

**Enterprise Resource Planning Software (ERP)
Request for Proposals (RFP)
Questions and Answers (Q&A)
Date Posted: June 11, 2026**

1. May I send our ERP case studies in advance?

Please note that case studies are part of the Required Documents (Section X.) in the RFP under Proposal Narrative and should not be submitted separately beforehand but rather submitted with the entire proposal application (all required documents) on or before the deadline.

2. Would you be open to confirming whether implementation support partners can participate alongside ERP software vendors?

ERP implementers or resellers may propose jointly with ERP software providers, assuming their proposals do include a software offering. The RFP does not permit implementation advisory firms to propose without a software partner.

3. May we ask a few questions on a call with you/your team about the RFP, prior to our submission?

The RFP requires all questions to be submitted in writing; all questions and answers will be posted on our website for transparency. We also encourage you to attend the informational webinar today at 1 pm PT, where attendees will be able to ask questions.

4. For proposers offering grantmaking software who are not comfortable submitting confidential proposal materials through First 5 LA's funding center website (hosted using Blackbaud Grantmaking software, a grantmaking software competitor), can First 5 LA offer an alternative proposal submission method such as email?

For vendors offering grantmaking software who may have concerns about submitting confidential proposal materials through First 5 LA's Funding Center website—hosted on Blackbaud Grantmaking, a direct competitor—First 5 LA will provide an alternative submission option. In these cases, proposals may be submitted via email to Jessica Guerrero-Franco at jguerrero-franco@first5la.org. All other vendors are expected to submit their proposals through the Funding Center website as outlined in the RFP instructions.

Instructions for submitting by email are as follows:

Before sending your proposal, please make sure your proposed system meets the requirements of Section VI. ELIGIBILITY of the RFP.

In the body of the email, please include the following information:

Organization name
Primary Contact Information
Name
Title
Email

Please email the following documents via Zipfile to jguerrero-franco@first5la.org in accordance to Section X of the RFP. Please upload the following documents in the manner that they are being requested (refer to specific requirements and page limits in the RFP). Required documents that consist of multiple pages must be combined into one document and then uploaded. That means that not more than 6 files should be included in the Zipfile aligned to the requirements numbered below. Please ensure Excel files (xlsx) with multiple sheets are completed and submitted. Please name each file according to the required document type below.

1. Due Diligence Form (Appendix C)
2. Organizational Conflict of Interest Form (Appendix D)
3. Business License, if applicable (e.g., Business license, if required by the City or County in which your organization operates)
4. Proposal Narrative
5. Pricing and Vendor Response Forms (Appendix A)
6. ERP Functional Requirements (Appendix B)

5. How many total FTE employees at First 5 Los Angeles?

There are 73 current employees and 76 Total FTE included in the First 5 LA budget

6. How many employees are part of the Finance team?

8

7. How many employees are part of the HR and Payroll team?

1 Payroll and 3 HR employees

8. What HR processes are managed in your current system?

Recruitment, Benefits (tracking only, no carrier connections)

9. Do employees manage their own information (self-service)?

Employees can submit changes (no benefit changes) in the system, subject to HR approval.

10. Do you track position control and approvals?

We do not track position control and approvals in the system.

11. How many users currently access Questica to create, manage, maintain or view budgets?

- a. Write Access: 40
- b. Read/Write Access: 1
- c. Configuration/Write Access: 3 (but this will be changed to 2)
- d. Read Access: 24 (but this will be changed to 25)

12. How many people outside of the Finance team will need to act in a managerial capacity to perform supervisory functions such as creating requisitions, approving transactions such as (PO, Purchase invoice, payment, employee expense claims...)

Roughly 18 to 27

13. The RFP scope includes Human Resources and Payroll, but the requirements in Appendix B do not appear to explicitly call out employee benefits enrollment. How do you currently manage benefits enrollment, and what are your expectations for the new system?

We currently use the carrier websites to manage benefits enrollment. We could use the new system to manage benefits enrollment but typically each carrier connection carries a cost so we would have to determine if the cost was worth it.

14. How many managers outside of the HR and Payroll team will need to perform supervisory functions such as approving time-off requests, performance reviews, and other employee-related activities?

Roughly 18 to 27

15. How many people need to build or modify reports and dashboards, and how many need read-only access to view published reports?

