft Excel are used.

Q114: What are some of the ACFR (CAFR) pain points (EPM)

A114: Refer to the answer provided in question 113 of addendum 3.

Q115: Describe management reporting process, frequency, and # of reports (EPM)

A115: GCS uses reports in day-to-day operations. Refer to the answer provided in question 52 of addendum 2 for the number of reports.

Q116: What will be the source for the metadata (ERP, Other sources) (EPM)

A116: EPM was to be included in the original Phase 2 activities that had not yet started. GCS plans to work with the successful bidder to determine the source for metadata.

Q117: What will be the source for actuals, Budget, Forecast (ERP, HR, etc.) (EPM)

A117: Oracle Cloud is the planned system of record.

Q118: In reference to requirements "The system must be able to create and track receivables for overpayments made to employees with a balance still due post-employment and "The system must be able to create and track receivables for overpayments made to employees with a balance still due during and post-employment," are these a duplicate?

Requirements read the same but previous integrator has one listed as a fit and one as a report?

A118: The requirements are different. One requirement reference to "post-employment" while the other refers to "during and post-employment."

Q119: Is intent to use Advanced collections or a 3rd party? Requirement mentions both and would require separate fit/gap response

A119: GCS currently has no plans to implement advanced collection or to use a 3rd party for collections.

Q120: Is the intent to use an Oracle self-billing product, or a 3rd party application to capture online payments from customers and allow customers to access their accounts? What is business reason for customers to view general ledger account numbers?

A120: GCS plans to use out of the box functionality for Accounts Receivables.

Q121: What is intended method to open receivables to a collection agency? Manual through a report or integration? What is frequency?

A121: GCS currently does not use a collection agency for open receivable transactions.

Q122: What does 'category' mean?

A122: GCS may need to run separate billings based on categories. For instance, the print shop may have a receivable for a customer which will need to be run separately from a

receivable for transportation where transactions are entered under the same customer account.

Q123: What is meant by "Customer File Management" functionality?

A123: Oracle Cloud must be able to provide a Customer Master File.

Q124: What information is needed to copy in the cash collection screen? What is business purpose of copying payments?

A124: Instead of entering the same information from scratch each time, GCS would like a "copy" functionality for entering payment data.

Q125: Please elaborate on how statement bar coding would be used for cash receipting. Is there a separate software used to read bar codes and apply a payment to an invoice/statement?

A125: GCS would like to scan an invoice number to bring up the customer's invoice information for payment. With this in mind, the main scanning functionality that GCS would like to use would be in the Fixed Asset and Inventory Modules.

Q126: In reference to requirement "The system must be able to have a user friendly, customizable worksheet screen entry that will automatically load general ledger account number and other name and address information from subsystems," What is the goal of the worksheet? How would user use it with the information requested? Is it AR specific?

A126: The goal of the worksheet is to provide a means for mass upload.

Q127: Can you share details of work compiled with original SI before project was put on hold and what documents are available like conversion mapping, integration design, configuration workbooks etc. from the effort of previous SI.

A127: Refer to the answers provided in question 14 and question 27 of addendum 2

Q128: AR conversions (customers, AR Invoices, Cash Receipts) are not included in the conversion table. Can we assume they are not needed, and you will start with these processes directly in Oracle ERP Cloud?

A128: In working with the previous State-Approved System Integrator, GCS was to manually input any open Accounts Receivable as part of conversion.

Q129: Procore will be replaced by Oracle ERP Cloud however Project Conversion are not included in the conversion table. Will projects and other details entered into Oracle ERP Cloud manually during cutover?

A129: Projects were originally slated as part of Phase 2 and work has not begun on items listed as "Phase 2." GCS plans to work with the successful bidder to determine applicable projects to be converted or if Procore will be replaced or retained.

Q130: AP Invoices will be paid in the current system and only paid invoices in the current calendar year will be converted to support 1099 however if go-live date is 01-Jan then not required.

A130: GCS plans to work with the successful bidder to determine the validity of the above statement.

Q131: What type of integration / middleware platform used to deploy interfaces in the current environment, and will same integration / middleware platform be used for new Oracle Cloud implementation?

A131: Refer to the answer provided in question 74 of addendum 2.

Q132: Were there any reporting strategy defined as part of current efforts? If so, can you please share the outcome of this reporting strategy. Also, do you currently have any Datawarehouse to support reporting?

A132: Deliverable D01 completed by the Previous State-Approved Integrator included a reporting and dashboard strategy and description of the deliverable is provided in question 267 of addendum 3. A bidder may or may not want to update this strategy based on their own methodology. GCS plans to use licensed Oracle Cloud products to support reporting.

Q133: Do you have listing of reports defined by each module/workstream? If yes, please share the list.

A133: Refer to the answers provided in questions 14 and 52 of addendum 2.

Q134: Have you procured any configuration tool for Oracle Cloud or will use out of the box functionality?

A134: To the best of GCS' knowledge, the Previous State-Approved Integrator utilized out of the box configuration tools.

Q135: Which version control software is used to support deployment of development objects in current system or any plan to procure new version control software?

A135: Refer to the answer provided in question 73 of addendum 2.

Q136: Do you plan to use any check printing software or are looking to use capabilities within Oracle system?

A136: GCS plans to utilize as many out of the box Oracle Cloud capabilities as possible.

Q137: Do you print Purchase orders, Purchase Agreement and Purchase Contract on the paper and mail physically or send electronically? Not included as required.

A137: Most purchasing documents are emailed directly to suppliers. GCS plans to use the delivered functionality in Oracle Cloud for suppliers that can receive purchasing documents electronically.

Q138: What is Previous System Integrator's Portal, who built this and what is current use and status? Does its functionality need to be replaced with another product or purpose-built solution?

A138: To the best of GCS' knowledge, the intent of the Previous System Integrator's Portal was to authenticate users for State systems that included Oracle Cloud. However, GCS has not yet utilized this portal and a bidder can propose an alternative solution. This will be discussed with the successful bidder.

Q139: Are you planning to use Oracle's data masking services for PII data?

A139: GCS plans to utilize as many out of the box Oracle Cloud capabilities as possible.

Q140: Please elaborate on what "support" is needed for the cash flow request process. An integration is mentioned in #107, what is required of Oracle?

A140: GCS has to follow the Funds Request Date (FRD) established by the North Carolina State Treasurer for requesting State and Federal cash funding. GCS plans to work with the successful bidder to determine applicable support needed to support the FRD.

Q141: What is required to support school-based cash management?

A141: A decision has been made to not integrate school checkbook funds at this time. This requirement is no longer applicable.

Q142: What "non-BAI2" bank statement system? Requirement mentions a to/From integration, what data is expected to be processed each direction and what file format? How would data be consumed in oracle and for what purpose?

A142: This integration is with the North Carolina State Treasurer and would be a bi-directional interface.

Q143: In reference to requirement, "The system must be able to account for and create reports for cash activity of outside entities, including detailed tracking of incoming cash by source and receipt" What is meant by "outside entities"? Are these not defined in Oracle? How are they managed?

A143: An example of an outside entity is Guilford County Government and refers to anyone outside of GCS that provides funds. GCS plans to work with the successful bidder to define options in Oracle Cloud.

Q144: Please elaborate on SLA for Assets. There is a TBD in requirement for details.

A144: GCS will need to utilize the out of the box functionality for Fixed Assets and related General Ledger transactions.

Q145: In reference to requirements:
- "The system must be able to bar code and scan items for tracking in the system",
- "The system must be able to use a bar code system" and
- "The system must be able to enter data collected with a bar code scanner"

Is this requirement specific to tracking fixed asset inventory? Why is bar coding required?

A145: This is used for tracking fixed asset and warehouse inventory. Bar coding is required due to the volume and size of GCS for the reduction of errors.

Q146: What is the business requirement for bar coded asset tagging? How would this be used and how is it used today?

A146: Bar coding is required due to the volume and size of GCS for the reduction of errors.

Q147: Please clarify if this is a fixed asset requirements intended to manage your capital assets and related financial accounting, versus the need to track and manage inventory. Please elaborate on the business need/goal.

A147: GCS would like to use barcoding capability to both manage/track inventory from a warehouse and for non-capital/capital fixed assets.

Q148: In reference to the requirement "The system must be able to route surplus assets for review and approval automatically" Is this an inventory requirement? Isn't common ask in fixed assets

A148: This requirement is categorized under Fixed Assets, and it is common for asset retirement approval to take place before an item is marked as surplus.

Q149: Please elaborate on need to reconcile journal with a bank statement? Is this to reconcile cash balance with bank statement? Or to create journals from Bank Statement reconciliation

A149: GCS follows generally accepted accounting principles (GAAP).

Q150: In the requirement "The system must be able to have the automatic verification of coding block, balance enforcement, active account, duplicate entries" Please elaborate on mention of "duplicate entries". Is intention to identify/prohibit duplicate entries?

A150: Yes, the intent is to identify/prohibit duplicate entries.

Q151: In the requirement "The system must be able to consolidate project costs to fixed assets by year and project life" Please elaborate on what the requirement is? Is this the capitalization of a capital project? Reporting by project?

A151: For example, building a new facility requires many goods and services to be purchased in order to complete the facility. The costs of the project need to be able to be collected, capitalized, and consolidated together into asset(s).

Q152: Please provide your current chart of accounts structure. Please include definitions/purpose for each segment, qualifiers (balancing segment, cost center, etc.)

A152: The to-be accounting segments previously defined are Fund, Purpose, PRC, Object, Location, Cost Center, Project, Local Use, Interfund. For more information, refer to https://www.dpi.nc.gov/districts-schools/district-operations/financial-and-business-services/school-district-finance-operations/chart-accounts.

Q153: In the requirement "The system must be able to duplicate an asset to become a new asset" Provide an example of what is being requested. Are you asking about a component of an asset being updated? How would replacement asset be recorded in system?

A153: This is in reference to an out of the box copy feature for Fixed Assets.

Q154: What is the business purpose for creating a duplicate asset? The expectation is an asset would be created through the integration from an Invoice in Payables or a capital project.

