Goodwill Industries of Upstate/Midlands South Carolina Request for Proposal (RFP) for Cloud-Based Financial Management/ERP System and Implementation Services – Revised 9/15/2026

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Section I – Introduction

Goodwill Industries of Upstate/Midlands South Carolina, Inc. ("Goodwill" or "GIUMSC") is seeking proposals from qualified software providers and implementation partners for the selection and implementation of a modern, cloud-based financial management / enterprise resource planning ("ERP") solution.

The selected solution will serve as Goodwill's core financial management platform and is expected to improve the organization's financial infrastructure, streamline and automate key financial processes, strengthen internal controls, improve access to timely and meaningful financial information, and provide a scalable technology platform capable of supporting Goodwill's continued growth and evolving operational needs.

Goodwill is not necessarily seeking to replace all existing enterprise applications. The selected solution must be capable of integrating effectively with Goodwill's existing and future operational systems, including human resources, payroll, retail point-of-sale, procurement, banking, expense management, business intelligence, lease management, fixed asset and other third-party applications.

Goodwill seeks a solution and implementation partner that will not simply replicate existing processes, but will assist the organization in identifying and implementing leading practices, improving workflow and controls, reducing manual processes and spreadsheet dependency, and maximizing the value of the new system.

The successful respondent will provide both the proposed software solution and the professional services necessary to design, configure, integrate, test, train, convert data, deploy, and support the system through successful implementation and stabilization.

Section II – Business Information

A. Mission:

Goodwill Industries of Upstate/Midlands South Carolina (GIUMSC) provides access, information, and resources to help people improve their lives through the power of work.

GIUMSC accomplishes its mission through a combination of donated goods retail operations, workforce development and training programs, vocational services, grant-funded programs, community resource centers, and employment opportunities. Revenue generated through Goodwill's retail and other operations provides significant financial support for the organization's mission programs.

Additional information regarding GIUMSC's mission, programs, and services is available at Goodwill's website. https://goodwillsc.org/.

B. Structure (Legal Entities and Business Segments):

Goodwill Industries of Upstate/Midlands SC, Inc. is a 501c3 not-for-profit organization created in 1973 that serves as the primary operating entity of the organization. Its primary divisions/segments include:

- **Retail –** Operations of the Donated Goods Retail Program, which provides the primary funding stream for its Program Services as well as an employment environment for its target mission population.
  - **o Retail Stores:** 39 locations growing/expanding each year. The public drops donated textiles and hard goods at these locations, which are graded and processed either for recycling/aftermarket or retail floor sale. Items that fail to sell within a defined number of weeks are pulled and diverted to recycling/aftermarket sales. Currently, electronic registers are used to ring up sales where sales are electronically updated every 30 minutes into PowerBi through Secure Retail.
  - **o Clearance Stores:** 2 stores in South Carolina. When items fail to sell in Retail Stores, they are transported to the Clearance Center and given a second chance to be sold by the pound. Item categories are weighed by scale, entered into electronic registers, and are electronically updated every 30 minutes into PowerBI through Secure Retail.
  - **o Aftermarket operations**: At regional operations centers and in certain Retail stores, items that do not grade for Retail floor sale or that are pulled from the floor after a number of weeks are baled and processed for sale to aftermarket recyclers and resellers, who pay based on the truck weights of these items. Also, we sell excessive donations received and cannot physically produce to other Goodwill location. This is called credential.
  - **o Ecommerce Operations:** Higher value items including jewelry, collectables, accessories, clothing and shoes are collected from the store donations and transported to the regional operation centers where ecommerce staff sort, process, and list the items for online sale/auction. Items are primarily listed on the Shopgoodwill.com marketplace using third-party listing software. We currently have 3 of these locations throughout GIUMSC.
  - **o Specialty Retail –** 7 locations growing/expanding each year We currently curate premium product from our normal donation base in our tradition brick and mortar retail location that we send to our special retail locations to create a diversified shopping experience to our communities. This also allows us to create more value in higher quality donations.

    - o **Transportation and Warehouse Operations:** A fleet of box truck and tractor trailers operated internally by GIUMSC that is responsible for managing the stream of donated goods/materials. Material may be diverted to other sites, overflow may be warehoused at regional operations centers. This division also manages aftermarket operations and sales. Material transported is measured in standardized units or “bins” which have an average pound weight assigned. Bins of material are manually/physically tagged with information describing the material and activity is currently logged in manual Excel sheet reports.
    - o **Retail Administration.** Headed by a Vice President with 4 Regional Managers, 1 e-Commerce Manager, and 1 Corporate Safety Manager. Retail operations are split among 4 Regional Managers (RMs), who are assigned groups of around 8-11 stores. All stores have store managers assigned to each of them.
- **Program Services** – Operations of Goodwill's workforce development and barrier reduction programs. These operations are managed by a Vice President with two Directors centered around the Upstate and Midlands South Carolina. All operations roll up through the VP and Directors, and include:
    - **Grant-Funded Programs** – programs funded by primarily governmental grants. Programs funded primarily by governmental grants (DOL, DOJ, and other federal/state sources). (Programs not funded by grants are primarily funded by the surplus from Goodwill’s donated goods retail program).

    Current programs include

    - **SCSEP (Senior Community Service Employment Program) –** serves individuals age 55+, low income, unemployed
    - **Growth Opportunities 2 & 4 –** serve justice-impacted youth and young adults ages 18–25
    - **Reigniting Youth, Zero Excuses (RYZE) –** serves justice-impacted youth and young adults ages 12–21
    - **Pathway Home 4 –** serves currently incarcerated adults in correctional facilities
    - **Veterans Homelessness and Transition Program (VHT)** ("Homebound Heroes") – serves veterans experiencing or at risk of homelessness

- **Opportunity Center Operations –**The operation of walk-in community resource centers throughout the state that provide job readiness and barrier-reduction programming, including hosting and access to other community partner organizations and resources. Programs are geared toward creating pathways out of poverty, leading to quality job placements and improved current and long-term job status. Includes:

- **Career and Training Centers** – career readiness services for the general public
- **Mission Mobile** – mobile career readiness services for the general public
- **Young Adult Opportunity Centers** - Programming geared specifically toward young adult populations, primarily serving justice-impacted youth and young adults (Growth Opportunities 2 & 4, RYZE — see Grant-Funded Programs above).
- **Mission Integration Programs** - Program service operations specifically targeted toward Goodwill's own employees. Includes:

  - **Goodwill University** – employee training, learning plans, career planning, tuition reimbursement
  - **New Hire Orientation (NHO)** – onboarding and orientation for new GIUMSC hires
  - **Employee Stability Services (ESS)** – supportive services for employees experiencing barriers
  - **Language Services/ESL** – language services for non-native English speakers

- **Vocational Services -** Specialized programs designed to address specific barriers, including disability-related employment barriers:

    - **SCVIA** (South Carolina Vocations and Individual Advancement) – serves individuals with disabilities through employment and training
    - **Department of Disabilities and Special Needs (DDSN)** – serves individuals with disabilities through employment and training
    - **Ticket to Work (TTW)** – serves individuals with disabilities (ages 18–64) receiving SSDI/SSI to find and maintain employment
    - **Paid Work Experience (PWE)** – work experience sites for students and adults

- **Career and Training (Partially Grant-Funded)**

    - **Career Training Pathways** – career credential training in Healthcare, Technology (Drone), Logistics/Transportation, Skilled Trades, and CleanTech
    - **CleanTech** – heat pump installation skills training leading to employer-recognized credentials

- **Administrative Services**
    - Goodwill's administrative services are organized structurally according to the members of the Executive team to whom they report (each of the Vice Presidents report to the **President and Chief Executive Officer**):
    - **Vice President of Operational Excellence**
        - Transportation
        - Warehouse and Salvage
        - Clearance Centers
        - Donation Centers
        - Sustainability
        - Facilities and Property Management
        - Information Technologies
    - **Vice President of Retail Excellence**
        - Retail Stores
        - Specialty Stores and Boutiques
        - E-Commerce
        - Safety and Loss Prevention
    - **Vice President of Human Resources**
        - Compliance
        - Policies and Procedures
        - Benefits and Wellness
        - Performance Management
        - Personnel Management Systems

    - **Vice President of Community and Workforce Development**
        - Career and training centers
        - Career Training Programs
        - Grant Programs
        - ROC, YFSC, and Innovate Labs
        - Vocational Services
        - Mission Integration
    - **Vice President of Communication and Public Engagement**
        - Marketing
        - Public Relations
        - Social Media
        - Events
        - Fundraising
    - **Vice President of Finance**
        - Finance
        - Procurement
        - Payroll
        - Accounts Payable/Receivable
        - Financial Reporting
- **Related Legal Entities**
    - **Goodwill Industries of Upstate/Midlands SC, Inc**. is a 501(c)(3) organization. It is a part of the Goodwill Industries International (GII) network, an affiliated group of more than 150 autonomous member organizations primarily in the US and Canada. These local Goodwills are innovative, sustainable social enterprises that create job training programs, employment placement, and other community-based programs by selling donated clothing and household items. To meet the needs of their local communities, each local Goodwill territory designs its own programs, services, and operations to best address their particular contexts, united by the common mission of working to enhance people's dignity and quality of life by strengthening their communities, eliminating their barriers to opportunity, and helping them reach their full potential through learning and the power of work.
    - **SCVIA Description -** South Carolina Vocations and Individual Advancement (SCVIA) is a separately incorporated 501(c)(3) that operates under a shared-services model with Goodwill Industries of Upstate/Midlands South Carolina (GIUMSC). SCVIA serves individuals with disabilities through employment and training programs, currently operating in Richland, Greenville, Spartanburg, and Anderson counties.

- **Organizational Complexity -** The proposed solution should be capable of supporting an organization characterized by:
    - Multiple legal entities;
    - Numerous retail and operating locations;
    - Multiple departments and business units;
    - Government and privately funded programs;

    - Grants with differing periods of performance;
    - Multiple funding sources;
    - Shared administrative costs and allocations;
    - Retail, ecommerce, warehouse, transportation, and mission operations;
    - Continued organizational and geographic growth.

C. Leadership and Employees

Leadership and Board of Directors - Leadership | Goodwill Industries of Upstate/Midlands South Carolina

Goodwill is governed by a volunteer Board of Directors and managed by its President and Chief Executive Officer and Executive Leadership Team.

The Executive Leadership Team includes responsibility for:

- Operational Excellence;
- Retail Excellence;
- Human Resources;
- Community and Workforce Development;
- Communications and Public Engagement; and
- Finance.

Goodwill currently employs approximately 1,200 employees and participants across its administrative, retail, mission, workforce development, contract service, and operational functions.

D. Financial Position and Results

Goodwill's most recent Form 990 is included as Exhibit B and is provided to assist respondents in understanding the general size, financial structure, activities, and complexity of the organization.

Respondents should not rely exclusively upon the Form 990 in determining system requirements. Goodwill operates numerous locations, departments, grants, programs, activities, and funding streams that require financial reporting and management at levels substantially more detailed than reflected in the Form 990.

Goodwill may provide additional financial or transaction-volume information to respondents during the RFP process when necessary to support proposal development.

Section III – Project Information

A. Historical Context and Current Systems

Goodwill has utilized Sage 100 as its core financial management system since approximately 2003. The application and database are currently hosted on-premises and are supported in part through a third-party service provider.

Sage 100 has historically provided a stable platform for Goodwill's core accounting activities. However, the organization's operations, reporting requirements, technology environment, and organizational complexity have changed substantially since the system was originally implemented.

The existing financial environment presents several limitations, including:

- An inflexible general ledger account structure;
- Significant administrative effort required to establish new departments, programs, locations, and other accounting structures;
- Dependence on manual processes and spreadsheets;
- Limited workflow and automation;
- Reliance on third-party support for system changes and maintenance;
- Challenges integrating with modern cloud-based applications;
- Limited ability to provide user-friendly, real-time financial information to operational managers;
- Duplication of information among systems;
- Manual reconciliations and data transfers;
- Limited drill-down and self-service reporting; and
- Difficulty adapting the financial data structure as Goodwill's organizational and reporting needs evolve.

Goodwill's current general ledger is based on a relatively rigid numerical account structure. The addition of new departments, programs, locations, grants, or activities can require creation and maintenance of numerous individual general ledger accounts.

The new system should provide a flexible dimensional accounting structure that allows Goodwill to separately identify and report information such as natural account, entity, department, location, program, grant, funding source, project, and other attributes without unnecessarily expanding the chart of accounts.

Goodwill is also seeking to reduce manual processes, improve integration between systems, improve access to information, strengthen workflow and controls, and create a financial data environment that supports enterprise reporting and business intelligence.

Additional information concerning Goodwill's current processes, pain points, and desired future state is included in Response Form A1 – Business Process Matrix.

Current Technology Environment

Goodwill currently utilizes a number of systems and applications that support financial and operational activities. The current environment includes, but is not limited to:

- **Core Financial System:** Sage 100
- **Procurement / Accounts Payable Workflow:** Beanworks
- **P-Card / Expense Management:** TD Bank CentreSuite
- **Banking and Treasury:** TD Bank
- **Investment Management:** TD Wealth Portal
- **Human Resources / Payroll:** UKG
- **Business Intelligence and Reporting:** Microsoft Power BI
- **Retail / Point-of-Sale Data:** Secure Retail / Power BI
- **Lease Accounting:** LeaseQuery
- **Fixed Assets:** Fixed Asset CS
- **Financial Reporting:** BizNet
- **Budgeting:** PowerPlan
- **Microsoft Environment:** Microsoft 365 and related Microsoft technologies

Goodwill does not assume that all existing applications will remain in place following implementation of the new financial system. Respondents should identify functionality available within their proposed solution that could replace existing third-party applications when doing so would improve efficiency, controls, integration, cost, or user experience.

Respondents should also identify any existing applications they recommend Goodwill retain and explain the proposed integration approach.

B. Project Goals

Goodwill's objectives for the project include the following:

1. Modern Cloud Architecture
Implement a secure, modern, cloud-based financial management platform that reduces reliance on on-premises infrastructure and provides reliable access to authorized users regardless of location. The solution should provide routine system upgrades, security updates, maintenance, backup, and related infrastructure services as part of the hosted environment.

2. Flexible Financial Structure
Redesign the general ledger and financial reporting structure using a flexible chart of accounts and dimensional framework capable of supporting Goodwill's legal entities, locations, departments, programs, grants, projects, funding sources, activities, and other reporting requirements.

The structure should allow Goodwill to add or modify organizational dimensions without creating an unnecessarily large number of general ledger accounts.

3. Process Automation
Increase automation and workflow within financial processes, including:

- Purchasing and procurement;
- Accounts payable;
- Invoice receipt and approval;
- Electronic payments;
- Accounts receivable;
- Cash receipts and deposits;
- Recurring journal entries;
- Allocations;
- Inter-entity activity;
- Bank reconciliation;
- Fixed assets;
- Grant accounting;
- Budgeting;
- Financial reporting; and
- Period-end and year-end close.

4. Improved Internal Controls
Strengthen internal controls through configurable approval workflows, segregation of duties, role-based access, system audit trails, electronic documentation, transaction controls, and management visibility.

5. Grants and Program Accounting
Improve the ability to budget, account for, monitor, allocate, and report financial activity associated with grants, contracts, programs, and restricted funding.

The solution should support grants and contracts with periods of performance that may differ from Goodwill's fiscal year.