It is desired that all 74 First 5 LA staff have access to build, modify, and view basic reports/dashboards specific to their role, and that report-building is supported via a simple, intuitive interface not requiring technical or querying knowledge. If vendors also or alternatively provide “advanced reporting/BI” tools (other than standard in-application custom reporting), First 5 LA estimates that 5-7 staff will require access.

16. How many corporate P-Cards are currently in use?

13

17. What is your current process for managing employee expense reimbursements?

Outside of the core team and managers, how many employees will require the ability to submit expense claims?

Expense reimbursement is a largely manual process today. The majority of expenses, which are primarily for work-related travel, are paid directly by the employee, who later submits a request for reimbursement via email, including receipts and a purchase request. For some expenses, signatures are required through DocuSign. Finance receives the emailed requests, reviews/validates for accuracy, and pays out reimbursements as electronic checks. FIRST 5 LA is very interested in an ERP-supported workflow process to receive, validate, and process expense reimbursement requests. All First 5 LA employees (74 in total) require ability to submit expense claims.

18. Questica PowerPlan was identified as your budgeting and planning solution. Do you currently maintain an active subscription with Questica/Euna, and would you be open to retaining it as your budgeting and planning platform?

PowerPlan is a legacy Questica product that is approaching end of support, and it will need to be replaced. F5LA is open to proposals that include alternative Questica/Euna products that are currently licensed/supported.

19. Do you require all vendors to be registered with the State of California? Are there exceptions to this requirement?

Vendors whose activities constitute “doing business” in California (including but not limited to having an office/business location in California or employees based in California on an ongoing basis) will be required to be registered with the California Secretary of State and meet all tax and regulatory requirements. Please refer to the California Secretary of State's website to determine if registration is required or if your business is exempt.

20. How many active grant programs and grantee organizations do you manage annually?

We currently have 127 active agreements (grants and contracts). However, the number of active agreements fluctuates during the fiscal year and some are with the same organization for different products and services.

21. Do you administer federal pass-through grants? If so, which requirements must be supported?

We have a few agreements that have some federal pass-through requirements, but these are limited.

22. How complex are your grant review and scoring workflows?

First 5 LA's grant review and scoring workflows are standard and not considered complex.

23. Do you receive grants requiring cost-share or matching commitments on your part?

Yes, but these are limited.

24. Do your grants require grantees to provide matching funds?

Yes, some grantees are required to provide and track matching funds.

25. Do you receive federal grants requiring cost-share documentation under 2 CFR 200?

No

26. Do you disburse funds directly to participants, families, or service providers? What volume monthly?

The majority of First 5 LA's fund disbursements go to grantees/contractors who may disburse to others (participants, families, subcontractors). There are a few instances where First 5 LA will disburse funds directly to participants and families, but it is on a very limited basis and not enough to determine a monthly volume.

27. What types of Protected Health Information (PHI) will the ERP store, process, or transmit?

First 5 LA does not collect PHI from our grantees and does not intend to store any PHI derived from its grant programs in the ERP system.

28. Is participant health data in Blackbaud Financial Edge, Blackbaud Grantmaking, or a separate system?

Participant health data are collected by some of First 5 LA's grantees and stored in, and will remain in, a separate database.

29. Have BAAs been executed with Blackbaud or ADP?

No

30. Will the new ERP need to execute a BAA?

No

31. Are there grants or contracts with performance obligations?

Yes. Contracts and grants with First 5 LA have performance obligations.

32. What is your current procure-to-pay process?

Our procure-to-pay process is threshold-based, with procurement requirements and approval processes varying depending on the dollar amount and procurement type, including defined exceptions to competitive procurement. Once procurement is completed and a vendor is selected, we execute the appropriate agreement, which may be a purchase agreement, contract, or grant agreement.

33. Are there any unique procurement compliance requirements?

As a local public agency, our procurement activities are governed by a board-approved procurement policy that establishes threshold-based procurement requirements, competitive solicitation requirements, approval authorities, and documented procurement exceptions. Certain contracts, amendments, and exceptions above a certain threshold require Board approval. We also maintain segregation of duties and approval workflows to support internal controls and audit requirements.

Vendors are required to provide and maintain applicable compliance documentation, which may include W-9s, insurance certificates, business registration verification, and other procurement-related certifications and forms, depending on the nature of the engagement.