A154: There are times where an asset may need to be manually added into Oracle Cloud (i.e., Donated Assets).

Q155: In the requirement "The system must be able to integrate with the Asset Management System to load fixed assets for date of service, location, etc." What is the Asset Management system mentioned?

A155: This is a system currently utilized to track IT assets.

Q156: In the requirement "The system must be able to support automatic updates for approval and reconciliation of term life cost and payments via Payroll, AP/Supplier invoices "Need clarification on "automatic updates" for approval and reconciliation of term life cost and payments via Payroll, AP/Supplier invoices

A156: This is in reference to a reconciliation of an employee insurance benefits to the Accounts Payable invoice paid to a provider. The costs will be distributed across the employee base.

Q157: In the requirement "The system must be able to define and enter transactions that can be prorated automatically by user-defined percentages or fixed amounts," Need clarification what is meant by 'transaction". Where and how are these entered, and how would expect the prorates to be calculated? By dates, rates, etc.?

A157: This requirement was classified as a General Ledger requirement and refers to any general ledger transaction. Transactions can be entered directly into the General Ledger or brought in from sub modules. Guilford County Schools will discuss the level of detail and options with the successful bidder.

Q158: Please clarify what type of transactions would be created by "NCDPI BUDS"?

A158: Refer to section 2.3.9: NC State Systems in the Request for Proposal (RFP).

Q159: Please elaborate on what reports are needed?

A159: Refer to the answers provided in questions 14 and 52 of addendum 2.

Q160: In the requirement "The system must be able to report on a statement of changes in fund equity" Are you looking for a change or a supporting schedule?

A160: The requirement defines that GCS is looking for a statement of changes in fund equity.

Q161: What is meant by "Financial System Tables". Please elaborate on what report(s) are needed

A161: Financial System Tables refer to Oracle Cloud. For more specifics on reports, refer to the answers provided in questions 14 and 52 of addendum 2.

Q162: In the requirement "The system must be able to produce reports for inter-fund and intra-fund activity" What specifically are you looking for in the report?

A162: Transactional information for fund activities.

Q163: In the requirement "The system must be able to allow for the creation and maintenance of user-defined account categories" What is meant by "user defined account categories"

A163: A user with proper security can edit and update accounting segments.

Q164: What information is needed to be brought in from E-CATS? Please elaborate how it would support grants and what is meant by "other financial data"

A164: The main purpose is to extract child counts.

Q165: In the requirement "The system must be able to provide for all GAAP and GASB requirements, Full Accrual, Modified Accrual, and Cash Basis accounting as needed from all

modules." What is meant by "as needed from all modules". Do you require reporting on all accounting methodologies?

A165: The General Ledger must be able to report on information contained in the subledgers and will need reporting consistent with accounting methodologies defined in the requirement.

Q166: What is meant by " integrate to/from the Monthly Financial Report". What is the Monthly financial report and what is this integration?

A166: This is an integration with the State and is an integration of the Monthly Financial Report.

Q167: Please elaborate on requirement integrate to/from the UERS Chart of Account (COA) Exception Report. What is the integration and what is needed?

A167: Refer to section 2.3.9: NC State Systems in the Request for Proposal (RFP) for UERS MFR.

Q168: In the requirement "The system must be able to print and create a check electronically in a GCS-specific format", Please clarify need to print a check electronically? Is this an EFT/ACH?

A168: This requirement is in reference to formatting checks to be printed in the GCS specific check stock using an electronic print file, much like printing an electronic Microsoft Word document on paper using a printer.

Q169: Please elaborate on what the work orders are for and what maintenance is being performed? Is this on fixed assets?

A169: Work orders can be done on anything maintenance related (i.e., buildings, windows, equipment) and may or may not be a fixed asset.

Q170: In the requirement "The system must be able to integrate AP and PO to warehousing data for analysis." Is this a data warehouse requirement? Please elaborate on what analysis is needed.

A170: GCS plans to use licensed Oracle Cloud products to support reporting.

Q171: In the requirement "The system must be able to send automatic notification for transactions fulfilled by the warehouse (request received, order shipped, partially received, etc.)" Please elaborate on what is being fulfilled

A171: Inventory related items that would be housed in a warehouse.

Q172: In the requirement "The system must be able to group requisitions by the school to support efficient delivery by the warehouse team" Please elaborate on whether this is an internal requisition? Who is this going to and why are they being raised.

A172: Purchase requisitions are created internally by those that have access to create purchase requisitions. Purchasing requisitions are requests for goods or services that can be filled by a buyer's purchase order and then can be paid for by Accounts Payable.

Q173: In the requirement "The system must be able to transmit and receive files to meet DPI requirements", please elaborate what files are needed

A173: Refer to sections 2.3.9 and 2.4.9 in the Request for Proposal.

Q174: In the requirement "The system must be able to refund payments made by parents online "what tool is being used for online payment processing?

A174: GCS uses K12 Payment Center and ELEYO for online payment processing.

Q175: In the requirement "The system must be able to accept the entering of payment requests for invoices and other documents online at a remote location" What is meant by "remote location"?

A175: A location that is not a GCS property (i.e., employees working from home).

Q176: Why would there be a receivable for an employee?

A176: An employee owes money to GCS (i.e., prepaid for time on a paycheck that was not actually worked).

Q177: In the requirement "The system must be able to include appropriate tax details (FICA, State, Federal, etc.) in transactions when creating employee receivables for overpayment" Why is this in AR and not reimbursed through payroll?

A177: A receivable is currently created for employees that is handled outside of payroll.

Q178: In the requirement "The system must be able to automatically process all cash receipting locations to assist with cash depositing into multiple checking accounts" Need more information on business process. How is cash received? How deposited, etc.?

A178: Cash is received centrally and then deposited at the bank.

Q179: For the following requirements:
- The system must be able to track cash entries automatically, cash-on-hand, and provides cash receipt register and deposit reports for cash drawer/location reconciliation
- The system must be able to balance cash by each register, user, or drawer for ease of depositing

- The system must be able to print a cash report that includes the date, time, customer name and address, the amount paid, amount of change returned, sub-system type, and receipt and user ID
- The system must be able to show the amount of change due on the receipt

Need more information on business process. Is this coming from a point of sale (POS) system? What is used today?

A179: Yes, it is coming from a POS system and GCS is currently utilizing Meals Plus.

Q180: In the requirement "The system must be able to accommodate bar code scanning of invoices for cash receipting" Need more information on business process for why would need to scan a bar code to receive/apply cash. What system is used?

A180: Bar coding would be used to scan an invoice to bring up on the screen versus manually searching for an invoice. With this in mind, the main scanning functionality that GCS would like to use would be in the Fixed Asset and Inventory Modules.

Q181: In the requirement "The system must be able to print cash receipts automatically" What is meant by print cash receipts? What is business process

A181: To provide a receipt for cash transactions to the customer.

Q182: In the requirement "The system must be able to allow for the electronic transfer of revenue with an audit trail identifying the user, date, and time" Where would the revenue be transferred? What does electronic transfer mean?

A182: Revenue transfers would take place through journal entries.

Q183: In the requirement "The system must be able to have online memo capability for each customer master file," Why is this needed? What is business purpose and what i meant by "each customer master file?"

A183: GCS desires to have a place to include notes or comments on a customer's file.

Q184: For the requirements:
- The system must be able to produce statements by customer category reflecting current account status and by listing all open items
- The system must be able to produce statements for multiple customer categories, and customer ranges on the same day for single day statement production and finance charges

What is meant by customer category? Please elaborate further

A184: Customers can have different categories of charges (i.e., facility rentals, print shop, transportation charges) and a statement must be able to be produced by a specific category or combined categories together.

Q185: In the requirement "The system must be able to have Real Estate Tax Billing functionality," please elaborate on what is meant by "Real Estate Tax Billing" functionality?

A185: Real Estate Tax Billing is no longer applicable.

Q186: In the requirement "The system must be able to accommodate receipt and balance cash at the department level using a cash register/drawer concept" Please explain purpose and overall need for GCS

A186: This would be needed for School Nutrition and After-School Care Enrichment Services (ACES) programs.

Q187: In the requirement "The system must be able to search data backward and forward" What does forward mean?

A187: A user can look at transactions backwards or forwards in the system.

Q188: In the requirement "The system must be able to accommodate standard non-receivable type transactions set up in the cashiering module" What is meant by "cashiering module"? What is used today?

A188: This is in reference to Accounts Receivable and Meals Plus is used today.

Q189: In the requirement "The system must be able to calculate and amortize premiums and discounts" Please elaborate on what is meant by premiums and discounts. What is calculated and how used in terms of accounts receivable?

A189: GCS does not offer discounts on Accounts Receivable transactions.

Q190: In the requirement "The system must be able to provide investment by School, Student, Classroom, etc." Please clarify what is meant by "investment"?

A190: GCS plans to report on expenditures with information contained in Oracle Cloud for different categories.

Q191: In the requirement "The system must be able to drill down into expense details through summary levels of budget reporting/viewing" How does this relate to budgeting?

A191: Users with proper security should be able to drill down to reveal more details.

Q192: In the requirement "The system must be able to calculate, maintain, and export the average daily cash balance for every fund" How is average daily balance helping the business? What is it used for?

A192: It allows GCS to better understand their cash requirements standing.

Q193: In the requirement, "The system must be able to track cash receipts and disbursements by reference number and by base sub" What is meant by "base sub"?

A193: Base sub means base subledger.

Q194: In the requirement "The system must be able to pool cash into a payroll and claims fund to facilitate investment and cash management functions" Are you referring to ZBA accounts?

A194: No

Q195: In the requirement "The system must be able to support workflow for approval transactions for PD requests (Leave Form, PD request, etc.)." Can you provide more information on what is being requested for automatic generation of documents from the system?

A195: GCS plans to go paperless using Oracle Cloud functionality as much as they can.

Q196: What is the Bank of America Works program?

A196: The Purchasing Card (P-card) program used by GCS.

Q197: Why are P-Card requirements showing up under employee expenses? This is uncommon.

A197: Employees use the P-card to purchase items for GCS.