6. Reporting and Business Intelligence
Provide timely, accurate, and accessible financial information to Finance staff, executive leadership, operational managers, and other authorized users.

The solution should support:

- Financial statements;
- Budget-to-actual reporting;
- Grant and program reporting;
- Location and departmental reporting;
- Management dashboards;
- Drill-down from reports to underlying transactions and supporting documentation;
- Ad-hoc reporting; and
- Integration with Microsoft Power BI and Goodwill's future enterprise data warehouse strategy.

7. Integration
Provide reliable and maintainable integration with Goodwill's existing and future operational systems.

Goodwill prefers standards-based integration through documented APIs, secure automated interfaces, or other sustainable methods that minimize manual file transfers and duplicate data entry.

8. Improved User Experience
Provide an intuitive and efficient user experience for both Finance personnel and operational managers.

Authorized field users should be able to access relevant financial information, approve transactions, review budgets, identify invoice and payment status, and obtain information without requiring extensive accounting or technical expertise.

9. Scalability
Provide a platform capable of supporting Goodwill's continued growth, including additional locations, programs, grants, entities, users, transaction volumes, and business activities.

10. Reduction in Manual Processes
Reduce dependence on spreadsheets, manual reconciliations, duplicate entry, paper documentation, and other offline processes where system-based automation is reasonably available.

11. Leading Practices
Goodwill expects the selected implementation partner to provide recommendations regarding leading financial management practices and to identify opportunities to improve existing processes rather than simply recreating current practices in the new system.

C. <u>Goodwill Project Team</u>

Goodwill has established a cross-functional project team to support system selection and implementation. The team includes representatives from Finance, Procurement, Information Technology, Operations, Retail, Human Resources, Workforce Development, and other key operational areas.

The project will have executive sponsorship and a designated project lead. Additional subject-matter experts and operational stakeholders will participate during requirements validation, demonstrations, implementation design, testing, training, and deployment.

The selected vendor should anticipate working collaboratively with both Finance and non-Finance stakeholders throughout the implementation.

Executive Sponsor: Derek Stapleton, Vice President Finance dstapleton@goodwillsc.org

Project Lead and Primary Contact: Jacqui DiMaggio, Independent Contractor, jdimaggio@goodwillsc.org

Finance and Accounting Team Leaders:

- Kira DeLoache– Controller kdeloache@goodwillsc.org
  - System Admin, General Ledger, Allocations, Journal Entries, Fixed Assets, Monthly Close, Grant Accounting

- Tonya Sweatt – Accounting Manager – tsweatt@goodwillsc.org
  - Payroll, Procurement, and Accounts Payable
- Wayne Owens – Procurement wowens@goodwillsc.org
  - Procurement
- Annette Frazier –Accounts Receivable Specialist – afrazier@goodwillsc.org
- Andrea Ivanovici - Staff Accountant - aivanovici@goodwillsc.org

Operations and Information Technology Team Leaders:

- Nathan Bland - Vice President of Operational Excellence nbland@goodwillsc.org
  - Oversees Goodwill network, Logistics, Warehouse Operations, Clearance Centers, Real Estate Acquisition, Construction Projects, Facilities, Goodwill Central (Software Application Developer), Data Analytics
- Ed Powell – Information Technology Manager – epowell@goodwillsc.org
  - Network Manager, Cyber Security, Application Management (Selection, integration between systems), Business Intelligence, Data & Communication Devices, Systems Architect and Manager (POS Systems, Active Directory, Office 365, etc.)

Key Operational Stakeholders:

- Nathan Bland - Vice President of Operational Excellence nbland@goodwillsc.org
- Jeff Gates - Vice President of Retail Excellence jgates@goodwillsc.org
- Marcia Leake - Vice President of Human Resources mleake@goodwillsc.org
- Monique McDaniels - Vice President of Community and Workforce Development mmcdaniels@goodwillsc.org
- Chunsta Miller – Vice President of Communication and Public Engagement cmiller@goodwillsc.org

D. **Project Timeline**Goodwill anticipates the following RFP and implementation schedule. Dates may be modified at Goodwill's discretion.
RFP Issued: September 15, 2026
Deadline for Vendor Questions: September 22, 2026
Goodwill Response to Vendor Questions: September 28, 2026
Written Proposals Due: October 12, 2026 5:00 PM Eastern Standard Time
Finalist Notifications: October 19, 2026
Vendor Demonstrations: October26 – November 5, 2026
Reference Checks / Final Evaluation: November 5, 2026 – November 15, 2026
Target Vendor Selection: November 15, 2026
Contract Negotiation and Final Scope Development: November – December 2026
Implementation Commencement: No later than January 2027
Target Production Go-Live / Cutover: July 1, 2027
Post-Go-Live Stabilization and Support: July 2027 and thereafter as required

Respondents must indicate whether they believe the July 1, 2027 target production date is achievable based upon the proposed solution and implementation methodology.

Respondents should identify any significant risks, assumptions, dependencies, resource requirements, or decisions that could affect achievement of this date.

E. **Implementation Scope and Expectations**

The selected implementation partner will be expected to provide the professional services and project leadership necessary to successfully implement the proposed solution.

At a minimum, the proposed implementation approach should address:

- Project planning and project management;
- Business process discovery and validation;
- Requirements confirmation;
- Solution architecture and design;
- Chart of accounts and financial dimension redesign;
- System configuration;
- Workflow design;
- Security and role configuration;
- Integration design and development;
- Data conversion and migration;
- Report and dashboard development;
- Testing;
- User acceptance testing;
- Training;
- Documentation;
- Cutover planning;
- Production deployment;
- Go-live support;
- Post-implementation stabilization;
- Knowledge transfer; and
- Transition to ongoing support.

Respondents should clearly distinguish between responsibilities to be performed by the vendor/implementation partner and responsibilities expected of Goodwill personnel.

The proposal should identify the estimated level of Goodwill staff involvement by project phase and should describe the key Goodwill resources required for successful implementation.

F. **Data Conversion and Migration**

Goodwill expects the implementation to include conversion of data necessary to support effective operation of the new financial system.

At a minimum, respondents should describe their recommended approach for converting:

- Chart of accounts and financial dimensions;
- Vendors;
- Customers;
- Open accounts payable items;
- Open accounts receivable items;
- Beginning general ledger balances;
- Current fiscal-year general ledger activity;
- Fixed assets;
- Grants, projects, and related financial structures;
- Open purchase orders and commitments, if applicable; and
- Other master data required for operation of the proposed solution.

Respondents should separately identify the cost and implementation impact of converting historical transaction-level data for:

- One prior fiscal year;
- Three prior fiscal years;
- Five prior fiscal years; and
- Full available history.

Respondents should also describe alternatives for maintaining historical information in a searchable archive rather than converting all historical transactions into the production system.

The proposal should identify:

- Required data formats;
- Data cleansing responsibilities;
- Number of anticipated conversion cycles;
- Validation and reconciliation procedures;

- Goodwill responsibilities;
- Vendor responsibilities; and
- Any conversion assumptions or limitations.

G. Integration Requirements

Goodwill utilizes multiple financial and operational applications that may require integration with the proposed financial system.

For each significant integration, respondents should identify whether the proposed approach is:

- Native / pre-built integration;
- API-based integration;
- Secure file transfer;
- Import/export;
- Third-party middleware;
- Custom-developed integration; or
- Not currently supported.

Respondents should describe expected integration with, at a minimum:

- UKG;
- Microsoft Power BI;
- Retail / point-of-sale data;
- Beanworks, if retained;
- TD Bank and related banking applications;
- TD Bank CentreSuite, if retained;
- LeaseQuery, if retained;
- Fixed Asset CS, if retained;
- PowerPlan, if retained; and
- Other applications identified during implementation discovery.

For each integration, the respondent should identify:

- Implementation approach;
- Frequency of data exchange;
- Direction of data flow;
- Technology utilized;
- Responsibility for development and maintenance;
- Third-party dependencies;
- One-time implementation cost;
- Ongoing subscription or maintenance cost; and
- Any limitations.

H. Security and Technical Requirements

The proposed solution must provide appropriate technical, cybersecurity, privacy, availability, and business-continuity protections.
Respondents should describe the following:

Security and Access

- Role-based security;
- Segregation-of-duties capabilities;
- Multi-factor authentication;
- Single sign-on capabilities;
- Microsoft Entra ID integration;
- Password and authentication controls;
- User provisioning and de-provisioning;
- Detailed audit logging; and
- Administrative access controls.

Data Protection

- Encryption of data in transit;
- Encryption of data at rest;
- Backup frequency;
- Data retention;
- Data restoration processes;
- Disaster recovery procedures;
- Immutable/WORM (Write Over Read Many) back-up to protect against ransomware;
- Recovery Time Objective (RTO);
- Recovery Point Objective (RPO); and
- Geographic location of production and backup data.

Security Assurance

Respondents should identify applicable independent security and control certifications or reports, including where applicable:

- SOC 1 Type II;
- SOC 2 Type II;
- Penetration testing;
- Vulnerability management;
- Cybersecurity insurance; and
- Third-party security assessments.

Security Incidents
Respondents should describe:

- Security incident response procedures;
- Customer notification procedures;
- Target notification timeframes;
- Responsibility for remediation; and
- History of material cybersecurity incidents affecting the proposed solution during the previous five years.

Data Ownership and Portability
Goodwill will retain ownership of its organizational and transactional data.

Respondents should describe the process by which Goodwill can obtain a complete copy of its data during the contract term and following contract termination.

The response should identify:

- Available export formats;
- Export frequency;
- Estimated time required to provide a complete export;
- Any charges associated with data extraction;
- Data retention following termination; and
- Procedures for confirmed destruction of Goodwill data.

Section IV – System Expectations and Requirements

A. Business Process Review and Response

See **Response Form A1.**

We have spent extensive time reviewing our existing business processes with financial/accounting impact in anticipation of issuing this RFP and have summarized them at a level of detail we feel will be helpful for you in determining how to formulate your proposal. The Business Process Matrix is formatted as follows:

- **Category** – The general Financial/Accounting area under which the process can be classified.
- **Business Process/Activity** – The name of the specific process/activity being described.
- **Current Reality** – This section describes how the business process or activity functions currently within SAGE 100 or other current financial tools.
- **Pain Points** – This section describes pain points within the process (inefficiencies, outcomes that are not ideal compared our internal goals/objectives, lack of information).
- **Desired Future State** – This section describes either what we wish the process would look like, or contains our notes regarding key issues a new system could address that would be “wins” in any implementation, or expectations for how a system might address certain pain points.

- **Business Impact** – The degree to which the process takes time/resources and the relative importance of the outcome of the process. These relative ratings of “High”, “Med”, and “Low” can assist you in targeting your response to the processes that have the biggest impact.

Vendor Response: Respondents are expected to review the Business Process Matrix carefully and develop an understanding of Goodwill’s current processes, identified pain points, desired future state, and business priorities.
For each applicable business process, respondents should describe how the proposed solution would support or improve the process.

Responses should not simply state that functionality is available. Where practical, respondents should describe:

- How the process would operate in the proposed solution;
- Whether the process would be performed using standard system functionality;
- Workflow and automation capabilities;
- Opportunities to eliminate manual processes or duplicate entry;
- Opportunities to strengthen controls;
- Reporting and information improvements;
- Required integrations;
- Any configuration or customization required; and
- Any significant changes to Goodwill’s current business process that the respondent recommends.

Goodwill recognizes that the optimal future process may differ from the organization’s current process. Respondents are encouraged to recommend leading practices and alternative approaches where appropriate.

If a business process is not supported by the proposed solution, respondents should clearly indicate this and identify any recommended alternative.

Goodwill considers the Business Process Matrix to be a central component of this RFP and expects respondents to devote significant attention to this portion of the response.

B. **Functional/Technical Capabilities Survey**

Response Form A2 contains Goodwill’s functional and technical capability requirements.

Each requirement has been assigned a relative priority. Goodwill recognizes that different software solutions may accomplish the same business objective through different methods and therefore has intentionally limited the number of requirements designated as absolute or mandatory.

For each requirement, respondents should select the response category that most accurately describes the proposed solution.

Recommended response categories are:

S – Standard Functionality
Available in the standard proposed product without additional configuration beyond normal implementation.

C – Configuration Required
Available through system configuration without custom programming.

T – Third-Party Product / Integration Required
Requires a third-party product or integration.

CU – Custom Development Required
Requires custom programming or development.

F – Future Functionality
Not currently available but included on the vendor's published product roadmap.

N – Not Available

For any requirement identified as Third-Party, Custom Development, Future Functionality, or Not Available, respondents should provide explanatory comments.

Any additional licensing, implementation, development, integration, or recurring cost required to provide the functionality must be identified in Response Form C.

C. **Demonstration Requirements**

Goodwill expects to invite selected respondents to provide demonstrations of their proposed solutions.

The purpose of the demonstration is to validate functionality described in the written response and allow Goodwill stakeholders to evaluate usability, workflow, reporting, system navigation, and overall fit.

Goodwill may provide finalists with a demonstration script prior to the scheduled presentation.

Respondents should be prepared to demonstrate the proposed production solution using standard or configured functionality. Demonstrations should not consist primarily of presentation slides, mock-ups, or functionality that is not currently available.

Goodwill anticipates requesting demonstration of scenarios such as:

1. Creation and approval of a purchase requisition;
2. Purchase order processing;
3. Receipt, coding, approval, and payment of an invoice;
4. Electronic approval by an operational manager;
5. Creation of a new department, location, grant, or program;
6. Grant budget-to-actual reporting;
7. Shared cost allocation;
8. Month-end journal entry and recurring journal processing;
9. Financial statement preparation;

10. Department, location, program, or store-level reporting;
11. Drill-down from a financial report to the originating transaction and supporting documentation;
12. Budget-to-actual review by a non-Finance manager;
13. Vendor and payment-status inquiry;
14. Ad-hoc report creation;
15. Dashboard and Power BI integration capabilities; and
16. Mobile or remote approval capabilities.

Goodwill may modify the demonstration scenarios or request additional scenarios based upon the respondent's written proposal.

All finalist respondents will generally be asked to demonstrate comparable core scenarios to support consistent evaluation.

Section V – Vendor / Implementation Partner Information and Response Instructions

Respondents should provide sufficient information for Goodwill to evaluate both the software provider and the proposed implementation partner.

At a minimum, the response should include:

Company Information

- Legal company name;
- Headquarters location;
- Years in business;
- Ownership structure;
- Number of employees;
- Financial stability;
- Primary markets served; and
- Number of customers currently using the proposed solution.

Relevant Experience

Describe experience implementing the proposed solution for organizations comparable to Goodwill in terms of:

- Revenue and organizational size;
- Number of locations;
- Nonprofit operations;
- Government grant accounting;
- Workforce development organizations;
- Retail operations;
- Multi-entity accounting;
- Complex allocations; and
- Microsoft Power BI integration.

Identify any current or former Goodwill Industries member organizations using the proposed solution.

Implementation Experience
Provide:

- Number of implementations of the proposed solution completed during the last three years;
- Typical implementation duration;
- Typical project team structure;
- Percentage of implementations completed within the original target schedule;
- Percentage completed within the original implementation budget; and
- Most common reasons implementations exceed original schedule or budget.

Proposed Project Team
Identify key personnel who would be assigned to the Goodwill implementation.

For each key project team member, provide:

- Name;
- Proposed role;
- Employer;
- Relevant experience;
- Years of experience with the proposed system;
- Nonprofit experience;
- Grant-accounting experience;
- Certifications; and
- Expected percentage of project involvement.