- 34. To support accurate scoping of the grantmaking module, can First 5 LA share: (a) approximate annual grant volume; (b) the grant lifecycle stages currently managed in Blackbaud Grantmaking; (c) federal/state/foundation pass-through compliance requirements (e.g., Uniform Guidance, single audit); and (d) whether a grantee-facing external portal is expected, and if so, native or integrated?**

First 5 LA currently has about 127 active agreements. The amount of agreements will fluctuate during the fiscal year and year by year. (b) First 5 LA currently uses the Blackbaud Grantmaking application portal to receive proposals. Once First 5 LA issues a contract, it will use Blackbaud Grantmaking to manage the contract through the project life cycle, which includes renewals and close-outs. However, some monitoring is done outside of the system like managing contract budgets and the invoice review and approval process. The proposal review and selection process is also done outside of the system. (c) Federal/state/foundation pass-through requirements vary by contract. (d) A grantee-facing external portal through a native system is preferred, but proposers may offer other solutions.

- 35. How often do you employ RFX events/vendor bidding to source orders?**

First 5 LA conducts procurements throughout the year, as needed. This includes no-bid purchasing, informal bids, and formal solicitations (RFPs/RFQs). The frequency varies and fluctuates throughout the year.

- 36. What is the total anticipated licensed user count across all modules? How many are occasional/read-only users vs. daily power users?**

We anticipate 18 power users (including system administrators) and 58 end-users.

- 37. How many punch-out vendors for requisitions are you expecting to support?**

We have approximately 5 punch-out vendors.

- 38. What are your biggest pain points with current systems?**

Our primary pain points with the current systems stem from a lack of integration and resulting process inefficiencies. Most notably, the contract and grant management system is not integrated with the financial system, which makes financial monitoring of contracts difficult and limits visibility into financial performance.

This lack of integration also prevents end-to-end automation of key processes. For example, invoice processing cannot be streamlined from receipt through approvals and payment, resulting in manual effort and inefficiencies. Similarly, the purchasing module does not integrate with contract monitoring, further fragmenting workflows and requiring duplicate data entry or workarounds.

In addition, the current system presents usability and functionality challenges. The system is not sufficiently user-friendly and does not fully support government accounting requirements, creating barriers for end users and reducing overall efficiency.

Finally, the current licensing cost structure is not sustainable, creating ongoing budget pressure without delivering the level of functionality and integration needed.

39. What are your top objectives for implementing a new ERP?

Top objectives are to address the pain points detailed in the response to Question 38 above while minimizing/reducing ongoing subscription licensing and support costs.

40. What is your timeline for implementation?

The RFP has not prescribed a required or target timeline, although First 5 LA wishes to be live on a new ERP by December 2027 to avoid unnecessary contract extensions with legacy systems. Proposers should propose a timeline that they deem most beneficial to First 5 LA, based on the information described in the RFP and industry's best practices.

41. Are there any must-have requirements for your new ERP?

All requirements are outlined in Appendix B of the RFP, indicating the level of priority for First 5 LA.

42. Is FERPA-related data stored in the ERP or is the requirement about security compatibility?

First 5 LA does not anticipate storing FERPA-related data in the ERP, but requires that proposed solutions have methods of securing PII and sensitive data.

43. Legacy System Decommissioning & Technical Archaeology - The RFP outlines the replacement of several core systems, including Blackbaud, ADP, and Qwestica. Is First 5 LA expecting the awarded vendor to provide an archiving and purge strategy for the legacy data that will not be converted to the new SaaS solution, or will First 5 LA manage all legacy data retention and decommissioning internally?

While data archival solutions are not mandatory for this RFP, F5LA encourages vendors who offer legacy data archival solutions to propose these solutions as Optional Add/Alternates using the rows provided in the Appendix A Pricing Form.

44. Data Reconciliation Parameters - Data conversion is identified as a critical implementation service. What is the estimated volume of historical data to be migrated?

First 5 LA has not prescribed a fixed volume of historical data to be migrated as part of this RFP. Vendors are expected to leverage their experience and knowledge of best practices to recommend the appropriate scope, including data elements, record volumes, and historical depth, that should be converted to support operational, reporting, and compliance needs. First 5 LA will work with the selected vendor to ensure we remain in compliance to our records retention policy during migration of any records, as applicable.

Vendors should describe their recommended base-level approach to data conversion within their proposals, including all information requested in RFP Section V.C, as well as proposed data conversion volumes provided and assumptions. Vendors may also propose alternative or expanded approaches as Optional Add/Alternates using the rows provided in the Appendix A Pricing Form. Additionally, as noted in the response to Question 43 above, vendors may also propose data archival solutions as options.