Q198: In the requirement "The system must be able to apply indices/inflation factors to historical costs for assets to update replacement cost data" What is the goal of this requirement? Is the intent to revalue the asset and not impair? How is it done today?

A198: To calculate fair market value.

Q199: In the requirement "The system must be able to input the property number from the project management system" Is property number referring to the asset location?

A199: Yes.

Q200: In the requirement "The system must be able to track and report on the disposition of all surplus assets" Is this referring to assets not currently in service? Processing an asset retirement/disposal?

A200: This is referring to a surplus asset that has been retired.

Q201: In the requirement:

"The system must be able to provide facilities asset management, project management, and work order systems or integrate directly with these systems to include:

1. Facilities Asset Management & Maintenance
2. Facilities work order management
3. Custodial work order management
4. Capital project management and project accounting "

The business requirement is unclear and requires further clarification. What are the business needs, exact systems, transactions, etc. which are needed?

A201: Oracle Cloud out of the box must provide the listed items in the requirement and/or GCS will integrate information from their current systems into Oracle Cloud.

Q202: In requirement "The system must be able to track active license volume (quantity, school, users, etc.)" Can you elaborate? Is this related to software licenses?

A202: Yes, this is in reference to software licenses.

Q203: In the requirement "The system must be able to automatically add fixed assets to the fixed asset inventory based on pre-defined rules" What is the expectation on when a fixed asset is created? What are dependent transactions/activities?

A203: Assets should be created based on out of the box Oracle Cloud functionality.

Q204: In the requirement "The system must be able to support work order management Maintenance or integrate with the current solution used" Is this work order management related to capital asset management and maintenance?

A204: Refer to the answer provided in question 169 of addendum 3.

Q205: In the requirement "The system must be able to provide a user-friendly functionality for field activities (work order management)" What fields are you looking for? How does work order management behave for you today?

A205: Refer to either section 2.3.1 or section 2.3.6 under Archibus for more information.

Q206: In the requirement "The system must be able to surplus parts from the warehouse, such as furniture" Is this the reallocation of an asset not in use at a particular location to another location?

A206: The reallocation of an asset would be an asset transfer. Surplus is when the asset is retired.

Q207: In the requirement "The system must be able to manage surplus items (items that are surplus from other schools or are donated, etc.)" What are the expectations for the system to manage surplus assets not in use?

A207: The system must be able to account for all items whether they be active or retired in the fixed asset system.

Q208: For the requirements:
- The system must be able to add, in mass (i.e., through spreadsheet upload, new sub-account across a user-definable range of departments and funds
- The system must be able to add, in mass (i.e., through spreadsheet upload), accounts for one department or fund by cloning accounts from a similar department or fund

What is the requirement for managing and maintaining the chart of accounts? What is the business reason for needing to add accounts, in mass, and at what frequency?

A208: The business reason is chart of accounts maintenance across a large organization, which does frequently happen.

Q209: Food services requirements are extensively listed however the products purchased and requested to be implemented in this RFP do not appear to include POS software or specialized K-12 Food Services software. Are these requirements still in scope?

A209: Refer to the answer provided in question 28 of addendum 2.

Q210: In the requirement "The system must be able to support school accounting for items including but not limited to cash management, purchasing, online payment for school services, and contributions" Can you provide more information on what is meant by "support school accounting for items"?

A210: Examples include but are not limited to cash management, purchasing, online payment for school services, and contributions.

Q211: For the requirement:

"The system must be able to produce reports in an automated fashion for monthly reporting requirements including, but not limited to:

1. Magnet funds report
2. Title 1 funds
3. Regular/Local Allotments
4. State Allotments
5. Twilight School
6. Grants/Donations
7. Capital Outlay"

We would need a sample of the reports and the COA structure to determine the appropriate FIT/GAP response

A211: Oracle Cloud will be the system of record for monthly reporting. Referenced reports will be shared with the successful bidder.

Q212: In the requirement "The system must be able to comply with The School Budget and Fiscal Control Act (115C-422, Article 31) on the North Carolina General Statutes" Can you provide more information on specific requirements for the system/business processes to be in compliance?

A212: For more details, refer to Article 31 found here:
https://www.ncleg.net/EnactedLegislation/Statutes/PDF/ByArticle/Chapter_115C/Article_31.pdf

Q213: In the requirement "The system must be able to accept and post investment information in an automated format" Where is the investment information posting from and to?

A213: Oracle Cloud will be the system of record for financial transactions.

Q214: In the requirement "The system must be able to have approval and edit capabilities for posting between financial systems" Please elaborate on what financial systems? What are you approving/editing and where?

A214: Oracle Cloud will be the system of record for financial transactions.

Q215: In the requirement "The system must be able to assign specific general ledger accounts to be designated to a treasury account and allows them to be subdivided into detailed subsidiary accounts: Please elaborate on the business requirement and goal. Unclear on requirement.

A215: This is done to help build the Annual Comprehensive Financial Report (ACFR) and for the usage of fiduciary accounts.

Q216: In the requirement" The system must be able to calculate interest income earned/owed and allocates this amount to individual funds" Where are and how are the funds being managed today?

A216: Funds are managed in Microsoft Excel today.

Q217: How and where are investment instruments are being handled today?

A217: State Treasury Investment Fund and North Carolina Capital Management Trust. Transactions are recorded through journal entries.

Q218: How and where is debt being tracked today?

A218: Guilford County Government issues and manages debt for the school district as outlined in the North Carolina general statues.

Q219: In the requirement "The system must be able to automate all of the business forms (requisition, miscellaneous payroll, etc.)." Can you provide more information on the expectation of automation? How would a form be automated?

A219: Information is entered online through Oracle Cloud.

Q220: Would need more information on each of the capabilities, business processes and specific requirements for each system before we can provide a response for strategic direction and Fit/Gap.

A220: Refer to sections 2.3, 2.4, and 2.7.1 for more information.

Q221: In the requirement "The system must be able to provide efficient cloud distribution technology to support remote (schools, remote departments, etc.) needs with the solutions." What exactly is needed for this requirement? What is "distribution technology"?

A221: Licensed Oracle Cloud products.

Q222: In the requirement "The system must be able to allow the HR solution to support the ability to schedule interfacing with third-party solutions as needed" Would need additional details on the interface requirements and third-party solutions mentioned. What is the specific requirement?

A222: This is in reference to setting up batch schedules.

Q223: Confirm in what module you require electronic signatures, what documents and what transactions.

A223: Any module that uses electronic approvals and/or workflow.

Q224: In the requirement "The system must be able to be modified as required by State and Federal Legislation, Departments, or agencies." Please elaborate on modification expectations. In what modules, processes, transactions, etc.

A224: Configuration, extension, workflow, or interface updates maybe required based on the latest legislation.

Q225: Please clarify if it is intended to migrate to Oracle Inventory module or continue with existing application. (Re: All requirements with Related Module: Inventory, Item Management)

A225: Inventory Management Cloud Service is in scope.

Q226: In the requirement "The system must be able to provide the ability for departments (i.e., Communications) to access purchasing related information for public information requests" Provide more information on what kind of access is required.

A226: Inquiry or view (read) access to the purchasing related information in the Freedom of Information Act (FOIA) or Board requests.

Q227: In the requirement "The system must have approval reporting for purchasing transactions that include, but are not limited to purchase requisitions and purchase orders" What is meant by "approval reporting"?

A227: Reporting on workflow approvals.

Q228: What access do you want allow suppliers to have?

A228: Out of the box information used in the Supplier Portal.

Q229: In the requirement "The system must be able to send notifications to stakeholders (i.e., requester, buyer, warehouse agent) during the procure to pay process" Need clarification on what notifications are sent to which party for which activity.

A229: In general, out of the box notifications will suffice. If someone wants to see status who is not in the notification thread, they will need to search or have a report/dashboard to see this information (i.e., outstanding approvals, requisitions in process for a business unit).

Q230: In the requirement "The system must be able to refund overpaid expenditures from a prior fiscal year" What is the business requirement? What are you trying to achieve? Please elaborate on requirement.

A230: Refer to the answer provided in question 109 of addendum 3.

Q231: What is a "flexible receipt"?

A231: Receipt capabilities must be available to more than just the person who created the original purchase requisition. For example, if Person A creates a Purchase Requisition, person B in the warehouse should be able to receive such item. Additionally, if Person A creates a requisition and person A leaves GCS before the item is received, Person C should be able to take over and receive items from Person A's purchase requisition.

Q232: How robust are you using scanning today? Do you currently have handhelds? What software are you using and are you intending to use in the future?

A232: GCS currently uses scanners in the IT department for IT inventory.

Q233: What are budget codes?

A233: The full account segment string of codes is referred to as a budget code today.

Q234: What is the expectation for use on the purchasing templates? How would they be used?

A234: GCS plans to configure and use purchasing templates as delivered by Oracle Cloud.

Q235: Is the expectation to implement Oracle tax for Procure to Pay tax calculation?

A235: The expectation is to automatically calculate applicable taxes in the procure to pay calculation through an Oracle Cloud Product that GCS has licensed, through other solution proposed by the bidder, or configuration.

Q236: The products in scope for the implementation do not appear to be the correct fit for student records. Is this requirement still in scope for the Oracle Cloud project?

A236: A student record system implementation is not part of this RFP, but GCS may need to report on student demographics for financial purposes.

Q237: Please clarify on Employee Data with approximate count of data to be loaded and the range of historic data that needs to be loaded

A237: There are approximately 52,000 active and inactive employees in the current system. The number of years, approach, and options for converting historical data will be discussed with the successful bidder.

Q238: For compensation perspective, how many individual compensation plans are required and how the validation logics are applicable?

A238: The compensation plans vary based position in addition to any bonus plans. There are approximately 20 base compensation plans that can have different permutations that will need to be setup and validated in Oracle Cloud.

Q239: Please explain how the work schedule applies for the employees. Is it common for all? Do we have rotational shifts/patterns/schedule?

A239: Refer to the answer provided in question 64 of addendum 2.

Q240: Please explain the performance cycle involved? Is it common across? Do we have same performance document across?