Clearly identify any subcontractors.

Goodwill expects that key personnel identified in the proposal will remain assigned to the project unless changes are approved by Goodwill.

References
Provide a minimum of three client references for organizations currently utilizing the proposed solution.

References should preferably include:

- At least one nonprofit organization;
- At least one organization of similar size and complexity;
- At least one customer whose implementation was completed within the previous two years; and
- At least one customer that has operated the solution for more than two years.

For each reference, provide:

- Organization name;
- Contact name;
- Title;
- Email address;
- Telephone number;

- Date of implementation;
- Major modules implemented; and
- Implementation partner.

In addition, identify one implementation that encountered significant challenges or required material changes to the original implementation plan. Describe the circumstances, corrective actions taken, and ultimate outcome.

Section VI - REQUIREMENTS FOR SELECTION

Goodwill seeks proposals from qualified providers of Accounting/Financial Management software and related implementation services. Goodwill may award a contract to the best service provider with innovative ideas, which may not be the low price proposer. Goodwill reserves the right not to award some or all of the services contemplated herein.

A. PROPOSAL RESPONSE REQUIREMENTS

The proposal should include the following components in the order listed:

1. Executive Summary;
2. Response Form A1 – Business Process Matrix;
3. Response Form A2 – Functional / Technical Capabilities Matrix;
4. Response Form B – Vendor and Implementation Partner Questionnaire;
5. Proposed Implementation Approach and Project Plan;
6. Data Conversion Approach;
7. Integration Approach;
8. Security and Technical Response;
9. Proposed Project Team;
10. Client References;
11. Response Form C – Cost Proposal;
12. Proposed software licensing terms;
13. Proposed professional services / implementation terms;
14. Identification of all assumptions and exceptions; and
15. Any supplemental information the respondent believes is relevant.

Marketing material may be included as supplemental material but should not replace direct responses to the RFP requirements.

The proposal must be signed by the duly authorized partner or officer who will have overall responsibility for work under the proposal.

All pricing proposals must remain in effect for at least one hundred twenty (120) days beginning the next business day after the proposals are opened. Goodwill is not responsible for any costs incurred in the preparations and presentation of your proposal.

The selected proposer will be expected to enter into a contract or engagement letter with Goodwill in a form acceptable to Goodwill.

B. Questions During RFP Process

Questions concerning this RFP should be submitted in writing to:

Jacqui DiMaggio
Project Lead
jdimaggio@goodwillsc.org

and

Wayne Owens
GIUMSC's Purchasing Agent
purchasing@goodwillsc.org
Subject line: Goodwill Industries of Upstate/Midlands SC RFP – [Company Name]

Questions must be received no later than September 22, 2026.

Questions should be directly tied to the RFP and asked in consecutive order, from beginning to end, following the organization of the RFP. Each question should begin by referencing the RFP page number and subject number to which it relates.

Goodwill may distribute responses to substantive vendor questions to all participating respondents to ensure that all respondents have access to consistent information.

Respondents should not contact other Goodwill employees, Board members, or representatives concerning the RFP unless specifically authorized by the Project Lead.

C. Proposal Submission

Written proposals must be received no later than **5:00PM Eastern Time on October 12, 2026**.

Submission of proposals shall be in electronic format and submitted to the secure portal provided to bidders by GIUMSC. Compliance with the proposal submission deadline will be determined by timestamp of upload of documents to the portal.

Responses received after the deadline may be rejected at Goodwill's discretion.

Goodwill may request clarification or additional information from any respondent following proposal submission.

D. Cost Proposal

Respondents must provide sufficient pricing information to allow Goodwill to evaluate both initial implementation cost and long-term total cost of ownership.

All costs should be clearly identified and should distinguish between one-time and recurring charges.

At a minimum, pricing should separately identify:

Software

- Initial subscription or licensing cost;
- Year 1 subscription;
- Year 2 subscription;
- Year 3 subscription;
- Year 4 subscription;
- Year 5 subscription;
- User licenses by user type;
- Module costs;
- Test/sandbox environments;
- Data storage charges;
- API charges; and
- Other recurring software fees.

Implementation

- Project management;
- Business process discovery;
- System design;
- Configuration;
- Chart of accounts redesign;
- Integration development;
- Data conversion;
- Reporting;
- Testing;
- Training;
- Cutover;
- Go-live support;
- Post-go-live stabilization;
- Travel and expenses; and
- Other professional services.

Third-Party Costs
Identify all third-party products, services, middleware, integrations, or subscriptions required for the proposed solution.

Optional Costs

Separately identify any optional functionality or services recommended by the respondent.

Five-Year Total Cost of Ownership
Respondents should provide a summary calculation of:

One-Time Implementation Costs + Five-Year Recurring Costs = Five-Year Total Cost of Ownership

Respondents must identify any anticipated annual price increases and any contractual limits or caps on future increases.

All assumptions used in developing the cost proposal must be clearly stated.

Evaluation and Selection
Goodwill intends to evaluate proposals based upon the overall value of the proposed solution and implementation approach rather than price alone.

Evaluation factors may include:

- Ability to address Goodwill's business processes and desired future state;
- Functional capabilities;
- Ease of use;
- Financial reporting and business intelligence capabilities;
- Grant and nonprofit accounting capabilities;
- Technology architecture;
- Security;
- Integration capabilities;
- Implementation methodology;
- Experience and qualifications of the implementation team;
- Relevant client experience;
- Demonstration performance;
- References;
- Implementation risk;
- Long-term vendor viability;
- Five-year total cost of ownership; and
- Overall value to Goodwill.

Goodwill may use a weighted scoring methodology in evaluating written proposals and demonstrations.

Goodwill reserves the right to request clarification, conduct additional interviews or demonstrations, negotiate with one or more respondents, and consider other information relevant to its evaluation.

Selection of a respondent does not create a contractual obligation until a definitive agreement has been approved and executed by Goodwill.

E. <u>CONTRACT AWARD</u>

Goodwill shall have the right to select who in the opinion of Goodwill will be in the best interest of and/or the most advantageous to Goodwill after considering the criteria set forth in this RFP. Goodwill reserves the right to waive any minor informalities or technicalities in proposals received, as may be deemed in the best interest of Goodwill in Goodwill's sole discretion. Additionally, Goodwill reserves the right to reject all Proposers at any time prior to execution of a contract and to resolicit (or not) in its sole discretion. A decision to terminate the solicitation process may be made at any time before Goodwill enters into a contract with a selected Proposer. A recommendation of contract award does not constitute a contract.

All proposals will be subject to a review and evaluation process. It is the intent of Goodwill that all proposers responding to this RFP, who meet the requirements, will be ranked in accordance with the criteria established in these documents. Goodwill will consider all responsive and responsible proposals received in its evaluation and award process.

Firms submitting a proposal along with the required information and documentation will have their proposal evaluated and scored based on the evaluation criteria set forth herein. Further, each proposal will be evaluated for full compliance with the RFP instructions to the proposers and the terms and conditions set forth within the RFP document. Proposals will be scored and ranked in accordance with Goodwill's criteria. Goodwill is not obligated to make an award to the Proposer with the lowest bid or price submitted. Proposals will be evaluated and an award made to that Proposer who is determined to be responsible and responsive to this Request for Proposal and whose proposal is the most advantageous to Goodwill in terms of price, quality of service, the Proposer's qualifications and capabilities to provide the specified services and comply with the applicable conditions of this Request for Proposal and Contract, and who in the judgment of Goodwill will best serve the needs and interests of Goodwill.

Section VII - TERMS OF ENGAGEMENT

If the vendor intends to revise its fee schedule after the initial period, it must give written notice to Goodwill at least ninety (90) days in advance of any fee change. Fees may be changed only on the contract anniversary date. These fees are subject to negotiation and approval by Goodwill and may not exceed the annual consumer price index-urban (CPI-U) for the most recently available 12-month trailing period.

A. Termination

Goodwill reserves the right to cancel the contract, at any time, without cause and without penalty with a minimum thirty (30) days written notice. Termination or cancellation of the contract will not relieve the Proposer of any obligations or liabilities resulting from any acts committed by the Proposer prior to the termination of the contract.

B. Selection Process

1. Goodwill reserves the right to cancel and/or modify the RFP dates at any time.

2. Proposers are expected to fully inform themselves as to the conditions, requirements, and specifications before submitting proposals. Failure to do so will be at proposer's own risk, and they cannot secure relief on the plea of error.

3. **Submission Instructions**

Submission of proposals shall be in electronic format and submitted to the secure portal provided to bidders by GIUMSC. Compliance with the proposal submission deadline will be determined by timestamp of upload of documents to the portal.

4. **Right to Reject**

Upon receipt of proposals, Goodwill will review each response to this Request for Proposal. Failure to properly address all of the items set forth below may disqualify the prospective proposal. Goodwill reserves the right to reject any or all proposals at its sole discretion. We may interview one or more proposers to further assist in the review process and will award the contract at the sole discretion of Goodwill.

Section VIII - FORMAT FOR PROPOSALS

Proposers must respond to each item in this section by listing the item number and providing a complete response to each question.

A. CONFLICTS OF INTEREST

1. Disclose whether your company or any individuals assigned to provide services to Goodwill have any potential conflicts of interest with Goodwill, or any Board members or employees of Goodwill and, if so, the nature of the conflict.

B. INSURANCE REQUIREMENTS

1. Confirm that the bidder will procure and maintain the following policy of insurance: The Service Provider shall provide at its own cost and expense during the life of the contract, the following insurance coverages to Goodwill (30) thirty business days prior to the commencement of any work. All service providers including any independent contractors and subcontractors utilized must comply with these requirements. All insurance policies shall be issued by companies authorized to do business under the laws of the State of South Carolina. The insurance shall be evidenced by certificates and/or policies including premiums as determined by Goodwill Industries of Upstate/Midlands SC. It shall be an affirmative obligation upon the Service Provider to advise Goodwill's Purchasing Agent, , e-mail purchasing@goodwillsc.org, 115 Haywood RD, Greenville, SC 29607 within 24 hours or the next business day of cancellation, non-renewal or modification of any stipulated insurance and failure to do so shall be construed to be a breach of this Agreement/contract. Goodwill Industries of Upstate/ Midlands SC reserves the right to require additional coverages and limits based upon the particular service or change in service provided by the Service Provider.

Organizational Structure

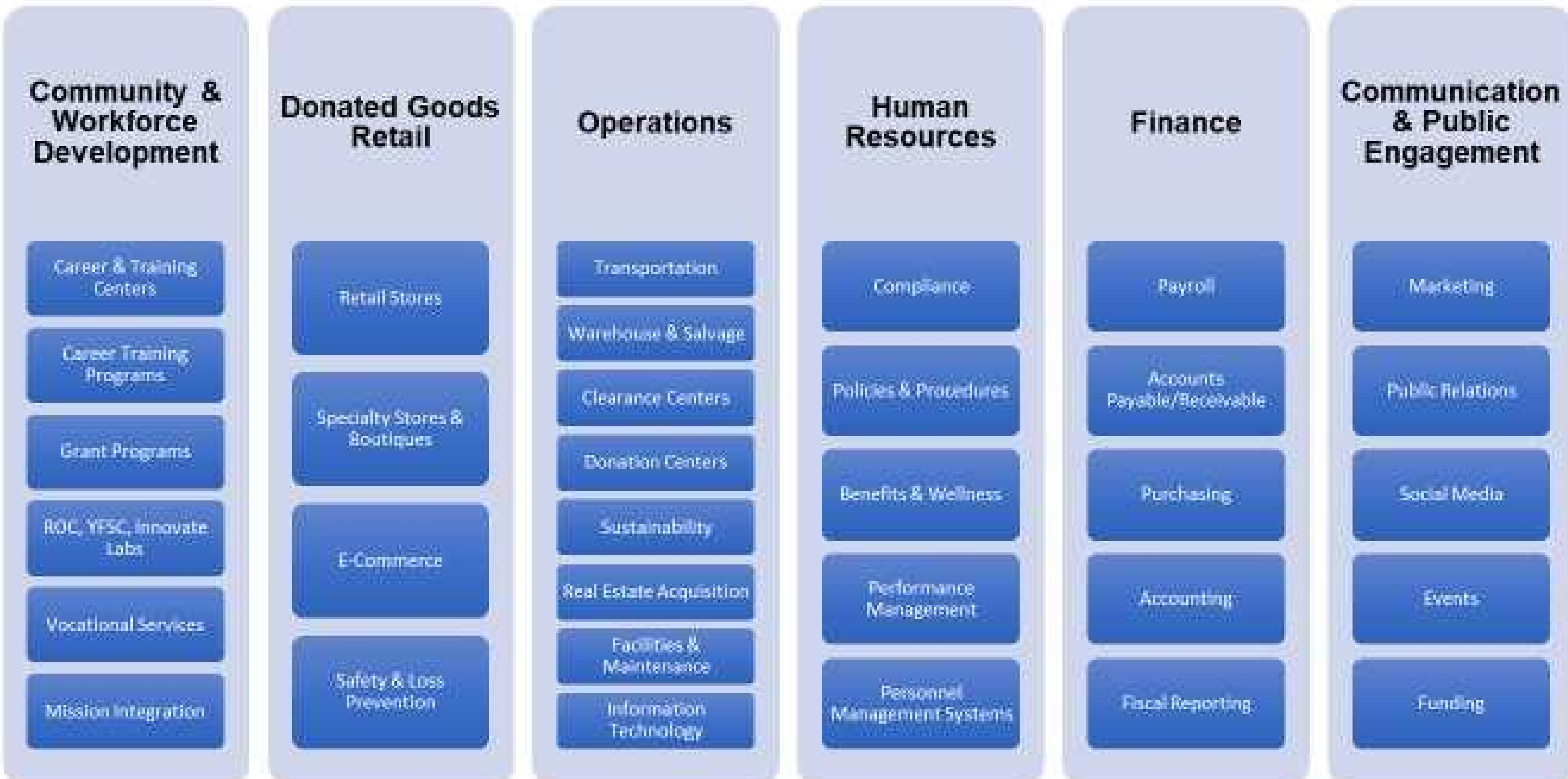

Exhibit B

Link to Goodwill's Form 990.