45. How many years of historical data must be migrated, and at what level?

See the response to Question 44 above.

46. How many years of grant history and grantee records need to be migrated? In what format is the data exportable?

See the response to Question 44 above. For context, F5LA has approximately 3,500 grantee records dating back to 2000 in its Blackbaud Grantmaking system. Financial data also dates back to approximately 2000. However, First 5 LA will work with the selected vendor to determine what will need to be migrated.

47. Has the agency performed any preliminary data reconciliation to identify missing, duplicate, or orphaned records prior to the vendor's mock conversions?

First 5 LA performs some periodic data cleanup and reconciliation as part of regular audit and financial cycles, but anticipates that additional cleansing and validation will be required as part of the implementation.

48. Long-Term TCO and Budget Realities - The RFP notes a Long-Term Financial Plan that intentionally steps down the organizational budget to approximately \$60 million by FY 2027/28. How heavily will the Annual Cost-to-Carry (ACC) of the proposed SaaS solution be weighed in the 20% Cost evaluation criteria over the potential 8-year

contract term, specifically regarding the system's modular scalability as Proposition 10 funding decreases?

A multi-year total cost of ownership inclusive of both implementation costs and subscription costs will be used to score the cost category.

49. Emerging Tech, Agentic AI & Simulation - Section X.H requests information on how emerging technologies will enhance the proposed software. Is First 5 LA actively seeking solutions that incorporate Agentic AI or digital twin simulations to model and stress-test grantmaking distribution and budget forecasting before execution, or is the immediate expectation strictly focused on foundational workflow automation?

Agentic AI and digital twin simulations capabilities are not stated requirements in F5LA's RFP, but may be considered beneficial by F5LA's evaluation committee. Workflow and automation capabilities are described extensively in F5LA's requirements (see Appendix B).

50. Joint GTM / Multi-Vendor Accountability - First 5 LA allows multi-responder solutions and best-of-breed combinations. If a fully integrated solution is proposed alongside a specialized partner organization for distinct modules, does First 5 LA require a unified support SLA covering all software, or are module-specific SLAs acceptable provided there is a single prime vendor maintaining total project accountability?

Module-specific SLAs for different partners are acceptable; however, complexity of integration and support for multi-responder solutions may be considered by First 5 LA's evaluation committee.

51. Integration Scope Validation - The RFP mentions an add/alternate service requesting pricing for 100 hours of integration development. Could First 5 LA specify the core third-party systems or external data sources anticipated within this 100-hour scope, outside of the standard internal API configurations required to connect the proposed ERP modules?

As described in the RFP, it is possible that some of the four core systems currently in scope for replacement may instead be retained by First 5 LA. If retained, these systems will need to integrate with the selected ERP modules and/or any awarded best-of-breed solutions.

Due to limited scope and system compatibility information, additional integration requirements were not explicitly defined in the RFP. However, First 5 LA anticipates that certain integrations (e.g., banking) will be required. The 100-hour integration allowance is therefore intended to provide a baseline for accommodating such needs.

- 52. Appendix B references potential integrations to a range of external systems, and Section V.E of the RFP refers to an optional 100-hour integration development add-on. We imagine that some of those integrations will be considered for a secondary phase. Can you provide a list of integrations that are required for go-live, separate from integrations that are aspirational or future state?**

See the response to Question 51 above.

- 53. RFP page 8, Section V, item E. Integrations states “First 5 LA has requested that proposers provide pricing for 100 hours of integration development services (see Appendix A – Pricing Form)”. We don’t see any reference to Integrations on the Pricing Form tab of Appendix A. Will F5LA explain where 100 development hours come from and provide vendors with a complete list of integrations that you expect to be a part of this project?**

See the response to Question 51 above.

- 54. Beyond the four systems being replaced, what other systems must integrate with or remain alongside the new ERP — for example, banking/treasury, document management, state reporting portals, expense management, or grantee-facing portals**

See the response to Question 51 above.

- 55. Audit Cadence and Compliance Automation - The system must robustly support compliance reporting and annual independent financial audits. Does First 5 LA envision moving toward continuous or weekly automated compliance audits within the new financial and grantmaking modules to mitigate risk proactively, or will the system primarily be configured to support traditional quarterly and annual reporting cadences?**

This has not yet been decided. If financial and grantmaking solutions can support continuous compliance and risk monitoring, this capability may be viewed as beneficial by First 5 LA’s evaluation committee. Vendors are encouraged to describe the benefits of any process or policy changes their software can enable (such as this example) within their proposals.