A240: The state system is used for school and department based licensed employees. Other performance cycles are performed yearly using paper forms.

Q241: Please explain how goals are assigned, is list of goals available or is it created on need basis?

A241: Goals are created on an as needed basis between the supervisor and employee.

Q242: Do we have competencies based on Job/Positions or is it common based on some other criteria that needs to be included for performance evaluation?

A242: This is not common at Local Education Agencies (LEAs).

Q243: What languages do you host apart from English?

A243: GCS plans to use Oracle Cloud using the English Language.

Q244: What is the date range for which historic data needs to be loaded for all modules

A244: Refer to the answer provided in question 237 of addendum 3.

Q245: What are the interfaces that need to be built for various modules of HCM that are not handled in Fusion?

A245: Refer to Appendix F of the RFP document.

Q246: What is the list of reports that need to be generated? Please share module wise count along with specific requirements listing if possible.

A246: Refer to the answers provided in questions 14 and 52 of addendum 2.

Q247: Please share the leave policies that explains the list of leaves involved, the validations involved and the eligibility for each leave type along with other terms like accrual, payouts etc.

A247: Refer to the Benefits and Employment Policy Manual found here: https://www.dpi.nc.gov/documents/district-humanresources/benefits-and-employment-policy-manual.

Q248: Please explain if the approval flow for any transaction is common across or does it vary? This enables us to understand whether there should be a common rule for each transaction or multiple rules based on need.

A248: Workflows can vary between schools and departments but will follow the same basic logic.

Q249: What is meant by PD request?

A249: Professional Development Request.

Q250: What does L&I hours mean?

A250: This broadly refers to the budgeted position hours and workers compensation.

Q251: Could you share the details of the Shared leave functionality?

A251: For more details on Shared Leave, please refer to the form at:
https://www.gcsnc.com/cms/lib/NC01910393/Centricity/Domain/5025/Authorization_to_Donate_Voluntary_Shared_Leave.pdf

Q252: What is meant by Certified employees? How are they different from regular employees? What is the count of Certified employees.

A252: Certified employees hold NC professional educator license(s) which are tracked in the NC Department of Public Instruction LICSAL system. GCS has approximately 5,000 licensed employees.

Q253: How are the Government Payroll Reports, payroll taxes currently done?
ADP Smart Compliance - Are you using this product currently?

A253: GCS currently does payroll taxes using SUNPAC and is not currently using ADP Smart Compliance.

Q254: What does this mean - Acting appointments require time bound position set to expire in the future which system cannot handle.

A254: Additional compensation cannot be set for an open ended or time specific periods.

Q255: Does job descriptions differ across each school?

A255: Job descriptions can be unique to a school.

Q256: Please share the key considerations behind the need for 24X7 coverage including after 5:00 PM ET on weekdays and on weekends.

A256: The core hours of support would be from 7 am to 6 pm Eastern Standard Time (EST) on weekdays during the school year and 7 am to 7 pm EST Monday – Thursday during the summer break. 24X7 support only refers to a severity 1 issue needing to be addressed for on call support.

Q257: The SLAs suggest Response time of 1 hour and Resolve time of <6 hours for Priority 1, 2 and 3 issues along with 24X7 hours coverage. Do you expect to have a seated support to cover for these service levels and coverage(24X7)? If yes, please specify any critical area/function which needs 24X7 seated support.

A257: GCS expects on call support for severity 1 issues 24X7.

Q258: Appendix G provides SLRs for Enhancements like Critical Milestones, Project Estimations, Project Defects. Are these Service Levels only applicable to the Enhancements built during the Maintenance and Operations (M&O) phase?

A258: Yes

Q259: If answer to the above question is yes, how do you typically define Critical Milestones for enhancements built during the M&O phase?

A259: Mutual agreement.

Q260: There is a Service Level for Availability of Support Staff. Please elaborate on the requirement of this Service Level.

A260: Responsiveness outside of a submitted ticket.

Q261: Have you licensed from Oracle or other providers a cloud-based data warehouse such as OADW or FAW? If not, does the prospective bidder need to include the licensing of a proposed cloud-based data warehouse solution (whether Oracle or other solution) in our solution or will GCS directly license the recommended data warehouse solution from Oracle or other provider?

A261: GCS has not licensed a cloud-based data warehouse such as Oracle Autonomous Data Warehouse (OADW) or Fusion Analytics Warehouse (FAW). A bidder can include a cloud-based data warehouse solution as part of the optional supplemental software as part of Section 5.

Q262: Would Guilford County Schools be open to a bidder bidding on a portion of the work if they do not meet the minimum qualifications to complete all of the work?

A262: Prospective bidders can submit a bid for this RFP and GCS will evaluate the bid based off of the criteria in the 1.13: Evaluation and Selection.

Q263: What other school districts in North Carolina have gone live with Oracle Cloud and what other school districts used or are using the previous integrator for Oracle Cloud?

A263: GCS believes that Gaston County Schools is live on Oracle Cloud and is aware of work done by the Previous State-Approved Integrator at Charlotte-Mecklenburg Schools, Cumberland County Schools, and Cabarrus County Schools.

Q264: Is Guilford County Schools using any consultants internally that are not employees for on this project? If so, will you share their previous work experience, number of years of experience, firms/employers and roles?

A264: GCS plans to staff the project according to their needs whether they use internal or external resources.

Q265: Are you expecting Maverick Solutions to deliver training or just develop the hands-on content?

A265: GCS expect Maverick Solutions to deliver their Engage Learn and Engage Live platform customized to the needs of GCS.

Q266: Will you share the status of each conversion listed in section 2.9?

A266: Refer to the answer provided in question 27 of addendum 2

Q267: Will you share the list of deliverables proposed by the previous integrator and the status of each deliverable?

A267: The following is the list of deliverables and the status of each deliverable from the Previous State-Approved Integrator:

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Development	D01 - Development Approach	Completed	The D01 Development Approach will describe in detail the tasks that will be performed to handle Guilford County Schools conversion, interface, reporting, and security requirements. The Deliverable will describe how these development items will be developed/configured, tested, and implemented in production.
Development	D02 - Data Conversion Templates	Completed	The Complete D02 Conversion Process Templates milestone represents the delivery of conversion spreadsheets and mapping of such spreadsheet to legacy data. For all conversion items, the project team will follow the standards defined by the D01 Development Approach deliverable.
Development	D03 - Conversion Load & Validation	Not Completed	Following the D02 Complete Conversion Process Templates milestone. The Previous State-Approved Integrator will coordinate sessions to load data into the system and request Guilford County Schools to review the load process.
Development	D04 - Development Integrations/Interfaces	Not Completed	The D04 Complete Interface/Integration Templates milestone represents the delivery and loading of data from legacy or 3rd party systems into the corresponding Oracle module. For all interface items, the project team will follow the standards defined by the D01 Development Approach deliverable.
Development	D05 - Development Reports	Not Completed	The D05 Complete Reports milestone represents the delivery of Golden Template, DPI reports, and Oracle reports. The project team will follow the standards defined by the D01 Development Approach deliverable. The Previous State-Approved Integrator will also provide report building training.
Functional	F01 - Initial Discovery Questions	Completed	The Previous State-Approved Integrator will provide a series of questionnaires for each module and any relevant options so that Guilford County Schools can document expectations, key business flows, data, and basic processes. The purpose of the questionnaire is for the Previous State-Approved Integrator d team to obtain basic information on module configuration and related Guilford County Schools business processes, data, and potential gaps.

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Functional	F02 - Initial Prototype	Completed	An initial prototype Oracle Cloud site will be configured using Guilford County Schools requirements, and F01 Initial Discovery Questionnaire. This site will be used by the Previous State-Approved Integrator to complete F03 Gap Analysis & Orientation Training. This site will be used to demonstrate functions, features, and capabilities of the Oracle Cloud Applications.
Functional	F03 - Gap Analysis	Completed	The Initial Guilford County Schools requirements, the Previous State-Approved Integrator questionnaires, and Initial Prototype, will be used by the project team to conduct the F03 Gap Analysis work sessions. For each module, the requirements traceability matrix will be updated with any gaps between the requirements and delivered functionality and best practice configurations. Where "Gaps" exist, the Previous State-Approved Integrator will document the gap and how the gap will be addressed via software configuration, custom report or process change. During these gap analysis sessions, the Previous State-Approved Integrator leads will perform T01 Orientation Project Team Training specific to the session modules.
Functional	F04 - Conference Room Pilot	Completed	Conference Room Pilot will bring together all groups to review the Oracle Cloud Services application from end to end using the initial prototype environment. This is a high-level walk through of the application to ensure awareness of all groups and their understanding of the system.
Functional	F05 - Complete System Testing	Completed	The F05 Complete System Test milestone marks the completion of the system test cycle as defined by the P07 Test Plan Deliverable. During System Test the Project Team will convert limited data and test end-to-end business processes in the Oracle Cloud Services applications. Completion of the F05 Complete System Test milestone certifies that the system is ready for integration testing.