giumsc-fy-2025-form-990-public.pdf

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Accounts Payable - Payments	Payment Processing - Vendors	Vendor invoices are processed through BEANworks or entered manually into Sage 100. An invoice selection report is prepared in Sage 100 and reviewed and approved by the VP of Finance before checks are printed. Supporting invoices are printed from BEANworks or retrieved from manual files and matched to the checks. After signature, checks and supporting documentation are scanned into ScanDocs and uploaded into Synergy.	The process requires printing, scanning, matching, and storing documentation across multiple systems. Documentation already maintained and approved electronically in BEANworks must be reproduced for the payment process, creating duplicate work and multiple repositories for the same transaction.	Support an integrated payment process in which approved invoices and supporting documentation remain electronically linked to the resulting payment. Users should be able to drill from the payment to the invoice, approval history, supporting documentation, and payment status without printing, rescanning, or uploading documents into separate systems.	High
Accounts Payable - Payments	Recurring lease and CAM payments	Lease and CAM payments are managed using a spreadsheet and entered into the financial system in advance of the payment month.	Recurring payments require manual scheduling and entry. Changes to lease terms, CAM charges, payment amounts, coding, or payment dates must be identified and updated manually, increasing the risk of missed or incorrect payments.	Support recurring or scheduled lease and CAM payments based on established payment terms, including coding, approval, payment dates, supporting documentation, and the ability to review or modify payments before release.	Med
Accounts Payable - Payments	Program Stipends and Charitable-Assistance Payments.	Stipend payments are submitted to Accounts Receivable for processing through PEX Cards. At month-end, the transactions are reviewed and coded to the appropriate cost centers.	Accounting and program information is added after the payment has occurred rather than captured when the payment is initiated. This creates additional month-end work and increases the risk of incomplete or incorrect program, grant, or cost-center coding and documentation.	Capture the program, grant/funding source, cost center, recipient/payment type, approval, business purpose, and required documentation when the payment is initiated. The information should flow through the payment and accounting process without requiring Finance to reconstruct the transaction at month-end.	High
Accounts Payable - Payments	Payment Processing - Supportive Services	Supportive-service payments are made either by P-Card or through a check request submitted to AP. Check requests are manually entered into Sage 100 and paid through the normal check cycle, with checks returned to Supportive Services for distribution. P-Card users are responsible for coding the transaction and documenting the purpose of the payment.	Controls and documentation requirements vary depending on the payment method. Participant, program, grant, cost-center, approval, and supporting-documentation information may be captured differently for P-Card and check transactions.	Provide consistent controls and documentation requirements regardless of payment method. The system should preserve participant, program, grant/funding source, cost center, business purpose, approval, and supporting documentation needed for financial and grant reporting.	High
Accounts Payable - Payments	ACH and Wire Disbursements – General	ACH and wire disbursements are initiated through the banking platform based on approved payment requests. Finance separately initiates and approves transactions within the bank portal, and the related payment is then recorded in the financial system.	Payment initiation, approval, accounting entry, and reconciliation occur across separate systems, creating duplicate handling and increasing the risk of delayed posting, incorrect coding, incomplete documentation, or duplicate activity. Segregation-of-duties controls must also be coordinated between the financial system and bank security settings.	Support a controlled ACH and wire process that integrates or interfaces efficiently with the banking platform. The solution should support approved payment initiation, segregation of duties, configurable approvals, secure vendor banking information, electronic documentation, and a complete audit trail. Where available, payment status and bank confirmation information should flow back to the ERP to facilitate posting and reconciliation.	High
Accounts Payable/Expenses	Recurring Utility Payments and Autodrafts	Utility payments are made through a combination of bank ACH/autodraft arrangements and P-Cards. Bank-paid utility transactions are reviewed periodically, sorted and coded, and then entered manually into the financial system. Utility charges paid by P-Card are coded and recorded through the P-Card process.	Utility payments originate through multiple payment methods and require manual identification, coding, and accounting entry. Autodraft transactions may appear in the bank before the related accounting entry is recorded, creating additional reconciliation effort. Changes in service locations, accounts, providers, or coding may also require manual updates.	Support recurring utility and similar service payments through an efficient process that minimizes manual entry. The solution should support recurring payment schedules or bank-feed matching, consistent coding and allocation by location or department, attachment or reference to supporting invoices, and timely reconciliation of bank or P-Card activity to recorded expenses. Changes to utility accounts, service locations, or coding should be easy to maintain by authorized users.	Med

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Accounts Payable/Expenses	Employee Credit Cards and Out-of-Pocket Expenses	Employees submit approved check requests or travel-expense forms for mileage and other out-of-pocket expenses. Finance reviews the expenses and transfers the reimbursement information to a spreadsheet for upload into UKG, where reimbursement is processed through payroll. Employees who pay for Goodwill items, that do not have a company PCARD, follow the same process	The process requires manual review, spreadsheet preparation, and transfer of reimbursement information into UKG. Manual handling increases processing time and the potential for data-entry, coding, or reimbursement errors.	Provide an electronic employee-expense process that supports employee entry of mileage and out-of-pocket expenses, electronic receipt/documentation submission, supervisory approval, appropriate coding and policy controls, and an automated or reliable interface to UKG for reimbursement.	High
Accounts Payable/Expenses	Vendor Invoice Processing	Vendor invoices are received through the AP email account or by mail. Electronic invoices are forwarded to BEANworks; paper invoices are scanned and forwarded to BEANworks. Invoices are coded and routed for approval in BEANworks and, once approved, exported to Sage 100 for payment.	The interface between BEANworks and Sage 100 is slow and requires transactions to move between two systems. This can delay invoice processing and creates additional reconciliation and troubleshooting when information does not synchronize timely or correctly.	Support an integrated invoice-to-payment process within the ERP or through a reliable, automated interface that eliminates duplicate processing and synchronization delays. Invoice images, coding, approvals, supporting documentation, payment status, and audit history should remain readily accessible from the financial transaction.	High
Accounts Payable/Expenses	Payroll and Benefits	Payroll and benefits are administered in UKG. Accounting distributions are configured within UKG, and after each payroll is processed, payroll accounting information is exported from UKG and imported into Sage 100 through a CSV file.	Payroll and benefit expense information is not available in the financial system until payroll has been processed and the file has been exported and imported. The manual file-transfer process creates additional work and the potential for mapping, import, or timing errors.	UKG should remain the payroll and HR system of record. The new ERP should provide a reliable, maintainable interface with UKG that automates or significantly streamlines the transfer of payroll, benefits, employer taxes, and related accounting distributions. The interface should include mapping controls, error identification, reconciliation, and an audit trail of imported payroll transactions.	High
Accounts Payable/Expenses	Telecom Expenses	IT establishes and manages telecommunications services. Payments are generally made through bank autodraft or P-Card, and AP retrieves invoices and codes charges to the appropriate cost centers.	Changes in employees, locations, services, account ownership, and cost-center assignments are not always communicated or reflected promptly. This can result in outdated allocations, continued charges for discontinued services, and additional manual review of recurring invoices.	Support efficient management of recurring telecommunications expenses, including consistent coding and allocation by location or department, identification of account/service owners, invoice documentation, approval where appropriate, and easy maintenance when services, users, locations, or coding change.	Med
Accounts Payable/Expenses	Software Licenses/Subscriptions	Software and subscription services may be established by IT or individual departments and are generally paid by P-Card or processed through AP/BEANworks. P-Card purchasers are responsible for coding the transaction and describing the purpose of the service.	Software and subscription purchases are decentralized and require manual coding and documentation. Visibility into recurring costs, renewal dates, responsible departments, contract terms, and duplicate or unused subscriptions may be limited.	Support centralized visibility and control over software and subscription expenses, including vendor, service description, responsible department, cost center, payment method, contract or supporting documentation, renewal date, recurring amount, approvals, and notification of upcoming renewals where appropriate.	Med
Accounts Payable/Expenses	Year end 1099 reporting	Vendor setup information is submitted to AP and/or Purchasing, including required W-9 information, and new vendor records are then manually created in Sage 100.	Preparing 1099s requires data to be transferred and reconciled between two systems. Vendor tax information and reportable-payment classifications may require additional year-end review and correction before filing.	Support 1099 reporting throughout the year by maintaining vendor tax status, taxpayer identification information, and reportable-payment classifications. The system should produce required 1099 reporting and filing information directly or provide a reliable electronic interface to the organization's selected filing service, with appropriate reconciliation and exception reporting.	Med

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Accounts Payable/Expenses	Vendor Database	New vendor paperwork is sent to AP and/or Purchasing. This paperwork contains the W9 information. AR enters new vendors into the Sage 100	Vendor onboarding requires manual collection, review, and entry of information. The process can be time-consuming and creates the potential for incomplete documentation, duplicate vendors, inconsistent vendor information, and delayed setup.	Support a controlled electronic vendor-onboarding and maintenance process that captures required vendor information and documentation, including W-9 information, tax-reporting status, approvals, and appropriate payment information. The system should identify potential duplicate vendors, restrict changes to sensitive information, maintain an audit trail of changes, and support appropriate segregation of duties.	Med
Accounts Receivable and Revenue	Store Sales	Retail sales are captured through Secure Retail and Clover point-of-sale systems and reported through Power BI. Some specialty-store activity currently requires manual entry or transfer between systems. Accounts Receivable reviews daily bank and credit-card deposits and manually tracks store deposit activity in Excel. Cash over/short and store-sales journal entries are posted to Sage 100 at month-end, followed by additional entries to consolidate cash activity.	Store sales and related payment activity are not recorded in the financial system on a timely basis. Multiple manual entries and reconciliations are required between the POS systems, Power BI, bank deposits, credit-card settlements, Excel workbooks, and Sage 100. This delays financial reporting and increases the risk of incomplete, duplicated, or incorrectly classified activity.	Support automated or streamlined integration of store sales and settlement activity from the organization's point-of-sale and payment-processing systems into the financial system. Sales should be recorded by store and appropriate revenue classification, with payment activity distinguished by tender type. The solution should support reconciliation of sales to cash deposits and credit-card settlements, identification of cash over/short and other exceptions, and timely posting to the general ledger.	High
Accounts Receivable and Revenue	Aftermarket/Salvage Sales	Details of Salvage customer sales sare entered on packing slips, and sent to AR by the Operations Managers in the Upstate and Midlands. The Operation Managers also records each salvage sale in the Power IB system. AR manually records the information from the packing slips to an excel workbook. Please see "Deposits" below for check payments received. AR is sent email notifications from the bank for payments received via ACH. Salvage customers also make payment in person via cash or credit card. Payment is also made via credit card by calling AR directly. The excel workbook is updated manually to credit customers with all payments received from salvage customers. At the end of each month, the Operations Managers send an excel workbook of the total salvage sales made for each individual customers. The workbooks received from the Operational managers is compared to the workbook managed by AR. AR also compares the workbooks to the totals entered in Power BI. AR then posts the salvage totals into Sage 100, and checks that the total in Sage 100 agrees with the AR workbook. If any salvage customers request a statement, this is prepared manually by AR.	Customer sales, receivables, and payment activity are maintained across multiple sources and reconciled manually. This creates duplicate data entry, makes it difficult to determine customer balances and payment history, and increases the risk that sales or payments may be omitted or recorded incorrectly. Customer statements must also be prepared manually.	Maintain aftermarket/salvage customer accounts within the financial system or through an integrated receivables process. The solution should support invoices or sales transactions, customer balances, payment application, aging, payment history, and customer statements, with the ability to reconcile financial activity to operational sales information.	Med

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Accounts Receivable and Revenue	Ecommerce Sales	Items that can be sold through ecommerce channels (primarily jewelry) are sent to central warehouses that have ecommerce listing personnel who sort through items, take images, and create listings using Upright Labs listing software. The listing software publishes the auction to the marketplace channel - primarily ShopGoodwill.com currently. Sales/fees/returns reports are currently exported monthly from ShopGoodwill to create a manual journal entry to record Ecommerce sales activity. The appropriate sales tax is calculated, remitted and filed by the marketplace platform itself based on the sales tax nexus rules of the various jurisdictions. Deposits are made three times per month into the bank by the marketplace platform, and a monthly reconciliation is performed to reconcile the deposits to monthly sales and fee activity.	E-commerce sales, fees, returns, and settlement activity require manual exports and reconciliation before being recorded in the financial system. Operating metrics are maintained separately. Financial reporting also requires e-commerce activity to be attributed to individual stores while simultaneously reporting e-commerce as a separate operating segment without double counting revenue.	Support automated or streamlined integration of e-commerce sales, returns, fees, and settlement activity. The solution should support flexible dimensional reporting that allows e-commerce activity to be attributed to originating stores while also reporting e-commerce as a distinct operating segment without double counting. Where practical, the solution should also support integration or reporting of relevant e-commerce operating metrics.	Med
Accounts Receivable and Revenue	Outlet Memberships	Goodwill Outlet stores sell merchandise that did not sell in a traditional retail store by the pound. Customers can buy Outlet "memberships" through a Shopify channel/website. Customers' cards are charged via Stripe as payment processor, and deposited into a Stripe account, which is then manually transferred to Goodwill's operating account. Manual reports are exported from Stripe and Shopify to enable the recording of Membership Revenue and related platform and merchant processing fees.	There are a lot of manual recording/recognition/ reconciliation points for a relatively low-impact activity. There is no "real time" interface so activity is only updated in the Acct Sys once a month. Manual reports from both Shopify and Stripe have to be put together to produce the full journal entry and reconcile cash deposits.	Support automated or streamlined import of outlet membership sales, platform fees, merchant-processing fees, settlement activity, and related cash deposits to reduce manual journal-entry preparation and reconciliation.	Low
Accounts Receivable and Revenue	Conveyor Space Bookings	Goodwill Outlet customers highly value "fresh" product and first access to select from new inventory items. The Outlet features a "conveyor" on which special inventory lots are passed through daily. Customers can go online to the Outlet shopify channel and reserve a space/time on the conveyor by making a purchase. Payments are processed by Shopify and deposited directly into a Truist Bank account. Acct staff run reports from Shopify and the bank activity monthly to compile a journal entry to record the Conveyor sales activity.	There are a lot of manual recording/recognition/ reconciliation points for a relatively low-impact activity. There is no "real time" interface so activity is only updated in the Acct Sys once a month. Manual reports from Shopify and the bank activity have to be put together to produce the full journal entry and reconcile cash deposits.	Support automated or streamlined import of conveyor booking revenue, related fees, settlement activity, and cash deposits to reduce manual journal-entry preparation and reconciliation.	Low
Accounts Receivable and Revenue	Lease/Rental Income	Goodwill currently (Aug 2023) has only one lessee, an Auto Zone that pays rent monthly. This is currently accounted for only at the time of the actual cash deposit (no external/invoice or receivable is generated). Beginning in 2024, Goodwill will collect monthly rent from around 7 not-for-profit partners who will lease space in one of its faciliites.	Because rental income is recorded when payment is received rather than through a scheduled billing process, late or missed payments may not be identified promptly. Customer payment history, outstanding balances, and deposits are not consistently available through the accounts-receivable system.	Support recurring lease and rental billing based on agreement terms, including customer records, scheduled invoices or receivables, payment application, aging, payment history, security or rental deposits where applicable, and identification of overdue balances.	Low