- 56. Will the Level 2 and Level 3 evaluation committee include representation from Finance, HR/Payroll, IT, and program/grants staff?**

Yes, the committee may include cross-functional representation from all of the listed areas including contracts staff, but any changes to the committee are at the discretion of First 5 LA.

57. For Level 3 demonstrations, will First 5 LA provide demonstration scripts or scenarios in advance, or should vendors propose their own use cases?

Demonstration scripts will be provided in advance.

58. Beyond the four systems listed for replacement, what are the top two or three operational pain points driving this procurement?

Pain points and current challenges are described in the RFP. See the response to Question 38 above.

59. Which current system has been the source of the greatest operational difficulty, and in what way?

See the response to Question 38 above. As described in that response, lack of integration between financial and grants management systems has been a significant challenge.

60. Assuming First 5 LA prefers a single integrated platform, how will the evaluation account for integration complexity and ongoing support risk in proposals that include multiple vendors?

Integration complexity and risks will be considered as part of First 5 LA's evaluation.

61. Will any current vendors (Blackbaud, ADP, Questica) be permitted to submit proposals?

Yes, current/incumbent vendors are permitted to submit proposals.

62. Is the vendor expected to deliver a defined set of reports and dashboards production-ready at go-live (e.g., board financials, audit work papers, GASB statements, grantee compliance reports)? Post-go-live, will internal staff own ongoing report development via self-service tools?

Yes, the vendor will be expected to deliver reports as described in Section V.D of the RFP. Including but not limited to any custom reports. Many required reports are also described in Appendix B of the RFP. It is anticipated that First 5 LA staff will own ongoing report development after go-live.

63. Beyond the October 12, 2026 contract start date, is there a target go-live date or hard deadline tied to audit cycles, fiscal year-end, grant reporting, or the FY 2027/28 budget step-down that would constrain the implementation timeline?

The RFP has not defined a required go-live date, although First 5 LA wishes to be live on a new ERP by December 2027 to avoid unnecessary contract extensions with legacy systems. Proposers should propose a timeline and go-live dates that they deem most beneficial to First 5 LA, based on the information described in the RFP and industry best practices.

64. Can First 5 LA clarify how the Cost criterion (20% weight) will be calculated using the Appendix A pricing, given the note that implementation services may be procured

through a separate RFP? Specifically, will both subscription and implementation costs from this RFP be used in the scoring?

First 5 LA's RFP requires both software and implementation services. Implementation services will not be procured through a separate RFP. Both subscription and implementation services costs will be used in scoring.

65. The RFP requests a 12–24 month product roadmap including AI/ML plans. Are there specific AI/ML use cases that are current priorities for First 5 LA, or is this primarily a forward-looking assessment of vendor direction?

Some required AI and ML capabilities are listed within Appendix B of the RFP. The roadmap may also describe additional AI/ML features not listed within Appendix B.

66. Which GASB standards are most critical for the new system to support (e.g., GASB 34, 87, 96)? Does First 5 LA require full governmental fund accounting on a modified accrual basis, or full accrual accounting with fund, program, and grant tracking dimensions?

The new GASB 87 and 96 are critical to First 5 LA. We currently have only one fund account, though in the past we have had different funding sources, including federal funds, which triggered single audit requirements. We currently operate at a modified accrual, but want both capabilities of transitioning to full accrual accounting with fund, program, and grant tracking capabilities.

67. To support licensing and implementation sizing, can First 5 LA share approximate full-time employee headcount, number of expected system users by role group, and any anticipated headcount changes through FY 2028/29?

We are currently at 76 FTE and estimated to downsize from now through FY 2028/29. Expected system users will primarily be driven by the Finance & IT staff, with reader access, including running reports, to Department Heads and administrative assistants.

68. Approximate number of pay groups, whether any employees are covered by union/collective bargaining agreements, California-specific pay rules in use, and whether First 5 LA currently files payroll taxes directly or through ADP's tax filing service?

First 5 LA does not have a union or collective bargaining agreement. Yearly salary increases are on a merit basis. First 5 LA currently files payroll taxes directly through ADP.

69. How often do you combine multiple capital projects into the same Fixed Asset? Please elaborate on this process.

This happens once in a while. We just finished the second phase of our Capital Improvement Project where we allocated multiple assets. Normally, we will capitalize our assets through regular individual purchases.