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Functional	F06 - Module Configuration Documents	Not Completed	The F06 Module Configuration Document marks the completion of the Oracle Cloud Services applications configuration as agreed upon by Guilford County Schools and the Previous State-Approved Integrator prior to the start of the integration testing test cycle.
Functional	F07 - Complete System Integration Testing	Not Started	The F07 Complete Integration Test milestone marks the completion of the integration test cycle as defined by the P07 Test Plan Deliverable. During integration test the Project Team will convert data, test end-to-end business processes in the Oracle Cloud Services application, including interfaces, and reports/dashboards. Completion of the F07 Complete Integration Test milestone certifies that the system is ready for user acceptance testing and end user training.
Functional	F08 - Completed User Acceptance Test	Not Started	The F08 Complete User Acceptance Test milestone marks the completion of the User Acceptance Test cycle as defined by the P07 Test Plan deliverable. Completion of the F09 Complete User Acceptance Test milestone certifies that the system is ready for Go-Live.
Functional	F09 - Completed Post Implementation Support	Not Started	Following the P09 Production System Go Live, the Previous State-Approved Integrator Project Team will provide thirty (30) business days of production support to Guilford County Schools for each project phase.
Monthly Project Management	MPM1 November 2020 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM2 December 2020 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM3 January 2021 Project Management	Completed	Monthly Billed Project Management Fees

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Monthly Project Management	MPM4 February 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM5 March 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM6 April 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM7 May 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM8 June 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM9 July 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM10 August 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM11 September 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM12 October 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM13 November 2021 Project Management	Completed	Monthly Billed Project Management Fees

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Monthly Project Management	MPM14 December 2021 Project Management	Completed	Monthly Billed Project Management Fees
Monthly Project Management	MPM15 January 2022 Project Management	Not Started	Monthly Billed Project Management Fees
Monthly Project Management	MPM16 February 2022 Project Management	Not Started	Monthly Billed Project Management Fees
Monthly Project Management	MPM17 March 2022 Project Management	Not Started	Monthly Billed Project Management Fees
Monthly Project Management	MPM18 April 2022 Project Management	Not Started	Monthly Billed Project Management Fees
Monthly Project Management	MPM19 May 2022 Project Management	Not Started	Monthly Billed Project Management Fees
Monthly Project Management	MPM20 June 2022 Project Management	Not Started	Monthly Billed Project Management Fees
Monthly Project Management	MPM21 July 2022 Project Management	Not Started	Monthly Billed Project Management Fees

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Organizational Change Management	O01 - Stakeholder Assessment	Completed	The identification and qualification of key Guilford County Schools employees and external stakeholders, who may have an interest or connection with the project. This list will be used to schedule, draft, and distribute relevant messages and informational activities throughout the project. Stakeholders will be assessed in terms of their "interest" and "influence" regarding the Oracle Cloud Services ERP project. This qualification will help the Project Team focus and engage with those stakeholders deemed critical to project success.
Organizational Change Management	O02-Organizational Change Management Project Plan	Completed	The purpose of this O02 Organizational Change Management Plan deliverable is to define the approach, resources and schedule for each major component within the Organizational Change Management (OCM) implementation track that will be used to manage organizational change to support Guilford County Schools. Major OCM components include leadership support, department readiness, and communications.
Organizational Change Management	O03 - Operations & Maintenance Plan	Not Started	The O03 Operations and Maintenance Plan deliverable defines the support structure, roles, methods, policies, and procedures for managing Guilford County Schools production environment post go-live. The deliverable defines Guilford County Schools approach to transitioning from an implementation project team to a post implementation support organization.
Project Management	P01 - Initial Project Startup	Completed	The P01 Initial Project Startup milestone marks the start of a Phase.
Project Management	P02 - SharePoint Site	Completed	The P02 SharePoint site will contain the central project repository for the collection of artifacts and project activity. This is a standardized site for each project phase.

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Project Management	P03 - Project Management Plan	Completed	The P03 Project Management Plan Deliverable will be a collaboratively created document representing the standard tasks and activities required of the Project Team to work effectively and efficiently to complete the project.The P03 Project Management Plan Deliverable contains the following project management processes. 1. Scope management plan 2. Schedule management plan 3. Quality management plan 4. Communications management plan 5. Issues management plan 6. Scope management plan 7. Schedule management plan 8. Quality management plan 9. Communications management plan 10. Issues management plan

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Project Management	P04 - Baseline Project Schedule	Completed	The Previous State-Approved Integrator will prepare a Microsoft Project Schedule (Work Plan) that will identify each specific deliverable and milestone in the Schedule of Deliverables as well as intermediate tasks and deliverables as necessary for effective project scheduling and control. This Project Schedule will consist of an Microsoft Project Plan, identifying each of the phases/tasks, milestones, and deliverables associated with each task, estimated duration of each phase/task, and the type and level of participation of the Previous State-Approved Integrator and Guilford County Schools staff necessary to achieve the plan objectives, along with the associated task dependencies. The project schedule will include specific responsibilities for both rye Previous State-Approved Integrator and Guilford County Schools staff. The project schedule will identify the critical path within each Phase.
Project Management	P05 - Project Kickoff	Completed	The Previous State-Approved Integrator will provide a kickoff slide deck for each project phase which will provide a summary of the overall project. Most items will be from the P03 Project Management Plan and P04 Project Schedule.

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Project Management	P06 - Project Scope Acceptance	Completed	P06 Project Scope Acceptance deliverable is an MS Word document that lists the application features and all development that will be included in the project phase. The P06 Project Scope Acceptance deliverable is completed following the F03 Gap Analysis deliverable. Following the completion of the deliverable, the project schedule is updated with detail tasks, dates and resources for the completion of the project phase. The P06 Project Scope Acceptance will list each of the Oracle Cloud Services applications and third-party functions / development objects, including conversions, interfaces, and reports/dashboards that will be implemented. The Deliverable will categorize the scope of work as follows: 1. Application functions 2. Conversions 3. Reports/Dashboards 4. Extensions 5. Interfaces/Integrations For each category, the P06 Project Scope Acceptance will list the specific requirements that will be implemented.

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Project Management	P07 - Test Plan	Completed	The Previous State-Approved Integrator will prepare a Test Plan describing how Guilford County Schools will prepare for and execute the system, integration, and user acceptance tests. This plan provides a description of the testing approach, the tools and techniques to be used, and a preliminary schedule for the testing effort. The Test Plan will describe in detail, all the requisite steps to complete Guilford County Schools acceptance testing. The document will also identify the internal and external testing participants and testing environments to be utilized. The acceptance test will serve as Guilford County Schools basis for accepting the system and beginning full production operations.The P07 Test Plan Deliverable is an MS Word document that outlines a plan to complete the acceptance test for each Project Phase. The P07 Test Plan will include the following information for the system, integration, and user acceptance test cycles: 1. Description of the test activity / phase 2. Test entrance criteria 3. Test environment 4. Testing methods and procedures 5. Testing script examples 6. Test scope 7. Test schedule (high-level) 8. Test participants 9. Test exit criteria

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Project Management	P08 - Production Cutover Plan	Not Started	The P08 Production Cutover Plan Deliverable outlines the Previous State-Approved Integrator and Guilford County Schools activities to transition to the production systems for the Project Phase. The deliverable will identify all the dependencies for initiating the cutover to production, the production migration itself, and the post–implementation processes that must be executed to stabilize the production system. The Deliverable will include a step-by-step detailed cutover plan for migrating the data and metadata from the non-production environment into the production environment.
Project Management	P09 - Completed Production System Go Live	Not Started	Deliver a live production system with support structure in place. Implement production cut over activities and deploy the help desk and field support operational plans
Training	T01 - Complete Orientation Team Training	Completed	T01 Orientation Project Team Training is a conceptual overview of Oracle Cloud Services applications depicting its look and feel and high-level functionality of key business processes. System terminology and special features are also introduced. Team members will utilize this information to effectively participate in the Previous State-Approved Integrator's Gap sessions led by the Previous State-Approved Integrator functional team members.
Training	T02 - Training Plan (End User)	Not Completed	The T02 Training Plan deliverable defines the training strategy to be adopted for Guilford County Schools system implementation and presents an overview of the planned training courses and timeline for the end users, and Functional SMEs. System Administrator and Application Administrator training is performed via knowledge transfer. Administrators and Help Desk staff are welcome to attend end user training but there is no formal training specifically geared toward those roles.
Training	T03 - Design and Build Training Material	Not Started	The T03 Design & Build Training Materials milestone marks the completion the development of training materials.

Category	Title	Status	Previous State-Approved Integrator's Deliverable Description
Training	T04 - Deliver Train-the-Trainer Training	Not Started	The T04 Deliver Train-the-Trainer (TTT) Training milestone marks the completion of the Train-the-Trainer workshops attended by Guilford County Schools trainers. Course enrollment and evaluation procedures are also included. Train-the-Trainer workshops are conducted in accordance with the T02 Training Plan Deliverable.
Training	T05 - Deliver End-User-Training	Not Started	The T05 Deliver End User Training milestone marks the completion of the End User Training classes as planned for in the T02 Training Plan deliverable. Course enrollment and evaluation procedures are included.

Q268: If a resource has left the previous integrator, do you have any wording in your previous contract that would prevent us from using the resource?

A268: GCS is unaware of any restrictions in place.

Q269: Will you share the test cases that were used in your first phase of testing?

A269: The following are the test cases that GCS performed:

Module/Workstream	Test Case
Absence Management	Enrolling Salaried Employee to Accrual Plans.
Absence Management	Enrolling Hourly Employee to Accrual Plans.
Absence Management	Admin initializes balances for accrual plans for salaried employees
Absence Management	Admin initializes balances for accrual plans for hourly employee
Absence Management	Employee accrues leave balance for Accrual Plans that the Employee is enrolled in.
Absence Management	Running accruals for accrual plans for hourly employee
Absence Management	Validating the Accrual Eligibility for Absence Plans
Absence Management	Validating Absence accruals based on Term of Employment
Absence Management	Verify Rollover & Carryover balances
Absence Management	Manual enrollment into accrual plans
Absence Management	Admin applies leave on behalf of employee
Absence Management	Admin applies leave without pay for an employee
Absence Management	Admin Disburses Absence Balance
Absence Management	Admin Transfers Balance to different plan
Absence Management	Holiday Pay and Built-In
Absence Management	Validate Absence Balance as Employee
Absence Management	Employee views Absence Leave Types
Absence Management	Employee applies for a leave
Absence Management	Employee views Existing Absence