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Accounts Receivable and Revenue	Contributions and Sponsorships from Individuals, Corporations, and Foundations	Constributions and Sponsorships is obtained from the Fundraising/Development department. Please see "Deposits" below for Contributions/Sponsorships received in check format. Corporations requesting an invoice before making payment for sponsorship is sent to AR via the Fundraising/Development. AR creates an invoice in Sage 100, and sends it to the requestor, copying the Fundraising/Development Department.	None.	Support appropriate receivable and cash-receipt processing for contributions and sponsorships, including invoicing when requested, customer or donor identification, appropriate revenue coding, supporting documentation, and reporting. The financial system is not intended to replace the organization's fundraising/development system of record.	Med
Accounts Receivable and Revenue	Grant Contract Invoices - Cost Reimbursement	Throughout the month, non-payroll costs are coded in Sage 100 to either billable or non-billable grant codes for particular grant program activity (i.e. the use of a "sub-code" on the end of the GP accounting string). Personnel costs in UKG (HRIS) are also mapped to these codes (allocations are established in UKG itself before coming over to Sage 100 via file export/import each payroll). The Grant Accountant reviews the general ledger activity for appropriateness and unallowable costs, ensures that the required supporting documentation has been collected for each transaction, and creates an invoice packet outside of the accounting system (in the funder's required format) for submission to the funder. An invoice is also created in Sage 100 to establish a Grant Receivable and record the Grant Revenue. When the deposit is received (either by check or via electronic bank deposit) it is manually posted against the Grant Receivable to clear.	There are over 17 different grant invoices that have to be prepared on a monthly basis, and sometimes the funder has different invoice formats or requirements. It can be a chore to compile all of the supporting documentation to support the costs being claimed for reimbursement. Finally, there can sometimes be confusion between what costs are "billable", what costs are "allowable" but will be used as "match funds" and not billed, and what funds are not "allowable" but were still incurred related to the program.	Functionality to easily create the system invoice based on the billable transactions for the month would be helpful. If there was a function that also somehow auto-compiled the attached supporting documentation for all of the transactions in the ledger, that could be helpful. Being able to train the bank activity/feed to recognize the deposit and apply against appropriate grant receivable would be nice.	High
Accounts Receivable and Revenue	Grant Contract Invoices - Deferred Revenue Pattern and Other Recognition Pattern	See "Cost Reimbursement" grant invoices, but for some grants, funds may be granted not as reimbursement for costs incurred, but in advance on a set schedule, or as particular grant outcome milestones are achieved. In these cases, revenue cannot be recognized immediately once funds are received; rather, by default funds must be recorded as deferred revenue until either corresponding grant expenses have been incurred or grant milestones have been achieved. The Grant Accountant monitors these individual grants monthly and prepares journal entries according to the appropriate amount of revenue to recognize.	Advance-funded and milestone-based grants require significant manual monitoring and recurring journal entries to determine the appropriate amount of revenue to recognize. This increases the effort required to track recognized revenue, deferred revenue, and remaining grant funding and creates additional risk of revenue being recognized in the incorrect period.	Support grant advances and deferred revenue with flexible revenue-recognition methods based on eligible expenditures, defined schedules, or achievement of milestones. The solution should provide clear visibility into cash received, revenue recognized, amounts remaining deferred, and any related receivable, with a complete audit trail of recognition activity.	High

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Cash Management	Cash Receipts and Deposits	Cash receipts and deposits are received through multiple sources, including checks, ACH and other electronic payments. Deposit information is recorded manually, assigned general-ledger coding, scanned for documentation, and then posted to Sage 100 by Accounts Receivable. Where applicable, AR must separately determine the appropriate customer, receivable, grant, or revenue activity associated with the deposit.	Deposit processing relies on manual recording, coding, documentation, and posting. Cash receipts may require separate research to identify the appropriate customer, receivable, grant, or revenue source, and information may need to be reconciled among bank activity, accounts receivable records, operational systems, and the general ledger. This creates additional effort and increases the risk of delayed, incorrectly classified, or unapplied receipts.	Support efficient cash-receipt and deposit processing for checks, ACH, electronic payments, credit-card settlements, and other receipt types. The solution should allow receipts to be applied to customer invoices, grant receivables, lease/rental receivables, or other appropriate revenue activity and should support coding of non-AR receipts directly to the appropriate general-ledger dimensions. The system should provide electronic documentation, visibility into unapplied or unidentified receipts, and efficient reconciliation of recorded receipts to bank deposits and related revenue activity.Where supported, bank transaction feeds or other electronic interfaces should facilitate identification and matching of incoming receipts to open receivables or expected deposits, while allowing Finance staff to review and approve matches before posting.	High
Cash Management	Bank Reconciliation	Bank activity must be reconciled to transactions recorded in the financial system, including deposits, checks, ACH transactions, credit-card settlements, transfers, fees, and other bank activity. Information needed for reconciliation may come from bank reports, financial-system records, and supporting spreadsheets or other systems.	Bank reconciliation requires significant manual matching and investigation of differences. Transactions may be recorded through different processes and at different times, making it difficult to identify unmatched, duplicated, missing, or incorrectly recorded activity. Manual reconciliation also delays identification and resolution of exceptions.	Support efficient bank reconciliation using electronic bank transaction data where available. The solution should facilitate automated or rules-based matching of bank transactions to recorded financial activity, clearly identify unmatched items and exceptions, support Finance review and adjustment, and maintain an auditable reconciliation history. Users should be able to reconcile multiple bank accounts and obtain clear reporting of outstanding checks, deposits in transit, unidentified receipts, bank fees, transfers, and other reconciling items.	High
Cash Management	Bank Account and Banking Activity Management	Goodwill maintains multiple bank accounts used for operating activity, deposits, disbursements, credit-card and marketplace settlements, and other purposes. Banking activity is managed through bank portals and must be recorded and reconciled to the financial system.	Financial information related to bank accounts and banking activity is maintained across the financial system and external banking platforms. This can limit consolidated visibility into account activity and available cash and may require manual processes to identify transfers, fees, interest, and other banking transactions.	Maintain clearly defined bank-account records within the financial system and support efficient integration or exchange of transaction information with Goodwill's financial institutions. The solution should provide appropriate security and controls over bank-account information, support reconciliation by account, and provide consolidated visibility into recorded cash balances and banking activity.	Med
Cash Management	Cash Position and Forecasting	Cash availability and anticipated cash needs are evaluated using financial-system information, banking information, expected receipts and disbursements, and other available schedules or reports. There is not currently a centralized ERP-based cash-positioning and forecasting process.	Current and projected cash positions may require information to be assembled from multiple sources. This limits the ability to quickly view available cash across accounts and anticipate significant upcoming receipts, disbursements, or transfers.	Provide cash-position reporting and, where available, cash-forecasting capabilities that combine recorded cash balances with expected receipts and disbursements. The solution should provide visibility into cash by bank account and support short-term liquidity planning. Describe native cash-forecasting capabilities as well as available integrations with external treasury or banking platforms.	Med
Cash Management	Interbank and interaccount transfers	Transfers between Goodwill bank accounts or settlement accounts may be initiated through external banking or payment platforms and then separately recorded in the financial system.	Transfers may require separate initiation, recording, and reconciliation steps. When the transfer is reflected differently or at different times in the originating account, receiving account, and financial system, additional reconciliation is required.	Support efficient recording and reconciliation of transfers between bank and settlement accounts. Transfers should create appropriate offsetting accounting entries, retain identification of the originating and receiving accounts, support required approvals where applicable, and facilitate matching to corresponding banking transactions.	Med

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Contract Management	Contract Management and Document Storage	Executed contracts and agreements are maintained by individual contract owners in hard-copy files, shared network locations, or other departmental records. There is no centralized repository that provides organization-wide visibility into active agreements, key terms, responsible owners, renewal dates, expiration dates, or related documentation.	Decentralized contract storage makes it difficult to determine which agreements are currently active, locate executed documents, identify responsible owners, monitor renewal and expiration dates, and consistently manage contractual obligations. This increases the risk of missed renewals, unnecessary automatic renewals, inconsistent record retention, and limited visibility into contractual commitments.	Provide or integrate with centralized contract-management functionality that maintains executed agreements and related documentation, key contract terms, responsible owners, effective and expiration dates, renewal provisions, financial commitments, and other relevant attributes. The solution should support configurable notifications for renewal, expiration, or other key dates and provide searchable reporting of active, expired, and upcoming contracts.	High
Security	Role-Based Access and Permissions	Access to the current financial environment is largely limited to Finance and IT personnel. Reporting permissions and other access are configured manually and may depend on individual report definitions. Some operating locations currently use shared or generic credentials rather than individual user identities.	Security administration is labor-intensive and difficult to maintain as employees change roles or leave the organization. It can be difficult to determine who has access to specific functions or data, and generic or shared credentials reduce accountability. Manual security administration also makes segregation-of-duties reviews more difficult.	Provide configurable role-based security based on job responsibilities, with individual user identities and least-privilege access to transactions, approvals, inquiry, reporting, master data, and administrative functions. Authorized Finance administrators should be able to maintain roles and permissions without routine IT intervention. The solution should support segregation-of-duties controls, effective-date changes, and reporting of users, roles, and assigned permissions.	High
Security	Audit Trails	Audit-trail capabilities vary across the organization's current financial and connected systems. Some applications provide change history, while other transactions, master records, configuration changes, or approvals may not provide readily accessible audit information.	Finance may have difficulty determining who created, modified, approved, deleted, or posted a transaction or configuration change and when the activity occurred. Limited auditability can increase the effort required for internal review, external audit support, and investigation of unusual activity.	Provide comprehensive, easily accessible audit trails for financial transactions, journal entries, approvals, master data, vendor and customer information, banking information, security roles, configuration changes, and other significant system activity. Audit records should identify the user, date and time, action performed, and where practical the prior and revised values. Audit history should be protected from unauthorized alteration and available for reporting and inquiry.	Med
Reporting	Report Visualizations and Dashboards	Financial reporting is primarily presented through traditional tabular reports, with some visualizations created manually in Excel or within individual applications. Goodwill's broader data strategy is to combine financial and operational information in (potentially) an Azure-based data environment and use Power BI for enterprise dashboards and self-service analytics.	Financial and operating information resides in multiple systems, requiring exports, data manipulation, and reconciliation before information can be combined for analysis. This limits timely access to consistent cross-functional dashboards and increases dependence on manual reporting processes.	Support Goodwill's enterprise reporting strategy by providing well-documented and maintainable methods to transmit financial and related master data to (potentially) Azure and Power BI environments. Data should be available at appropriate levels of detail and include the dimensions and identifiers needed for analysis and reconciliation. The financial system should also provide configurable native dashboards and visualizations for Finance users where these provide operational value.	Med
Reporting	Standard Monthly Reports	Standard monthly financial reports are generated after month-end close and distributed to operating managers, department leaders, program and grant managers, and executives. Report definitions, access, and distribution are maintained through the current reporting environment, and most non-Finance users have limited access to financial information between formal reporting cycles.	Report design, security, and distribution require significant manual administration. Changes in personnel or responsibilities may require updates to multiple report definitions or distribution processes. Operating users have limited ability to access timely financial information or investigate underlying transactions without assistance from Finance.	Provide secure, role-appropriate self-service access to financial reporting for operating managers, department leaders, grant and program managers, and executives. Users should be able to view current and historical financial results and, where authorized, drill from summary reports to transaction detail and supporting documentation. Sensitive information should be appropriately restricted. The solution should support flexible report security and minimize the need to maintain separate report definitions solely to control access.	High

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Reporting	Scheduling and Delivery	Standard financial reports are generated after month-end close and distributed manually to predefined groups of users. Report distribution is generally managed through shared drives on onedrive. An email notification is sent when new financial reports are availalbe.	Report distribution requires manual effort and is not easily tailored by report, user, role, department, or responsibility. Changes in recipients must be maintained manually, creating additional administrative effort and the risk that users may receive reports they no longer need or fail to receive reports they require.	Allow authorized users to schedule financial and management reports for automatic generation and secure delivery or availability to defined individuals, roles, departments, or user groups. The solution should support configurable frequency, reporting period, format, distribution method, and notification, while applying appropriate security to report content.	Med
Reporting	Financial Report Columns and Comparisons	The current financial reporting environment is extremely limited - requiring significant technical knowhow. Balance Sheets and Statement of Cash Flows reports must be created manually; exporting data from SAGE 100 and creating reports with MS Excel. Profit & Loss reports are generated by a third-party application called BizNet (which is no longer supported)	Creating or modifying financial report layouts requires specialized knowledge and may involve complex report definitions. Routine changes, such as changing periods, budgets, columns, or comparison formats requires significant manual updates and technical knowhow.	Provide flexible, user-configurable financial reporting that supports budget-to-actual, current-to-prior year, month-to-month, quarter-to quarter, year-over-year, historical trends, rolling periods, and year-to-date reporting. Users should be able to create and modify report columns, periods, dimensions, and comparison formats without significant technical support and save reusable report templates. Required reports include: Balance Sheeet, Income Statement, and Statement of Cash Flows	High
Fixed Assets and Project Accounting	Project Accounting	Capital projects such as new stores, resource centers, renovations, and other major improvements are assigned project codes and costs are accumulated against those codes. At project completion, Accounting reviews accumulated costs, assigns them to appropriate fixed-asset categories, closes the project, and begins depreciation.	The current system provides limited visibility into project commitments, open purchase orders, remaining expected costs, or detailed project components. Costs may continue to be received after a project is substantially complete, and limited sub-project detail makes it difficult to understand project cost drivers or compare actual costs to approved project budgets.	Support project accounting that provides visibility into project budgets, commitments, purchase orders, actual costs, remaining obligations, and project status. Projects should support sub-projects, phases, or cost components and allow supporting documentation to be attached. At project completion, eligible accumulated costs should be transferred efficiently to the appropriate fixed-asset categories with a clear audit trail.	High
Fixed Assets and Project Accounting	Fixed Assets - Additions, Disposals, and Depreciation	Fixed Assets CS currently serves as the fixed-asset subledger, while Sage 100 maintains the general ledger. Asset additions, disposals, depreciation, transfers, and related accounting activity require coordination and manual processing between the two systems.	The fixed-asset subledger and general ledger are not integrated, resulting in duplicate entry, manual reconciliation, and the potential for asset records and general-ledger balances to become inconsistent. Asset additions or disposals may not be reflected simultaneously in both systems.	Provide an integrated fixed-asset module that supports asset additions, transfers, disposals, depreciation, impairments or other adjustments, and related general-ledger entries. Fixed-asset transactions should update the general ledger consistently, provide clear reconciliation between asset records and financial balances, maintain complete asset history, and support appropriate depreciation methods and reporting.	High
Fixed Assets and Project Accounting	Project Management	Major construction and renovation projects are managed operationally by Facilities using Smartsheet, standardized task lists, and regular stakeholder meetings. The financial system is not currently used as the primary project-management tool.	When multiple projects are underway, communication, task coordination, schedules, and stakeholder involvement can become difficult to manage. Operational project management and financial project information are also maintained in separate environments.	Describe project-management capabilities included in or integrated with the proposed solution, including task management, milestones, schedules, responsible parties, project status, documentation, and stakeholder communication. Explain how these capabilities integrate with project accounting and when use of the ERP's project-management functionality would provide value compared with continuing to use a separate project-management platform.	Low