70. What is the volume of assets being depreciated in a non-Straight Line manner? Are any assets depreciated using two methods concurrently for different reporting purposes, ie. GASB vs. MACRS tax reporting?

We only use one method for depreciating the asset, which is straight line. We do not use two different methods for reporting, we report strictly for the purpose of GASB.

71. Will Expense Reports be processed in the new system? Do users who also have P-Cards process their travel expenses on that same card?

Yes, we will need expense reports processed in the new system, and currently, travel expenses are paid with a P-card.

72. Can you describe how full accrual, modified accrual, and cash basis reporting are currently produced?

The monthly financial report is on a cash basis, and the year-end final audit will go through our accrual basis.

73. Do you currently prepare government-wide and fund-based financial statements under GASB 34?

Yes

74. Which GASB standards are most critical to your operations? 96 and 87

Both

75. Which banks do you currently work with?

BMO

76. How many years of transactional history will be migrated vs. archived?

First 5 LA will work with the selected vendor to determine this.

77. Do you use any standalone BI or reporting tools (e.g., Power BI, Tableau, Cognos)?

No

78. Do you use ADP for payroll? Will that continue?

Yes, we use ADP for payroll. First 5 LA will determine which systems, if any, will continue to be used after the ERP RFP concludes.

79. Are you subject to a federal Single Audit? Do you produce the SEFA in your system or manually?

Currently, we are not subject to a federal Single Audit, but that could change in the future so we would like that capability.

80. What are the primary limitations of Qwestica PowerPlan that are driving replacement?

Minimal system modifications and enhancements and unresolved technical issues (specifically stark on the personnel cost module). First 5 LA is unable to configure and move projects from one department or initiative to another independently, without consultant support; additionally, when this is completed, data attributed to the project might be lost. We are also unable to configure user permissions and limit access to read-only quickly and easily throughout the budget development process, as needed. Reports cannot be fully configured to include narratives (yes for operating line-items, but not for our programmatic budgets). PowerPlan is a legacy Qwestica product that is approaching end of support, and it will need to be replaced. First 5 LA is open to proposals that include alternative Qwestica/Euna products that are currently licensed/supported.

81. How many budget owners participate in the budgeting process today?

All staff have access to the system at varying levels (read, write, configure). Nearly all staff participate in the budget development process in some capacity. Of our current 73 staff, about 45 have "write" access to directly input data. Additionally, we require 3-4 master administrators with configuration access.

82. Are custom budget drivers (e.g., tobacco tax rates, population, economic factors) modeled in Qwestica or in Excel?

No, not at present.

83. How many years of budget history need to be migrated or accessible?

First 5 LA will work with the vendor to determine this.

84. Does your budgeting process include position-by-position salary and benefits budgeting?

Yes

85. What are your primary revenue sources?

Our primary revenue source is tobacco tax under Proposition 10

86. Do you accrue revenue at year-end for unearned revenue?

Yes

87. How do you track restricted vs. unrestricted revenue?

We currently don't have restricted revenue that needs to be tracked in the system. However, we do need that capability

88. Do you bill other agencies or organizations?

Yes

89. Is there a need for automated revenue allocation?

Yes

90. How many fixed assets do you currently manage?

5, including land

91. Do you use locations, departments, or classes to track assets?

No

92. Do you capitalize assets? What is your capitalization threshold?

Yes, the threshold is \$5,000

93. How is depreciation currently calculated?

Annually

94. Do you perform physical asset inventories?

Yes, but not on an annual basis

95. Are leased assets tracked in your system (GASB 87)?

Fiscal year 2025-26 is the first year we are going to implement this standard, and we have one lease asset (7-year lease) as receivable rental revenue.

96. Do you use purchase requisitions and approvals?

Yes, but this process is done outside of the system. We would like to have this capability in the system

97. How many vendors and AP invoices are processed monthly?

60-70 Vendors

98. Do you use a 3-way match process today?

We do not issue purchase orders regularly so we don't do a three-way match; we only use the purchase request and invoice approval from the respective department. We would like to have this capability in the system.

99. Do you use a vendor portal for W-9s, updates, or invoices

No, we do not use a vendor portal for these. We collect these documents through email.

100. Can you describe how participant-level payments are initiated, tracked, and tied to grants?

We have a project code for each grant, and that is linked to our budget. Typically, the program officer will track the grant, and the Finance Department produces monthly financial reports for the program officer to reconcile to their records.