Module/Workstream	Test Case
Absence Management	Employee Updates Absence Entry
Absence Management	Employee withdraws/cancels an absence entry
Absence Management	Manager approves Leave request of an employee
Absence Management	Manager Rejects Leave request
Absence Management	Manager reviews Leave Balance for an Employee
Absence Management	Initiate Leave Donation for an Employee
Absence Management	FMLA admin applies FMLA leave
Absence Management	FMLA admin applies leave for FMLA leave duration
Absence Management	Track long-term leave of absences at the employee level
Absence Management	Capture and use built in calendars at primary job level
Absence Management	Define required fields on the leave management form
Accounts Payable	Open Payable Period
Accounts Payable	Non-PO Invoice Utilities
Accounts Payable	Email Scanned Invoice
Accounts Payable	View Invoices in WebCenter
Accounts Payable	Delete Scanned Invoices
Accounts Payable	Process Scanned Invoice
Accounts Payable	View Image Audit Report
Accounts Payable	Enter Credit Memo
Accounts Payable	Cancel Invoice
Accounts Payable	Cancel Invoice Line
Accounts Payable	Delete Invoice
Accounts Payable	Edit Invoice
Accounts Payable	Calculate Taxes on Invoice
Accounts Payable	Enter Invoice 3 Way Match
Accounts Payable	PO Invoice Self-Assessment
Accounts Payable	PO Invoice Edit Sales Tax Amount
Accounts Payable	Create Invoice from Spreadsheet
Accounts Payable	Change Payment Method on Invoice
Accounts Payable	Enter Recurring Invoice
Accounts Payable	Payables Image Invoice Tracking

Module/Workstream	Test Case
Accounts Payable	Standard Invoice Self-Assessment Non-PO
Accounts Payable	Validate Invoices
Accounts Payable	Create PO Invoice for Asset
Accounts Payable	Invoice Discount
Accounts Payable	Invoice Shipping Cost
Accounts Payable	Import Invoice via Process Scheduler
Accounts Payable	Import Invoices in Payables
Accounts Payable	Inquire Payables Invoice
Accounts Payable	Inquire Expense Report Invoice
Accounts Payable	Enter Invoice 2 Way Match
Accounts Payable	Budget Shortage Invoice
Accounts Payable	SFO 1099
Accounts Payable	Correct Imported Invoices in Error
Accounts Payable	Validate Invoices via Process Scheduler
Accounts Payable	Standard PO Based Invoice for Encumbrance
Accounts Payable	Process Payment Request Check
Accounts Payable	Process Payment Request EFT
Accounts Payable	Process Payment Request EFT (negative test)
Accounts Payable	Pay in Full
Accounts Payable	Create Single Payment
Accounts Payable	Reissue Payment
Accounts Payable	Initiate Stop Payment
Accounts Payable	Manage Payment Files
Accounts Payable	Void Cancel Payment
Accounts Payable	Void Payment No Action
Accounts Payable	Void Place Payments on Hold
Accounts Payable	Create Manual Positive Pay File
Accounts Payable	Search Payment
Accounts Payable	Process Payment Process Request Expense
Accounts Payable	Send Remittance Advice
Accounts Payable	Void All Payments in File
Accounts Payable	Aging Report

Module/Workstream	Test Case
Accounts Payable	Check Print and Remittance Print Separately
Accounts Payable	Accounting Drill-down Query to Invoice/Payments
Accounts Payable	Inquire Payables Dashboard
Accounts Payable	Create Accounting Invoices and Payments Online and Process Scheduler
Accounts Payable	Run Create Asset Additions Process
Accounts Payable	1099 Processing
Accounts Payable	Run Payables Report Invoice Payment Reports and Analytics
Accounts Payable	Account Analysis Report
Accounts Payable	Payables Payment Register
Accounts Payable	Payables Unaccounted Transactions and Sweep Report
Accounts Payable	Payables to Ledger Reconciliation Report
Accounts Payable	Subledger Period Close Exception Report
Accounts Payable	General Ledger and Subledger Account Analysis Report
Accounts Payable	Close Payable Period
Accounts Payable	Close Reopen Payable Period
Accounts Receivables	Create Customer
Accounts Receivables	Create Customer Contact
Accounts Receivables	Manage Customer
Accounts Receivables	Deactivate Customer
Accounts Receivables	Reactivate Customer
Accounts Receivables	Create Invoice
Accounts Receivables	Create Credit Memo
Accounts Receivables	Print Customer Invoices
Accounts Receivables	Create Customer Statement
Accounts Receivables	Create Invoice with Attachments
Accounts Receivables	Invoice adjustments
Accounts Receivables	Recurring Invoices
Accounts Receivables	Oracle Billing History Report
Accounts Receivables	Manage an Invoice
Accounts Receivables	Manage Transactions

Module/Workstream	Test Case
Accounts Receivables	Credit Transactions
Accounts Receivables	Verify Customer Balance
Accounts Receivables	Create Standard Receipt
Accounts Receivables	Create Miscellaneous Receipt
Accounts Receivables	Reverse Receipt
Accounts Receivables	Apply Receipt
Accounts Receivables	Create On-Account Receipt
Accounts Receivables	Create Receipt with Attachment
Accounts Receivables	Create Refund
Accounts Receivables	Write Off Customer Balance
Accounts Receivables	Review Customer Invoice in Payables
Accounts Receivables	Reactivate Receipt Write-Off
Accounts Receivables	Approval Receivables Adjustment Write Off & Refund
Accounts Receivables	Normal Customer Aging Report
Accounts Receivables	Customer Payments Create Accounting Draft and Final
Accounts Receivables	Customer Duplication
Accounts Receivables	Create Accounting and Post to GL
Accounts Receivables	Applied/Unapplied Cash Register Report
Accounts Receivables	Close Period for Accounts Receivable
Benefits	Employee View Benefits Enrollment
Benefits	Employee View Benefits Enrollment
Benefits	Employee Enroll in Benefits
Benefits	View Employee Enrollment Results
Benefits	Add and Process Life Event
Benefits	Process Daily Life Events
Benefits	Run Benefit Reports
Benefits	Setup Annual Periods
Benefits	Setup Rates
Budgetary Control	Create Budget in a Spreadsheet
Budgetary Control	Budget Adjustments in a Spreadsheet
Budgetary Control	Budget Transfers for a Single Budget Line

Module/Workstream	Test Case
Budgetary Control	Budget Account Group Maintenance
Budgetary Control	Review Budget Entries
Budgetary Control	Review Budget Balances
Budgetary Control	Review Budget Transactions
Budgetary Control	Review Budget Control Analysis Report Basic
Budgetary Control	Review Available Budget Balance in Budget Account Group
Budgetary Control	Upload Budget using FBDI Spreadsheet
Cash Management	Create a Bank
Cash Management	Create a Bank
Cash Management	Create Bank Branch
Cash Management	Create a Bank Account
Cash Management	Inactivate a Bank Account
Compensation	Start Workforce Compensation Cycle - Longevity
Compensation	Generate Longevity Amounts
Compensation	Transfer Compensation Data to HR for Longevity
Compensation	Start Workforce Compensation Cycle Differential Bonus Plan (EIT)
Compensation	Generate Differential Bonus Amounts
Compensation	Transfer Compensation Data to HR for Differential Bonus Plan (EIT)
Compensation	Start Workforce Compensation Cycle - Differential Bonus Plan (MCL)
Compensation	Generate Differential Bonus Amounts (MCL)
Compensation	Transfer Compensation Data to HR for Differential Bonus Plan (MCL)
Compensation	Refresh Workforce Compensation Cycle
Core HR	Setup Location
Core HR	Setup Department
Core HR	Setup Job

Module/Workstream	Test Case
Core HR	Setup Position
Core HR	Update Position Information
Core HR	Update Pay Over Duration or TERM OF EMPLOYMENT Field
Core HR	Hire an employee
Core HR	Convert PT to FT
Core HR	Employment Change - Transfer
Core HR	Employment Change - Promotion
Core HR	Make a Grade Step Change
Core HR	Updated Assignment Status
Core HR	Update Person Information
Core HR	Assign Multiple Assignments
Core HR	Terminate an Employee
Core HR	Approve a Termination
Core HR	Rehire an Employee
Core HR	Review Licensure Information
Core HR	Add Area of Responsibility
Core HR	Verify Representatives from ESS
Core HR	Setup a Grade
Core HR	Update Grade Information
Core HR	Run HR Batch Processes
Core HR	Enter LEA Service Dates Information
Core HR	Enter State Retirement Details
Core HR	Manage Seniority Dates
Core HR	Manually Change Seniority Date
Core HR	Execute Mass Updates Process
Core HR	Calculate Longevity Date
Core HR	Update Location
Core HR	Track teachers in the BT program
Core HR	Capture, track and report contract information
Core HR	View Action and Action Reason Codes for Employees

Module/Workstream	Test Case
Core HR	Track visa and passport information at the person level
Core HR	Rehire Retiree
Core HR	Terminate a Rehire
Employee Self Service	Employee Adds Address
Employee Self Service	Employee Updates Address
Employee Self Service	Employee Adds a Phone Number
Employee Self Service	Employee Updates Phone Number
Employee Self Service	Employee Adds Home Email Address
Employee Self Service	Employee Updates Personal Email Address
Employee Self Service	Employee Adds Emergency Contact
Employee Self Service	Employee Views Employee Staff UID
Employee Self Service	Employee Views Seniority Date
Expenses	Overview Work Area
Expenses	Travel and Expense
Expenses	Request Authorization and Submit
Expenses	Approve Request Authorization
Expenses	Reject Request Authorization
Expenses	Edit Request Authorization
Expenses	Delete Request Authorization
Expenses	Duplicate Request Authorization
Expenses	Withdraw Request Authorization
Expenses	Close Request Authorization
Expenses	Manage Delegate
Expenses	Manage Bank Account
Expenses	Create Edit or Delete Expense Items
Expenses	Create and Submit Expense Report Mileage
Expenses	Create Expense Report with Authorization
Expenses	Delete Expense Report
Expenses	Duplicate Expense Report
Expenses	Withdraw Expense Report
Expenses	Print Expense Report
Expenses	Approve Expense Report