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
General Ledger	Account Structure and Segementation, Dimensions	The current general ledger uses a fixed segmented account structure containing organizational, natural-account, department, and location. Multiple reporting attributes are embedded within the account string rather than maintained as independent dimensions. Account structure: Main + Department + Location. example 723-5011-50	The fixed account structure is difficult to modify and can require creation of large numbers of new account combinations when organizational or reporting needs change. Coding can be complex and unintuitive for users, and the structure limits Goodwill's ability to add new reporting attributes or dimensions without significant configuration.	Provide a flexible multidimensional financial structure that separates the natural account from organizational and reporting dimensions. The solution should support reporting by entity, division, department, location, program, grant, project, funding source, restriction or fund classification, and other attributes without unnecessary proliferation of general-ledger accounts. Authorized administrators should be able to add or modify dimensions and values as organizational needs evolve. The solution should also support validation rules, required dimensions, default values, and relationships among dimensions to improve coding accuracy.	High
General Ledger	Allocations	The current system supports fixed and variable allocations, although Goodwill primarily uses fixed allocations. Allocation processes require separately configured accounts and are not always transparent in financial reporting.	Allocation structures can be cumbersome to maintain, and users have limited visibility into how an allocated amount was calculated or where the original cost originated. After allocation, it can be difficult to trace distributed amounts back to the source transaction and allocation methodology.	Support flexible allocation methods using configurable drivers such as fixed percentages, headcount, square footage, revenue, transaction volume, FTEs, or other measurable bases. Users should be able to establish recurring allocation rules, define effective periods, review calculations before posting, and drill from allocated amounts to the original transaction, allocation basis, calculation, and resulting distributions. Allocation activity should provide a clear audit trail and reporting.	Med
General Ledger	JE Review Workflows	Journal entries are prepared and posted without a consistently configured electronic review and approval workflow. Finance relies on manual processes to document whether entries have been reviewed prior to posting.	Manual review tracking makes it difficult to consistently demonstrate that journal entries received appropriate review and approval before posting. Review requirements may differ depending on the preparer, entry type, amount, or risk level, but these differences are not systematically enforced.	Support configurable journal-entry preparation, review, approval, and posting workflows. Approval requirements should be configurable by preparer, entry type, dollar amount, source, or other relevant criteria. The system should maintain an auditable record of preparation, supporting documentation, review, approval, rejection, modification, and posting and should prevent preparers from approving their own entries where appropriate.	High
Grant Management	Grant Records	Grant agreements, budgets, correspondence, reporting requirements, and supporting financial documentation are maintained outside the financial system in network folders and spreadsheets. Grant activity within the general ledger is primarily identified through account coding rather than through a dedicated grant record.	Important grant information is dispersed among financial records, network files, and spreadsheets. Users cannot easily access a single record showing the grant's terms, performance period, funding source, responsible staff, budget, financial activity, documentation, and status.	Support grant records or profiles that maintain key grant information, including funder, award amount, performance period, funding source, responsible staff, grant contacts, reporting requirements, budget information, renewal or continuation information, and related documentation. Users should be able to access relevant financial activity and reporting from the grant record and retain information across multiple grant periods or awards where appropriate.	Med
Grant Management	Grant Accounting	Government and other restricted grants require expenditures to be classified according to funding and allowability requirements. Costs may be reimbursable/billable, allowable but funded as match, or unallowable. The current system relies heavily on general-ledger account-string coding to distinguish these classifications.	Maintaining grant classifications through the chart of accounts creates large numbers of account combinations and increases coding complexity. It can also be difficult to clearly distinguish allowable match costs from unallowable costs and to report grant activity consistently across funding periods.	Support grant accounting using grant-specific attributes or dimensions that clearly distinguish reimbursable/billable costs, allowable match costs, unallowable costs, funding sources, programs, and other required classifications without unnecessary proliferation of general-ledger accounts. The system should support validation rules, grant-specific reporting, drill-down to transactions, and reconciliation to grant billing and revenue-recognition activity.	High

Business Process Matrix

<table>
<tr><th>Category</th><th>Business Process / Activity</th><th>Current Reality</th><th>Pain Points</th><th>Desired Future State</th><th>Business Impact</th></tr>
<tr><td>*Grant Management*</td><td>Grant Budgeting</td><td>Grant budgets are maintained primarily in Excel and may cover performance periods that differ from Goodwill's fiscal year or extend across multiple fiscal years. Grant-specific budgets and periods are not consistently maintained within the financial system.</td><td>Because grant budgets and performance periods are maintained outside the ERP, inception-to-date budget-to-actual reporting requires external workbooks or custom reporting. This makes it more difficult to monitor remaining budget, spending rates, and grant performance throughout the award period.</td><td>Allow grant budgets to be maintained according to the grant's period of performance, including multi-year awards and periods that differ from Goodwill's fiscal year. Support grant budget-to-actual reporting by appropriate cost category, funding source, program, and other relevant classifications, including inception-to-date reporting and visibility into remaining grant budget.</td><td>High</td></tr>
<tr><td>*Integrations*</td><td>Ability to integrate and share data well with other key applications (present and future).</td><td>Systems utilized in the organization are fragmented and are not connected through any sort of API. Systems that do share information have to be handled through a manual process (i.e. uploading a .csv file) and can be subject to error. [SALES] Sales are recorded in 41 Retail Stores and 1 Specialty Store (Clemson Boutique) via Secure Retail POS System. Sales are recorded in 8 Specialty Stores (5 Boutiques, 1 Second Story bookstore, 1 rePlay Sports Store, 1 Pelzer ReTool Hardware Store) via Clover POS System. Sales recorded in the Clover POS system must be manually entered as one transaction at the end of each business day into the Secure Retail POS system belonging to the connected Retail Store. Sales from multiple sources outside of retail have to be manually entered into KPI Entry (a Secure Retail tool) by two selected individuals to ensure they are recorded in Secure Retail and can be visible in reports. KPI Entry List: Auto Sales (Handled by National Charity Services who sends payment to Finance via a (wire? ACH? Check?)) | Shop Goodwill (Three separate Shop Goodwill accounts (Greenville, Union, Columbia) for online sales which are recorded the following business day since the Shop Goodwill servers run on Pacific Time meaning the day ends at 3am Eastern Time. Sales reports are handled by Ernst and Young but must be reconciled at the end of each month. | eBooks (Another online marketplace but for books and media - marketplaces include Amazon, eBay, and Goodwill Books which is operated by Goodwill Portland, OR) | Salvage Upstate and Salvage Midlands (Bulk commodity sales of textiles, wares, shoes, etc. Payment is made either by wire or check and sent to the Finance department for processing.) | Auten's Loft boutique stores (Clover POS - Most of the time entered as one entry in Secure Retail POS System at the end of each business day but can be manually entered in KPI entry if missed by the previous shift to be entered.) | Upstate eCycle (Online sales are handled by Shop Goodwill marketplace, sales from electronics in selected store</td><td>Manual data exchange requires recurring export, manipulation, import, reconciliation, and troubleshooting. Information is maintained in separate systems and may use different coding structures or timing, increasing the risk of errors, delayed reporting, inconsistent data, and dependence on manual processes.</td><td>Provide well-documented and maintainable integration capabilities using APIs, secure file exchange, web services, or other standards-based methods. The solution should support reliable inbound and outbound data exchange with Goodwill's current and future applications and enterprise reporting environment. Vendors should describe available APIs, developer tools, integration platforms, monitoring and error-handling capabilities, supported authentication methods, implementation approach, and any additional licensing or third-party costs associated with integrations. Integrations should be supportable by Goodwill personnel or commonly available technical resources without excessive dependence on proprietary vendor consulting.</td><td>High</td></tr>
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Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Budgeting and Forecasting	Annual Budgeting Process (General)	The annual budget is developed primarily in PowerPlan. Historical actual results are imported from the financial system into PowerPlan and used as the baseline for budget development. Budget assumptions, departmental input, personnel information, and management adjustments are incorporated into the budgeting process, with supporting schedules or analyses maintained outside PowerPlan where needed. Budget development includes multiple rounds of review and revision before the final budget is submitted to executive leadership and the Board for approval. The administrator of the PowerPlan suite of applications must have an expert knowledge of PowerPlan, PowerSet and PowerLink. All PowerPlan applications reside on a server that must be accessed via Remote Desktop.	The budgeting process depends on the transfer of actual financial results from the financial system into PowerPlan and may require manual reconciliation or preparation of data before it can be used for budgeting. Certain assumptions, supporting schedules, personnel information, and changes may also be maintained outside the budgeting system. This can make version control, change tracking, departmental input, and consolidation of supporting information more difficult and can increase dependence on a limited number of users who understand the overall process. Once budget amounts are entered, the administrator must "roll up" the budgets - a time consuming process that requires users to be out of the powerplan software. Upon completion of a budget, a CSV export is prepared with the use of PowerLink application - requiring significant CSV file cleanup and technical knowhow prior to importing the budget file to SAGE 100.	Support an integrated budgeting process, either through native ERP functionality or seamless integration with a budgeting and planning solution. Actual financial results should flow efficiently into the budgeting process without significant manual manipulation or reconciliation. The solution should support historical baselines, configurable assumptions, personnel planning, departmental input, workflow and approvals, version control, change tracking, multiple budget scenarios, and budgeting at appropriate levels of financial detail. Approved budgets should be transferred efficiently to the financial system and be readily available for budget-to-actual reporting.	High
Budgeting and Forecasting	Dynamic (ongoing) Forecasting	Rolling financial forecasts are maintained primarily in MS Excel. Actual results are periodically exported from the financial system and manually incorporated into a MS Excel forecast model. Assumptions are then used to project the remainder of the current fiscal year and future periods, with significant strategic, personnel, operating, and capital items maintained in supporting schedules.	Updating forecasts requires recurring exports of actual results, manual updates to spreadsheets, and maintenance of supporting schedules. This creates additional effort and increases the risk of data-alignment, version-control, and formula errors. It also limits Finance's ability to quickly update forecasts and evaluate the financial impact of changing assumptions or operating conditions.	Support rolling forecasting and scenario planning through native functionality or a reliable integration with Excel or another forecasting platform. Actual financial results should update the forecasting process efficiently without repeated manual reformatting or data entry. The solution should support configurable assumptions, multiple forecast scenarios, periodic reforecasting, and comparison of forecast results to budget and actual performance.	Med
Purchasing	Retail Site Standard Monthly Supply Orders	Retail locations use an order form in Goodwill Central to request standard monthly supplies. A designated employee at each location enters quantities for approved items and submits the order to Purchasing. Purchasing consolidates the requests and places orders with the appropriate vendors.	The standard order form and approved item/vendor information require manual maintenance and cannot be readily updated by Purchasing as products, pricing, or vendors change. The process also requires Purchasing to consolidate individual location requests before orders can be placed.	Provide a centralized purchasing catalog or standardized ordering process that allows authorized users to select approved items and quantities from designated vendors. Purchasing should be able to maintain approved items, vendors, pricing, and ordering parameters without technical assistance. The system should support consolidation of requests across locations, appropriate approval controls, generation of purchase orders, and visibility into order status and purchasing history.	High

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Purchasing	Retail Non-Standard Supplies or Equipment	Retail personnel work with the Purchasing Agent to request non-standard supplies or equipment. Requests are generally submitted by email. The Purchasing Agent then enters the information on a purchase requisition and routes it to the appropriate manager(s) for approval.	Purchasing must manually re-enter requests received by email, creating unnecessary administrative work and the potential for incomplete or inconsistent information. Requesters have limited visibility into approval status or the status of the resulting order.	Provide an electronic requisition process that allows authorized employees to enter their own purchase requests, including appropriate business purpose, cost center, supporting documentation, and other required information. Requisitions should automatically route to the appropriate approver(s) based on configurable criteria such as cost center, dollar amount, account, or type of purchase. Following approval, Purchasing should be able to convert the approved requisition into a purchase order without re-entering information. Requesters should be able to view requisition, approval, and order status.	Med
Purchasing	Non-Retail (Program Service or Admin Site) Location or Program Supplies Orders	Program, administrative, and other non-retail locations obtain supplies through several methods. Employees may work with Purchasing, place orders directly through Amazon Business, or make purchases using an organizational P-Card.	Because purchases may occur through multiple channels, management and Purchasing may have limited visibility before a commitment is made. Approval and documentation requirements may vary depending on the purchasing method, making it more difficult to consistently enforce procurement policies and spending controls.	Provide a consistent purchasing and approval framework for non-retail locations and programs, regardless of purchasing channel. The solution should support appropriate pre-purchase approvals, spending limits, cost-center and account coding, documentation requirements, and visibility into commitments before expenditures occur. Where practical, the ERP should integrate with or support information from Amazon Business and P-Card transactions to provide consolidated purchasing visibility and reporting.	High
Purchasing	Facilities Services	Requests for routine Facilities services are managed outside the Purchasing process. Purchases of materials or contracted services associated with Facilities activities may be subject to normal procurement and approval requirements.	Facilities service requests and the related purchasing activity may be managed through separate processes, limiting the ability to connect a service request or project with associated purchase orders, invoices, contracts, or costs.	If facilities/work-order functionality is included in the proposed solution, provide the ability to associate facilities requests or projects with related purchasing, contracts, invoices, and costs. At a minimum, purchases initiated by Facilities should follow the same applicable requisition, approval, purchasing, and documentation controls as other organizational purchases.	Low
Purchasing	Marketing Supplies Orders	Marketing personnel request branded signage, promotional items, printed materials, and other marketing-related supplies through Purchasing. Requests are generally submitted by email, after which the Purchasing Agent prepares a purchase requisition and routes it for appropriate approval.	Requests submitted through email require Purchasing to manually re-enter information into the purchasing process. Supporting specifications, quotes, artwork, or other documentation may be maintained separately, and requesters have limited visibility into approval and order status.	Allow Marketing and other authorized users to initiate purchase requisitions directly in the system, attach quotes, specifications, artwork, or other supporting documentation, and route requests through configurable approval workflows. Once approved, Purchasing should be able to create a purchase order without re-entering the request. The solution should provide visibility into requisition, approval, purchase order, and delivery status.	Low
Purchasing	IT Hardware/Equipment	IT hardware and equipment may be ordered directly by authorized IT personnel or purchased through the Purchasing Department, depending on the type of purchase and vendor.	Purchasing activity may occur through different processes, which can make it more difficult to maintain consistent approvals, documentation, purchase order controls, and visibility into IT equipment commitments. Information about purchased equipment may also need to be separately entered into asset or inventory records.	Support a controlled purchasing process for IT hardware and equipment that accommodates authorized IT purchasing while maintaining appropriate approvals, documentation, budget/account coding, and purchasing visibility. The solution should support or integrate with asset management processes so that qualifying equipment can be identified and transferred efficiently into fixed-asset or equipment records without duplicate data entry.	Med

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Purchasing	Telecommunications Services (Network, Mobile)	Network, mobile telephone, internet, and other telecommunications services are generally procured and managed directly by IT rather than through the Purchasing Department. Many of these arrangements involve recurring services, contracts, or periodic charges.	Because these services are managed outside the normal Purchasing process, information about vendors, contracts, recurring financial commitments, renewals, and related expenditures may be maintained in multiple locations and may not be readily visible through the financial system.	Provide visibility and appropriate controls for telecommunications and other recurring service commitments, including vendor, contract, cost center, account, term, renewal date, and expected recurring cost. The solution should support or integrate with contract management and purchasing processes and provide alerts or reporting for upcoming renewals, expirations, and significant changes in recurring costs.	Med
Purchasing	Construction and Development	Construction and development projects are generally competitively sourced from a group of qualified contractors. Purchase orders are issued for approved projects, and the projects are managed by the VP of Operational Excellence. Changes in project scope, pricing, or other requirements may occur after the original purchase order is issued.	Construction projects frequently require changes to the original scope or price. The current system does not effectively support change orders or amendments to an existing purchase order. As a result, a new purchase order may be created rather than modifying the original commitment, making it more difficult to track the complete authorized cost and history of a project.	Allow authorized users to create, route for approval, and record change orders or amendments against an existing purchase order while retaining the original purchase order amount and a complete history of subsequent changes. The system should clearly identify the original commitment, approved changes, revised total commitment, amounts invoiced, and remaining balance.	Med
Purchasing	Software Licenses/Subscriptions	Software licenses, subscriptions, and related technology services are generally procured and negotiated by IT personnel, with Finance and other departments consulted as needed. Purchases may include one-time licenses, recurring subscriptions, implementation services, maintenance agreements, and multi-year commitments.	Software purchases and recurring subscriptions may be managed outside the normal purchasing process, resulting in limited centralized visibility into contracts, renewal dates, recurring costs, payment terms, and total organizational software commitments. Information needed by IT, Finance, and Purchasing may be maintained in separate locations.	Provide visibility and appropriate controls for software licenses, subscriptions, and related technology services. The solution should support or integrate with purchasing and contract management processes to capture vendor, responsible department, contract term, renewal date, payment frequency, cost center/account coding, and expected recurring cost. The system should support notifications for upcoming renewals or expirations and reporting on recurring software commitments and expenditures.	Med
Purchasing	Leases and Service Contracts with recurring monthly payments without an invoice	Certain leases and service contracts require recurring monthly payments even when the vendor does not provide a monthly invoice. These arrangements are generally managed outside the Purchasing process, with Finance responsible for ensuring that payments are made according to the underlying agreement.	Recurring contractual payments may require manual tracking to ensure payments are made accurately and on time. Contract terms, payment schedules, renewal dates, and remaining commitments may be maintained separately from the financial system, increasing the risk of missed payments, duplicate payments, incorrect amounts, or overlooked renewals.	Support recurring contractual payment obligations through configurable payment schedules or recurring payable functionality. The system should allow authorized users to establish the vendor, contract or lease reference, payment amount, frequency, start and end dates, account and cost-center coding, and appropriate approval requirements. The solution should provide visibility into upcoming payments and contractual commitments and should support alerts for expiration, renewal, or other key contract dates.	Med