Module/Workstream	Test Case
Expenses	Reject Expense Report
Expenses	Manage Rejected Expense Report
Expenses	Audit Expense Report Approve
Expenses	Audit Expense Report Reject
Expenses	Process Expense Reimbursements and Cash Advances
Expenses	Request Additional Info from Employee
Expenses	Reassign Expense Report
Expenses	Adjust Reimbursable Amount on an Expense Item During Auditing
Fixed Assets	Advanced Search
Fixed Assets	Asset Manual Addition
Fixed Assets	Asset Transfer Basic
Fixed Assets	Adjust Asset Category
Fixed Assets	Adjust Asset Financials
Fixed Assets	Adjust an In-Service Date
Fixed Assets	Asset Retirement
Fixed Assets	Reinstate an Asset
Fixed Assets	Delete Asset
Fixed Assets	Descriptive Updates
Fixed Assets	Review Asset Additions
Fixed Assets	Edit Source Lines
Fixed Assets	Split Source Lines
Fixed Assets	Review AP Invoice for Asset
Fixed Assets	Asset Run Depreciation
Fixed Assets	Inquire Asset
Fixed Assets	Inquire Asset by Location
Fixed Assets	Inquire Asset by Category
Fixed Assets	Inquire Asset by Serial#
Fixed Assets	Inquire Asset by Tag#
Fixed Assets	Asset Reports
Fixed Assets	Manage All Books
Fixed Assets	Copy to GASB Book

Module/Workstream	Test Case
Fixed Assets	Close Period
Fixed Assets	Reopen Period
Fixed Assets	Spreadsheet Add
Fixed Assets	Spreadsheet Retire
Fixed Assets	Spreadsheet Transfer
Fixed Assets	Spreadsheet Adjustment
General Ledger	GL Open Single Period
General Ledger	Enter Manual Journal
General Ledger	Journal Reversal
General Ledger	Upload Spreadsheet Journal
General Ledger	Verify Cross Validation
General Ledger	Create Manual Journal from Auto Copy
General Ledger	Change Journal Entry Period
General Ledger	Query Review and/or Cancel Journal Batches
General Ledger	Create Account Group
General Ledger	Create Cross Validation Rule
General Ledger	Enter and Upload General Ledger Budgets
General Ledger	Post Single Journal Entry
General Ledger	Post Journal Batches and Perform Account Inquiry
General Ledger	Post Journal Batches from Sub Ledger
General Ledger	Standard Report Submission
General Ledger	Trial Balance Report
Inventory	Advanced Search
Inventory	Review Item Template
Inventory	Viewing Item Categories
Inventory	Create Inventory Item
Inventory	Associate Item Warehouse
Inventory	Browse Items
Inventory	Inquire on "On Hand Balances"
Inventory	Replenishment No Order
Inventory	Replenishment Restock

Module/Workstream	Test Case
Inventory	Min Max Review
Inventory	Supply Chain Orchestration
Inventory	Requester Preferences
Inventory	Manual Replenishment
Inventory	Build Replenishment PO
Inventory	Replenishment Receiving
Inventory	Use Shopping List
Inventory	Create Pick Waive
Inventory	Adjust Inventory Damage
Inventory	Create Miscellaneous Inventory Issue
Inventory	Create Miscellaneous Inventory Receipt
Inventory	Create Movement Request
Inventory	Review Transactions
Inventory	Review Pending Transactions
Inventory	Review Movement Request
Inventory	Review Reports
Inventory	Inventory Costing
Inventory	Review Replenishment Requisition
Inventory	Create Physical Inventory
Inventory	Create Sub inventory Transfer
Inventory	Manage Transfer Orders
Inventory	Set up Warehouses
Inventory	Create Items Upload FBDI
Inventory	Update Items Upload FBDI
Inventory	Set up Locators
Inventory	Configure Warehouse Item
Manager Self Service	Manager Views Employee Hierarchy
Manager Self Service	Manager Views Organizational Chart
Payroll	Setup Payroll Relationships
Payroll	Update W4 for an employee - Filing Status
Payroll	Update W4 for an employee - Exempt from FIT
Payroll	Setup Employee Payment Methods

Module/Workstream	Test Case
Payroll	Process Involuntary Deduction
Payroll	Create View Employee Element Entries
Payroll	Employee Setup Direct Deposit
Payroll	Employee Adds Tax Withholding Information
Payroll	Create Object Group
Payroll	Calculate Payroll
Payroll	Run and Validate Payroll Reports
Payroll	Calculate Prepayments
Payroll	Archive Periodic Payroll Results
Payroll	Generate Check Payments
Payroll	Process EFT Payments
Payroll	Generate Pay Slips
Payroll	Employee Views and Print Pay slip
Payroll	Void a Check
Payroll	Retry a Payroll Process
Payroll	Rollback a Payroll Process
Payroll	Process Existing 10M Teacher to check the Salary - Traditional
Payroll	Process Newly Hired 10M Teachers (Hire date same as the School Start Date) to check the Salary - Traditional
Payroll	Process Late Hire 10M Teacher (Hired in second month) to check the Salary. - Traditional
Payroll	Process Payroll for teacher hired in June for Traditional School to check the Salary. 12M
Payroll	Process Payroll employee to check the Garnishment deduction
Payroll	Process Payroll for Monthly employees to check the Installment Deduction
Payroll	Process Payroll for 12M Monthly employee to check State Retirement. Add all eligible earnings for test employee

Module/Workstream	Test Case
Payroll	Process payroll for 12M Monthly Employee on Leave Without Pay
Payroll	Process payroll for 12M Monthly Employee returning from Leave Without Pay
Payroll	Process Payroll for 12M Monthly employee on Traditional Calendar who was previously working as 10M Monthly. Change happened on first of the month. Review 10M to 12M Change transaction
Payroll	Process Payroll for Non-Exempt employee working Overtime
Payroll	Process Payroll for employee with Paid Absences
Payroll	Process retro pay
Payroll	Make Balance Adjustment
Payroll	Establish costing at the position and person level.
Purchasing	Setup Requisition Preferences
Purchasing	Create a Blanket Purchase Agreement (BPA) for Goods
Purchasing	Approve BPA
Purchasing	Create Requisition Browsing Catalogs Categories that Reference a BPA
Purchasing	Create a Quantity Based Noncatalog Item Requisition
Purchasing	Requisition Line Type Goods for Inventory Item Replenishment (Maintenance-Facilities)
Purchasing	Query a Requisition
Purchasing	Duplicate a Requisition
Purchasing	Approve Requisition via Bell Notification
Purchasing	Approve Requisition via Worklist
Purchasing	Request for More Information
Purchasing	Reject Requisition
Purchasing	Withdraw and Edit Requisition
Purchasing	Cancel a Requisition
Purchasing	Create PO from Requisition Pool

Module/Workstream	Test Case
Purchasing	Receive a Service or Goods from Self Service Receiving Page
Purchasing	PO Status
Purchasing	Create a Change Order of a PO from a Requisition by the Requester
Purchasing	Create a Change Order from a PO
Purchasing	Cancel a PO
Purchasing	Update Blanket Purchase Agreement
Purchasing	Query Agreements
Purchasing	User/Approver Updates Vacation Rule
Purchasing	Search Purchase Orders as a Buyer
Purchasing	Requester Notification Purchase Order Created from Requisition
Purchasing	Reassign Requisition
Purchasing	Purchase Order Process
Purchasing	Create Receipt for Return
Purchasing	Create Receipt for Correction
Purchasing	Buyer reviews BPA for Spend Amount against Line Item
Purchasing	Create an Asset Requisition
Purchasing	Add an Ad-Hoc Approver to Requisition
Purchasing	Dispatch PO Order Reprint Purchase Order
Purchasing	Hold Purchase Order
Purchasing	Releasing Purchase Order Hold
Purchasing	Freeze Purchase Order
Purchasing	Unfreeze Purchase Order
Purchasing	Close Purchase Order
Purchasing	Reopen Purchase Order
Purchasing	Create a Retainage Purchase Order
Supplier	View the Supplier Work Area
Supplier	Enter Supplier Profile Information
Supplier	Enter Supplier Addresses
Supplier	Enter Supplier Sites.

Module/Workstream	Test Case
Supplier	Enter Supplier Contacts
Supplier	Create Additional Supplier Addresses
Supplier	Create Additional Supplier Sites
Supplier	Create Additional Business Classification
Supplier	Create Additional Supplier Contacts
Supplier	Attempt to Create a Supplier with a Duplicate Supplier Name
Supplier	Attempt to Create a Supplier with a Duplicate Taxpayer ID
Supplier	Register an External Supplier
Supplier	Approve External Supplier Registration Request
Supplier	Reject External Supplier Registration Request
Supplier	Approval External Supplier as a Spend Authorized
Supplier	Register a Supplier as an Internal User
Supplier	Approve Internal Supplier Registration Request
Supplier	Reject Internal Supplier Registration Request
Supplier	Promote Supplier to Spend Authorized
Supplier	Approve Internal Spend Authorization Request
Supplier	Reject Internal Spend Authorization Request
Supplier	Inactivate Supplier
Supplier	Reactivate Supplier
Supplier	Inquire on a Supplier Using Federal Tax ID
Supplier	Inquire on a Supplier Using the Supplier Name
Supplier	Update Supplier EFT Payment Method
Supplier	Manage Orders as an External Supplier
Supplier	Manage Agreements as an External Supplier
Supplier	View Receipts as an External Supplier
Supplier	View Returns as an External Supplier
Supplier	View Invoices as an External Supplier
Supplier	View Payments as an External Supplier
Supplier	Manage Profile as an External Supplier - Organization Details

Module/Workstream	Test Case
Supplier	Manage Profile as an External Supplier - Tax Identifiers
Supplier	Manage Profile as an External Supplier - Addresses
Supplier	Manage Profile as an External Supplier - Contacts
Supplier	Manage Profile as an External Supplier - Payments
Supplier	Manage Profile as an External Supplier - Business Classifications
Supplier	External Supplier updates the business classifications for their Profile
Time and Labor	Employee Enters Time in the Previous State-Approved Integrator Timekeeper for Single Hourly Job
Time and Labor	Employee Enters Time in the Previous State-Approved Integrator Timekeeper for Multiple Hourly Jobs
Time and Labor	Employee checks in Time in the Previous State-Approved Integrator Timekeeper for an Exempt Job
Time and Labor	Employee Views Daily Time events in the Previous State-Approved Integrator Timekeeper
Time and Labor	Employee Views Historical time entries in Timekeeper
Time and Labor	Transfer Time to Cloud
Time and Labor	Verify timecards are submitted automatically
Time and Labor	Employee Reviews Current Period Timecard Hourly
Time and Labor	Employee reviews Current Period Timecard Salaried
Time and Labor	Employee Views Previous Weeks' Time
Time and Labor	Employee Approves Timecard
Time and Labor	Manager Approves Timecard
Time and Labor	Employee performs Request Change transactions for changing time entry in timecard
Time and Labor	Employee performs Request Change transactions for changing position in timecard
Time and Labor	Manager Delegates Timecard Approval
Time and Labor	Admin enters time on behalf of an employee and verifies comp time calculations

Module/Workstream	Test Case
Time and Labor	Administrator overrides the overtime profile for an employee
Time and Labor	Admin enters time on behalf of an employee and verifies overtime calculations
Time and Labor	Administrator enters overlapping time entries in timecard
Time and Labor	Manager Reassigns Timecard Approval
Time and Labor	Approve timecard as administrator
Time and Labor	Administrator views absences on timecards
Time and Labor	Generate Compliance Exceptions for missing punches in timecards
Time and Labor	Generate Compliance Exceptions for missing time entries in timecards
Time and Labor	Generate Compliance Exceptions for missing timecards
Time and Labor	Generate timecard approval reminders
Time and Labor	Manage exceptions and compliances
Time and Labor	Verify number of expected timecards for the week
Time and Labor	Transfer Time to Payroll
Time and Labor	Verify Time Hours in Time Calculations Card for Employee
Time and Labor	Administrator edits timecard
Time and Labor	Override Processing Profile

Q270: For the ordering document, you have listed that you have Taleo Talent Acquisition Cloud Service and Fusion Recruiting Cloud Service. How do you intend on using each service separately?

A270: Recruiting plans and the appropriate cloud service solution to utilize has not been determined.

Q271: The AP Check Customization and Remittance Advice Customization are listed as interfaces. Does Guilford County Schools plan to use the Accounts Payable Functionality in Oracle Cloud or how do you plan to use this interface?

A271: GCS plans to use the out of the box Accounts Payable Functionality. The Previous State-Approved Integrator had the AP Check Customization and Remittance Advice Customization listed as an interface while other integrator may categorize this an Extension or a Report.

Q272: Will you share open design decision by module?

A272: Refer to the answer provided in question 10 of addendum 2.

Q273: What Change Management efforts have been completed and how would you like a bidder to partner with Change Management efforts in the future?

A273: The following are the Change Management Deliverables completed and proposed by the Previous State-Approved Integrator:

Previous State-Approved Integrator's Deliverable	Status
O01 - Stakeholder Assessment	Completed
O02-Organizational Change Management Project Plan	Completed
O03 - Operations & Maintenance Plan	Not Started
T01 - Complete Orientation Team Training	Completed
T02 - Training Plan (End User)	Not Completed
T03 - Design and Build Training Material	Not Started
T04 - Deliver Train-the-Trainer Training	Not Started
T05 - Deliver End-User-Training	Not Started

GCS would like to work with the successful bidder in having a successful, achievable, and actionable change management plan, training plan, communication plan, readiness, and an operations & maintenance plan and anything other activity based on the integrator's methodology or experience.

Q274: Will Guilford County Schools require a bidder to use small business contractors on this project?

A274: Refer to section 1.3 General Information and section 1.10.3 Historically Underutilized Business in the RFP.

Q275: AESOP - How is Guilford County Schools employee demographic information integrated into AESOP? Is this information loaded directly from Applitrack? What type of integration is currently used (Flat Files or Web Service Calls)?

A275: Most substitutes are loaded from Applitrack to AESOP using delivered integration. Employees are loaded into AESOP via Flat Files.

Q276: LBAAS - Which vendor created/maintains this system? Is GUC agreeable to replacing this with Planning and Budgeting?

A276: LBAAS is currently maintained by Serenic. GCS plans to utilize as many out of the box Oracle Cloud licensed capabilities for Planning and Budgeting.

Q277: How is Personnel Activity Reporting (PARs) currently handled by Guilford County Schools?

A277: GCS utilizes a variety of different tools and mechanisms for reporting purposes.

Q278: 202 BUD Adjustments - Are updates completed locally and then transmitted to DPI for validation/processing? Or, are updates done directly within BUD?

A278: These are paper BUD adjustments that are completed locally and then submitted to the North Carolina Department of Public Instruction (NCDPI) for processing.

Q279: How is the chart imported from DPI? Is GCS planning to use this below link location https://licsalweb.dpi.state.nc.us/licsal/salary/salarydocuments.asp?

A279: GCS receives the information directly from the State and will use resources available to update the information. This can be done either manually or in mass.

Q280: With the desire to use Oracle Cloud Time and Labor, what key data types must be considered for use? For example, CNS personnel use TACS, is there something specific within TACS that will need to be taken into consideration when designing OTL for CNS? Likewise, what differentiates Synovia for use with BUS personnel?

A280: GCS plans to utilize as many out of the box Oracle Cloud capabilities as possible that adhere to the Fair Labor Standards Act (FLSA).

Q281: Speed - this where does the employee view their balances with regards to Vacation, Sick, etc.?

A281: Speed is used to enter time and labor for exempt employees and substitutes. In the current state, employees can view their leave balance on their paystub using a self-service portal.

Q282: Benefits Management à How is this information captured? Integration with Benefit Focus or does Solarix allow the employee to elect the annual/monthly deduction during Open Enrollment/30-day window?

A282: Employees use both Benefit Focus and Selerix to make elections during Open Enrollment and for any qualified life event. Benefit Focus is for medical elections. Selerix is for Flex Benefits elections.

Q283: Has District procured any solutions for ETL, Data Warehouse, Reporting, Forecasting and for supporting all the functionalities listed in Section 5.4.2 D-E?

A283: GCS desires to utilize as much out of the box functionality for Oracle Products which GCS has a license. Refer to Appendix B for more information.

Q284: Please share the following details w.r.t Reporting
- Number of Reports expected to be developed
- Dimension/Facts Table in current DW (if any)
- Legacy systems that need to be integrated with w.r.t structured/unstructured data

A284: Refer to the answer provided in question 52 of addendum 2 for estimated Number of Reports. GCS does not currently utilize a structured data warehouse.

Q285: We understand the issues around the inefficiencies around Invoice processing and payments handling. Would like to know if there are any strict guidelines or any SLAs to which GCS would like to adhere to w.r.t payments processing?

A285: GCS is unaware of any strict guidelines.

Q286: Need more clarification over this ""Have a comprehensive imaging system to reduce hard copy files of financial transactions such as payment supporting documentation".

Also, would like to know if Guilford has procured any solutions regarding the same and would like bidder to utilize it or open to new solutions suggested?

A286: GCS desires to go paperless where applicable while utilizing the functionality of Oracle Cloud.

Q287: For Integration across different Systems does GCS currently have any Integration Platform / Tool?

If yes, is GCS open to any new recommendations that the bidder would propose or should the bidder align to existing Platform / Tools?

A287: Refer to the answer provided in question 74 of addendum 2. A bidder can include optional supplemental software as part of Section 5.

Q288: In Section 5.4.3, Question B states "The list below includes security feature requirements for the implemented system…" yet does not appear to include any such list? Could Guilford County Schools please provide the list of security feature requirements?

A288: A bidder must adhere to the Statewide Information Security Policies found here: https://it.nc.gov/resources/cybersecurity-risk-management/initiatives/information-security-policies.

Q289: In the RFP you mentioned the golden template and reference to another smaller district that went live on Oracle Cloud. Will the new implementor have access to golden template artifacts including the integrations to NC/DPI Systems that was approved by state for the other district to go live?"

A289: A bidder will have access to items in the "Public Domain," or any deliverable that GCS has paid for.

Q290: In section 2.3.1, you mentioned that the current timeclock systems utilized are TACS, Kronos, and Synovia. Are any of these solutions being used for physical time clock entry? If so, do you plan to keep one or more of these solutions in place to support the physical time clock entry process?

A290: All the above-mentioned timeclocks are used for physical time entry. GCS plans to use as much out of the box functionality of Oracle Cloud that meets it process needs. Currently, GCS plans to keep Synovia and will discuss options and details with the successful bidder.

Q291: In section 2.4.6, you mentioned that Solarix is currently the solution being used for elections and management of employee benefits. According to the RFP, you "may" keep this solution in place. Do you have a timeframe in which you plan to make this decision if Oracle Benefits is not an option?

A291: GCS has not established a timeframe for this and will discuss plans with the successful bidder.

Q292: All insurance coverages seem to be excessive from industry standards. Are there any particular insurance carriers accepted by GCS to carry this amount of coverage?

A292: No, refer to section 1.3 of the RFP for more information.

Q293: Is federal funding going to be used to support this contract?

A293: GCS plans to use various funding sources which may or may not include federal funds to support this contract.

Q294: GCS is also requesting a fairly high bid bond of $5M. Bonds are typically less than 5% of the total contract. Is the school district expecting to execute a contract over $50M or just adding cost to the bid out of some risks which have occurred in the past?

A294: Refer to the answer provided in question 75 of addendum 2.

Q295: Need to know what these particular NCSD needs are for this timesheet

A295: Refer to Appendix E in the RFP for timesheet requirements.

Q296: In reference to Timeclock solution: Section 1.3.4 pg. 13 - This could be a TBD in the future or will GCS provide these details for proper bid estimates?

A296: Refer to Appendix E in the RFP for timeclock requirements.

Q297: Proof of Concept POC: Selected Bidder(s) will be required, AT NO CHARGE to GCS, to perform a Proof of Concept (POC) to verify the performance of any additional proposed software products with the GCS or NCDPI platforms, networks, servers, and databases. A technical evaluation sub- committee to verify claimed functionality, scalability and infrastructure compatibility will review the POC.

A297: This text is contained in section 1.12.2 of the RFP.

Q298: The GCS has already decided on this software with the other vendor. It seems any proof of concept would already be completed prior to going for a full RFP. Should this bid be considered a Request for Information and then provide any cost for implementing the final solution after the POC trial?

A298: This is an RFP for Oracle Cloud System Implementation and Integration Services.