Business Process Matrix

Category	Business Process / Activity	Current Reality	Pain Points	Desired Future State	Business Impact
Task Management / Workflow	Financial Close and Recurring Accounting Task Management	Monthly, quarterly, and annual accounting activities—including journal entries, reconciliations, supporting schedules, reporting activities, and other close procedures—are currently managed through informal schedules, spreadsheets, email, and individual employee productivity tools rather than through a centralized workflow or task-management system.	Finance has limited centralized visibility into the status of close and other recurring accounting activities. Completion of dependent tasks may require informal communication, and there is no consistent record of task ownership, completion date, reviewer approval, or sign-off. Delays in activities such as the A/P cutoff can affect dependent journal entries and other close activities.	Provide or integrate with workflow/task management functionality that supports recurring financial-close and accounting activities. The solution should support configurable task schedules and frequencies, assigned owners and reviewers, due dates, task dependencies, automated notifications and reminders, completion and review sign-off, and a historical record of task status and completion. Management should be able to view the overall status of a close cycle and readily identify overdue or incomplete activities. The workflow functionality should also permit authorized users to create and assign ad-hoc accounting or finance-related tasks, including due dates, notifications, comments, and completion status.	Med

Requirement ID	Functional Area	Requirement	Priority	Manditory	Goodwill Context/ Use Case	Vendor Response	Vendor Explanation	Additional Cost/Module	Implementation notes/Dependencies	Requirement ID
GL-001	General Ledger	Support multiple legal entities with separate books while allowing consolidated financial reporting and the addition of future entities.	10	Yes	Goodwill operates multiple business activities and may add or restructure entities in the future. Finance needs entity-level financial statements as well as consolidated reporting without maintaining separate disconnected systems.					
GL-002	General Ledger	Support configurable fiscal calendars, including Goodwill's 4-4-5 retail calendar and 52/53-week fiscal years.	10	Yes	Goodwill uses a **4-4-5 retail accounting calendar**, including 52/53-week fiscal years. The ERP must accommodate this calendar consistently across accounting and reporting.					
GL-003	General Ledger	Allow accounting periods to be opened, closed, and reopened by entity and/or module, subject to appropriate security.	9	Yes	Finance needs control over period availability so routine users cannot post to closed periods while authorized Finance staff can make controlled adjustments when necessary.					
GL-004	General Ledger	Provide a flexible chart-of-accounts structure using configurable segments, dimensions, or tags rather than requiring a rigid, fully concatenated account string.	10	Yes	The current chart of accounts must support reporting across multiple organizational dimensions without requiring an excessively long or rigid account number. Goodwill wants flexibility to evolve the structure over time.					
GL-005	General Ledger	Support dimensions necessary for reporting and transaction coding, such as natural account, department/cost center, location, business unit, program/grant, and other user-defined classifications.	10	Yes	Transactions need to be analyzed by items such as account, department/cost center, location, business activity, program, grant, and other reporting dimensions.					
GL-006	General Ledger	Allow authorized administrators to add or modify accounts, dimensions, values, and reporting structures without programming or vendor intervention.	9	Yes	Finance should be able to maintain accounts, departments, locations, programs, and related structures internally without submitting routine changes to the ERP vendor.					
GL-007	General Ledger	Support configurable hierarchies and rollups of accounts, departments, locations, programs, and other dimensions for management and consolidated reporting.	9	No	Goodwill needs different reporting rollups for management, financial statements, departments, locations, programs, and organizational leadership without maintaining multiple charts of accounts.					
GL-008	General Ledger	Validate allowable combinations of accounts, departments, locations, programs, grants, and other dimensions at the time of transaction entry.	10	Yes	The system should prevent invalid coding combinations—for example, use of an inappropriate account, location, department, program, or grant combination—before the transaction is posted.					
GL-009	General Ledger	Prevent or warn against posting to inactive, closed, or otherwise restricted accounts or dimension values.	9	Yes	Closed stores, departments, programs, grants, or accounts should not continue to be used inadvertently after they have been deactivated.					
GL-010	General Ledger	Support statistical/nonfinancial accounts or measures, such as headcount, square footage, units, or other operational data that may be used for reporting or allocations.	7	No	Goodwill may use nonfinancial measures such as store square footage, employee counts, units, or other operating statistics for allocations, analysis, and management reporting.					
GL-011	General Ledger	Support direct journal-entry creation with appropriate account/dimension validation and balancing controls.	10	Yes	Finance routinely prepares journal entries for accruals, corrections, allocations, closing activity, and other accounting transactions and needs an efficient controlled entry process.					
GL-012	General Ledger	Support journal-entry upload/import from Excel or another standardized format, including validation before posting.	9	Yes	Some journal entries contain a large number of lines. Finance needs to prepare data efficiently in Excel or another standard format and upload it rather than manually entering every line.					
GL-013	General Ledger	Support recurring, scheduled, and template journal entries that can be reviewed and approved before posting.	9	No	Goodwill has recurring accounting entries that are repeated monthly or periodically. Templates or schedules would reduce repetitive data entry while retaining review and approval controls.					
GL-014	General Ledger	Support automatic reversing journal entries with user-defined reversal dates or periods.	9	No	Accruals and similar entries frequently need to reverse in the following accounting period. Automatic reversals would reduce manual work and the risk of entries not being reversed.					
GL-015	General Ledger	Allow journal entries to contain descriptions, comments, explanations, and electronic supporting documentation/attachments.	9	Yes	Journal entries should contain enough documentation for another reviewer, auditor, or future employee to understand the reason for the entry without searching separate files or systems.					
GL-016	General Ledger	Provide configurable electronic approval workflows for journal entries.	9	No	Goodwill wants approvals incorporated into the ERP workflow rather than managed through email or paper.					
GL-017	General Ledger	Validate journal entries in real time for balancing, valid account combinations, required fields, closed periods, and other configurable rules before posting.	10	Yes	Finance wants errors identified before posting, including out-of-balance entries, invalid coding, missing required information, or attempted posting to closed periods.					
GL-018	General Ledger	Provide a complete audit trail for journal entries showing creator, approver, posting information, changes, reversals, dates/times, and other relevant activity.	10	Yes	Goodwill requires a clear record of who created, reviewed, approved, posted, changed, or reversed a journal entry to support internal controls and audit requirements.					
GL-019	General Ledger	Preserve the original transaction and audit history when corrections or reversals are made rather than permitting changes that obscure the original transaction.	10	Yes	Corrections should not erase the history of the original transaction. Auditors and Finance staff must be able to see what originally occurred and how it was subsequently corrected.					

GL-020	General Ledger	Support configurable allocation methodologies using financial and/or statistical drivers, including recurring allocations across departments, locations, programs, or other dimensions. Allow allocation methodologies and drivers to be maintained by authorized Finance users without programming.	8	No	Shared or centralized costs may need to be allocated among departments, locations, programs, or other areas using established allocation methodologies and operational or financial drivers.
GL-021	General Ledger	Support intercompany/inter-entity transactions, due-to/due-from accounting, balancing, and elimination entries as applicable.	8	No	Goodwill may have transactions among entities or organizational units that require appropriate due-to/due-from accounting and elimination in consolidated reporting.
GL-022	General Ledger	Provide controlled period-close functionality, including the ability to restrict posting, make authorized prior-period adjustments, and maintain an audit trail when periods are reopened.	10	Yes	Month-end and year-end close require controlled cutoff procedures. Goodwill needs to prevent unauthorized posting to completed periods while allowing properly approved adjustments when necessary.
GL-023	General Ledger	Allow users to drill from an account balance to transaction detail and ultimately to the originating transaction and available supporting documentation.	10	Yes	Finance and managers need to move from a financial-statement or account balance to the individual transactions and, where available, the invoice, journal support, or other source documentation.
GL-024	General Ledger	Provide role-based security that can restrict entry, approval, posting, modification, and inquiry access by entity, department, and location.	10	Yes	Access should reflect job responsibilities. For example, users may need access only to certain departments, locations, ~~and entities~~.
GL-025	General Ledger	Maintain an audit log of changes to chart-of-accounts structures, account attributes, dimension values, configuration tables, and other financial master data.	10	Yes	Changes to financial master data can affect reporting and controls. Goodwill needs to know who changed an account, department, location, dimension, configuration, or other key setup information and when it changed.
GL-026	General Ledger	Maintain detailed historical GL transactions and balances in accordance with Goodwill's record-retention requirements, with historical information readily searchable and accessible.	8	No	Historical financial information must remain accessible for audits, grant requirements, analysis, management inquiries, and Goodwill's records-retention requirements even after fiscal years are closed.
GL-027	General Ledger	Provide standard general-ledger inquiries including account activity, journal activity, trial balance, and transaction history with user-defined filtering and export capability.	9	Yes	Finance needs to answer routine questions quickly without creating a custom report each time. Users should be able to search and filter account activity, journals, trial balances, and transaction history and export results when needed.
AP-001	Accounts Payable	Support electronic vendor onboarding and maintenance, including collection of vendor information, W-9 documentation, tax classification, payment method, and required approvals.	9	Yes	Goodwill needs a consistent vendor-onboarding process that captures required tax, payment, contact, and approval information before a vendor is used.
AP-002	Accounts Payable	Identify potential duplicate vendors during vendor setup and maintenance using factors such as vendor name, tax ID, address, and banking information.	7	No	Duplicate vendor records can lead to duplicate payments, inaccurate reporting, and additional cleanup. Goodwill wants duplicate vendors identified before records are created or changed.
AP-003	Accounts Payable	Maintain a complete audit trail of vendor master-file additions and changes, including changes to vendor banking and payment information.	10	Yes	Changes to vendor information, particularly banking and payment information, create fraud and control risks. Finance needs a clear record of who made and approved each change.
AP-004	Accounts Payable	Provide role-based security and segregation of duties for vendor creation, vendor changes, invoice processing, payment processing, and payment approval.	10	Yes	Vendor setup, invoice processing, payment preparation, and payment approval should be appropriately separated so one person cannot control an entire transaction from beginning to end.
AP-005	Accounts Payable	Support electronic receipt of vendor invoices through methods such as email, upload, portal, scanning, or other automated invoice-capture functionality.	9	Yes	Vendor invoices currently arrive through multiple channels. Goodwill wants invoices captured electronically and routed into one consistent AP process regardless of how they are received.
AP-006	Accounts Payable	Capture invoice information electronically and minimize manual data entry through OCR, intelligent invoice capture, or comparable functionality.	8	No	Manual entry of invoice numbers, dates, amounts, and vendor information takes time and creates opportunities for errors. Automated invoice capture could reduce repetitive entry.
AP-007	Accounts Payable	Detect potential duplicate invoices using vendor, invoice number, amount, date, and other relevant criteria before invoices are paid.	10	Yes	Goodwill wants the system to identify invoices that may have already been entered or paid before a duplicate payment occurs.
AP-008	Accounts Payable	Route invoices electronically for approval using configurable workflows based on factors such as vendor and value.	10	Yes	Invoice approval requirements vary based on organizational responsibility and transaction characteristics. Goodwill wants approval routing handled electronically rather than through manual follow-up.
AP-009	Accounts Payable	Allow invoices to be coded using the applicable general-ledger dimensions, including account, department/cost center, location, program/grant, business unit, and other required classifications.	10	Yes	Goodwill needs invoice expenses coded accurately by account, department, location, program, grant, business activity, and other reporting dimensions used throughout the organization.
AP-010	Accounts Payable	Validate invoice coding and allowable account/dimension combinations before an invoice is posted.	10	Yes	Incorrect coding should be identified before posting so Finance does not have to find and correct errors later through journal entries.

AP-011	Accounts Payable	Allow invoices to be allocated or split across multiple accounts, departments, locations, programs, grants, or other dimensions.	9	Yes	Many invoices benefit more than one department, location, program, or funding source. Users need to divide an invoice among multiple accounting classifications efficiently.
AP-012	Accounts Payable	Support purchase-order matching, including two-way and three-way matching of purchase orders, receipts, and vendor invoices where applicable.	9	Yes	For purchases made through purchase orders, Goodwill wants the system to verify that what was invoiced agrees with what was ordered and, where applicable, received.
AP-013	Accounts Payable	Maintain invoice images, approval history, comments, and supporting documentation electronically with the accounting transaction.	10	Yes	Goodwill wants the invoice, approval history, business justification, and related documentation to remain electronically connected to the accounting transaction for future review and audit purposes.
AP-014	Accounts Payable	Support recurring invoices, including leases, CAM charges, utilities, subscriptions, and other recurring obligations.	9	No	Goodwill makes recurring payments for items such as leases, CAM charges, utilities, subscriptions, and services. These should not require complete manual re-entry each payment cycle.
AP-015	Accounts Payable	Support multiple payment methods, including checks, ACH, electronic payments, wires, and other appropriate payment methods.	10	Yes	Goodwill uses multiple payment methods and needs one controlled AP process capable of supporting checks, ACH, wires, and other electronic payment options.
AP-016	Accounts Payable	Require appropriate review and approval of payment batches before payments are released.	10	Yes	Payment batches should receive appropriate Finance review and authorization before money is released, regardless of payment method.
AP-017	Accounts Payable	Support positive pay and/or other bank fraud-prevention controls for check payments where applicable.	9	Yes	Check payments should support available fraud-prevention controls, including positive pay or comparable bank controls, to reduce the risk of altered or unauthorized checks.
AP-018	Accounts Payable	Integrate with the banking platform for ACH, wire, check, and other electronic payment activity while maintaining appropriate segregation of duties.	9	No	Goodwill wants to reduce duplicate entry between the ERP and banking platform while maintaining strong security and separate initiation and approval responsibilities.
AP-019	Accounts Payable	Support voided payments, stopped payments, returned ACH transactions, payment reissuance, and related accounting adjustments while preserving the original audit trail.	9	Yes	Payments occasionally must be voided, stopped, returned, or reissued. Goodwill needs these transactions handled without losing the history of the original payment.
AP-020	Accounts Payable	Maintain vendor tax-reporting status and reportable-payment classifications throughout the year and support preparation of required Form 1099 information.	9	Yes	Vendor tax status and 1099 reportability should be established and maintained throughout the year rather than reconstructed during year-end 1099 preparation.
AP-021	Accounts Payable	Maintain a complete audit trail throughout the invoice-to-payment process, including invoice receipt, coding, approvals, modifications, posting, payment selection, payment approval, release, voids, and other significant activity.	10	Yes	Goodwill needs a complete transaction history from receipt of an invoice through final payment to support internal controls, external audits, investigations, and management review.
AP-022	Accounts Payable	Support integration or automated data exchange with the organization's P-Card and expense-management solution, including transaction import, account and dimension coding, electronic receipts, approvals, exception identification, and reconciliation.	9	Yes	P-Card activity represents a significant decentralized purchasing process. Goodwill needs transactions, coding, receipts, approvals, and reconciliation information to flow efficiently into the financial system rather than being manually reconstructed.
AP-023	Accounts Payable	Allow payments associated with grants, programs, or supportive services to capture required funding source, grant, program, cost center, participant/service, business purpose, and supporting documentation at the time the transaction is initiated.	9	Yes	Supportive-service and grant-related payments may require more information than a normal vendor payment. Goodwill needs grant, program, funding source, participant/service, business purpose, and supporting documentation captured when the payment is initiated rather than added later by Finance.
AR-001	Accounts Receivable	Support creation and maintenance of customer accounts with multiple addresses, contacts, billing preferences, payment terms, tax information, and other relevant attributes.	8	Yes	Goodwill bills a variety of customers and funding sources and needs complete, accurate customer information maintained in one place, including billing contacts, addresses, terms, and preferences.
AR-003	Accounts Receivable	Maintain a complete audit trail of customer master-file additions and changes, including who made the change and when.	9	Yes	Changes to customer information can affect billing, collections, and reporting. Finance needs to know who created or changed customer information and when.
AR-003	Accounts Receivable	Provide role-based security and segregation of duties for customer setup, billing, cash application, adjustments, write-offs, and refunds.	10	Yes	Customer setup, billing, cash application, adjustments, write-offs, and refunds should be appropriately separated to support strong internal controls and segregation of duties.
AR-004	Accounts Receivable	Support creation of customer invoices for services, contracts, reimbursements, grants, miscellaneous receivables, and other amounts owed to Goodwill.	10	Yes	Goodwill generates receivables from multiple activities, including services, contracts, grants, reimbursements, and other business operations. The system needs to support these different billing types within a consistent process.
AR-005	Accounts Receivable	Allow invoices to include appropriate accounting dimensions such as revenue account, department/cost center, location, program, grant, contract, business unit, and other required classifications.	10	Yes	Revenue and receivable transactions must be coded to the appropriate account, department, location, program, grant, contract, business unit, or other reporting dimension.
AR-006	Accounts Receivable	Support billing based on contract terms, service periods, quantities, rates, milestones, or other defined billing criteria.	9	Yes	Billing arrangements may be based on rates, units of service, contract terms, milestones, reimbursement provisions, or specific billing periods. The system should accommodate different billing methodologies.

AR-007	Accounts Receivable	Allow electronic attachment and retention of contracts, purchase orders, service documentation, calculations, correspondence, and other supporting documentation with the customer invoice.	9	Yes	Customer invoices may require contracts, purchase orders, service records, calculations, grant documentation, or other support. Goodwill wants that documentation electronically linked to the billing transaction.
AR-008	Accounts Receivable	Allow invoice corrections, credit memos, adjustments, cancellations, and rebilling while preserving the original transaction and complete audit history.	10	Yes	Billing errors and changes occasionally require credits, adjustments, cancellations, or rebilling. Goodwill needs corrections handled without losing the history of the original transaction.
AR-009	Accounts Receivable	Support receipt and application of customer payments received through ACH, check, wire, credit card, electronic payment, or other approved methods.	10	Yes	Customers and funding sources may pay through ACH, checks, wires, credit cards, or other methods. Finance needs a consistent way to record and apply all forms of receipts.
AR-010	Accounts Receivable	Support partial payments, overpayments, short payments, unapplied cash, deposits, and payment-on-account activity.	9	Yes	Payments may be partial, greater than the amount due, unidentified, or received before an invoice is created. Finance needs these situations handled without manual workarounds.
AR-011	Accounts Receivable	Suggest a solution to sSupport automated or streamlined cash application using information received from banking platforms, lockbox services, electronic remittance files, or other payment sources where available.	9	No	Goodwill wants to minimize manual cash application by using bank, lockbox, remittance, or other electronic payment information when available.
AR-012	Accounts Receivable	Maintain an electronic audit trail from cash receipt through application to the related customer invoice, revenue transaction, and bank deposit.	10	Yes	Finance and auditors should be able to trace a receipt from the bank deposit through cash application to the related invoice, customer, and accounting entry.
AR-013	Accounts Receivable	Support customer refunds with appropriate documentation, approval, accounting treatment, and audit trail.	7	No	Customer refunds should be processed through a controlled workflow with appropriate approval, documentation, and accounting rather than through informal or manual processes.
AR-014	Accounts Receivable	Produce customer statements showing invoices, payments, credits, adjustments, balances, and aging information.	8	No	Customers may need statements showing outstanding invoices, payments, credits, and balances. Finance should be able to generate these without manually compiling information.
AR-015	Accounts Receivable	Provide accounts receivable aging by customer and allow aging to be analyzed by department, location, and entity.	10	Yes	Management needs visibility into outstanding receivables and aging not only by customer but also by-department, location, and entity.
AR-016	Accounts Receivable	Support collection-management activities, including notes, follow-up dates, customer communications, responsible staff, disputed amounts, and collection status.	8	No	Collection activity should be documented so Finance can see previous contacts, commitments, disputes, next-action dates, and who is responsible for follow-up.
AR-017	Accounts Receivable	Support configurable approval and documentation requirements for credit memos, receivable adjustments, bad-debt write-offs, and other changes to customer balances.	8	No	Credits, write-offs, and other adjustments directly affect revenue and receivable balances. Goodwill needs appropriate approval and documentation before these transactions are posted.
AR-018	Accounts Receivable	Support establishment and maintenance of allowance/reserve information for doubtful accounts and provide information needed to evaluate collectability and aging trends.	9	Yes	Finance needs reliable aging and collection information to evaluate receivable collectability and establish an appropriate allowance for doubtful accounts.
AR-019	Accounts Receivable	Support grant and cost-reimbursement receivables, including identification of eligible billable costs, preparation of billing information, linkage of expenditures to reimbursement requests, and application of grant receipts to outstanding receivables.	10	Yes	Goodwill administers grants and cost-reimbursement arrangements where eligible expenditures may generate a receivable. Finance needs to identify billable costs, prepare reimbursement requests, retain support, and apply receipts to the related receivable.
AR-020	Accounts Receivable	Allow users to drill from a customer balance or AR report to the individual invoice, payment, adjustment, accounting entry, and available supporting documentation.	10	Yes	Finance, management, and auditors should be able to begin with an AR balance or report and drill down to the invoice, payment, adjustment, accounting entry, and supporting documentation.
AR-021	Accounts Receivable	Support interfaces or automated data feeds from operational systems that generate revenue or receivables so transactions can be recorded without duplicate manual entry.	10	Yes	Revenue and receivable information may originate in operational systems outside the ERP. Goodwill wants automated or efficient interfaces that reduce duplicate manual entry while preserving the necessary accounting detail.
AR-022	Accounts Receivable	Support reconciliation of amounts received or imported from external revenue systems to amounts recorded in the general ledger and accounts receivable subsidiary ledger, with identification of exceptions.	10	Yes	Goodwill needs to verify that revenue and receivable information received from external systems agrees with the amounts recorded in the ERP and general ledger and to quickly identify differences requiring investigation.
AR-023	Accounts Receivable	Support deferred revenue, customer deposits, advances, and other receipts that should not be recognized immediately as revenue, including appropriate recognition in future accounting periods.	9	Yes	Goodwill may receive cash before all revenue has been earned, including deposits, advances, or payments related to future services. The ERP must properly distinguish these amounts from earned revenue and recognize them in the appropriate period.
CM-001	Cash Management	Support maintenance of multiple bank accounts, including operating, payroll, investment, restricted, and other accounts, with appropriate entity and general-ledger relationships.	10	Yes	Goodwill maintains multiple bank accounts for different purposes and needs each account properly connected to the appropriate entity and general-ledger activity.

CM-002	Cash Management	Provide a consolidated view of available cash balances across bank accounts and entities.	9	Yes	Finance needs an organization-wide view of available cash without logging into multiple accounts or manually combining balances in spreadsheets.
CM-003	Cash Management	Support automated or electronic import of bank activity, balances, and transaction information from the organization's banking platform.	10	Yes	Bank activity is currently obtained separately from the financial system. Goodwill wants bank transactions and balances brought into the ERP electronically to reduce manual entry and improve timeliness.
CM-004	Cash Management	Support automated bank reconciliation using imported bank activity matched to transactions recorded in the ERP.	10	Yes	Bank reconciliation is a significant recurring Finance process. Goodwill wants transactions recorded in the ERP matched efficiently to bank activity rather than relying primarily on manual reconciliation.
CM-005	Cash Management	Automatically match bank transactions using configurable criteria such as amount, date, check number, ACH reference, deposit amount, or other identifying information.	10	Yes	Many bank transactions can be matched automatically based on information such as amount, date, check number, deposit amount, or ACH reference. Automated matching should reduce routine reconciliation work.
CM-006	Cash Management	Clearly identify unmatched, partially matched, duplicate, or other exception items requiring investigation during bank reconciliation.	10	Yes	Finance needs to focus attention on true reconciliation problems rather than reviewing every transaction. The system should clearly identify items that do not match or require investigation.
CM-007	Cash Management	Support reconciliation of multiple transaction types, including checks, ACH payments, wires, deposits, electronic receipts, fees, interest, transfers, and other bank activity.	10	Yes	Goodwill's bank accounts contain many different transaction types. The reconciliation process needs to accommodate checks, ACH, wires, deposits, transfers, fees, interest, and other activity within one process.
CM-008	Cash Management	Maintain a complete audit trail of bank-reconciliation activity, including matches, adjustments, corrections, approvals, and completion status.	10	Yes	Bank reconciliations are a key internal control. Goodwill needs a history showing who performed reconciliation activity, what adjustments were made, and when the reconciliation was completed.
CM-009	Cash Management	Support configurable review and approval of completed bank reconciliations by individuals independent of reconciliation preparation.	8	~~No~~	Goodwill wants bank reconciliations reviewed by someone other than the preparer. The ERP should support evidence of that independent review and approval.
CM-010	Cash Management	Support electronic initiation or transmission of ACH payments through a secure integration or file interface with the banking platform.	9	Yes	Goodwill uses ACH for disbursements and wants to reduce duplicate entry between the ERP and banking platform while maintaining appropriate banking controls.
CM-011	Cash Management	Maintain segregation of duties between preparation, approval, release, accounting, and reconciliation of ACH, wire, and other treasury transactions.	10	Yes	No single individual should be able to prepare, approve, release, record, and reconcile the same cash transaction. Goodwill needs strong segregation of duties across treasury processes.
CM-012	Cash Management	Support positive pay or comparable check-fraud prevention processes, including transmission of issued-check information and identification of exceptions.	9	Yes	Goodwill uses check payments and wants issued-check information provided to the bank so altered, duplicate, or unauthorized checks can be identified before payment.
CM-013	Cash Management	Provide current and projected cash-position information using available bank balances, expected receipts, scheduled payments, payroll, and other known cash requirements where supported.	8	No	Finance needs more than the current bank balance when making cash decisions. Expected receipts, scheduled payments, payroll, and other known obligations should help provide a more complete view of available cash.
CM-014	Cash Management	Support recording and reconciliation of deposits from multiple sources, including customer payments, retail or operational deposits, credit-card settlements, electronic receipts, and other deposit activity.	9	Yes	Cash enters Goodwill through multiple sources and systems. Finance needs deposits recorded and reconciled consistently, with enough information to identify their source and related accounting activity.
CM-015	Cash Management	Support reconciliation of credit-card or merchant settlement activity, including identification of fees, timing differences, chargebacks, and exceptions where applicable.	8	No	Merchant deposits may differ from underlying sales because of processing fees, timing differences, refunds, or chargebacks. Goodwill needs a practical way to reconcile these differences.
CM-016	Cash Management	Provide cash-management inquiries and reports including bank balances, daily cash position, outstanding checks, deposits in transit, ACH/wire activity, transfers, reconciliation exceptions, and historical bank activity, with filtering and export capability.	9	Yes	Finance needs routine access to cash balances, outstanding items, transfers, ACH/wire activity, reconciliation exceptions, and historical activity without relying on manually prepared spreadsheets or custom reports.
SEC-001	Security	Support role-based security that grants access based on job responsibilities rather than requiring permissions to be assigned individually to each user.	10	Yes	Goodwill has users with different responsibilities across Finance and operating departments. Access should be based on defined roles that can be consistently assigned and maintained.
SEC-002	Security	Allow security roles to restrict access.	10	Yes	Some employees need access to only certain areas of the ERP or to financial activity associated with their particular situation.
SEC-003	Security	Support segregation-of-duties controls that prevent or identify incompatible responsibilities such as creating vendors, entering invoices, approving payments, releasing payments, and reconciling bank accounts.	10	Yes	Goodwill wants to ensure no single employee can control an entire financial transaction from initiation through payment and reconciliation.
SEC-004	Security	Provide tools or reports to identify potential segregation-of-duties conflicts when security roles or user access are created or changed.	10	Yes	Finance needs a practical way to evaluate whether new or changed user permissions create internal-control conflicts before or after access is granted.
SEC-005	Security	Support-approval authority based on user role, dollar amount, transaction type, and department.	8	No	Approval authority varies by employee responsibility and transaction amount. The ERP should enforce Goodwill's approval requirements automatically.

SEC-006	Security	Prevent users from approving transactions they created when segregation of duties requires independent approval.	10	Yes	Transactions requiring approval should receive meaningful independent review rather than allowing the preparer to approve their own activity.
SEC-007	Security	Maintain a complete audit trail of user access, approvals, postings, changes, corrections, reversals, and other significant financial-system activity.	10	Yes	Goodwill needs to demonstrate who performed key activities and when for management review, internal controls, investigations, and external audits.
SEC-008	Security	Maintain an audit trail of changes to vendor, customer, employee-related financial, banking, chart-of-accounts, and other sensitive master data.	10	Yes	Changes to master data can affect payments, reporting, and fraud risk. Finance needs visibility into who changed critical information and what was changed.
SEC-009	Security	Preserve audit-history information so authorized users cannot alter or delete the record of prior system activity.	10	Yes	Audit information is only useful if the history itself cannot be changed or removed by normal system users.
SEC-010	Security	Support multifactor authentication for users, particularly users with financial, administrative, approval, or sensitive-data access.	10	Yes	Multifactor authentication reduces the risk that compromised passwords alone could provide access to Goodwill's financial systems.
SEC-011	Security	Support single sign-on using Goodwill's organizational identity-management environment where technically feasible.	9	Yes	Centralized authentication can simplify access management and allow Finance/IT to use established organizational identity controls.
SEC-012	Security	Support configurable password, authentication, session timeout, and account-lockout controls where these functions are not managed through single sign-on.	9	Yes	The ERP needs appropriate protections against unauthorized access when authentication is managed within the application.
SEC-013	Security	Allow administrators to quickly disable or terminate a user's access without deleting the user's historical transactions or audit activity.	10	Yes	When employees leave or change responsibilities, access must be removed promptly while preserving records of transactions they previously performed.
SEC-014	Security	Provide reports of active users, assigned roles, permissions, last login, and other information needed for periodic access reviews.	10	Yes	Goodwill should periodically certify that users still need their assigned access. Finance and IT need usable reports to conduct that review.
SEC-015	Security	Restrict access to sensitive financial information, including bank-account information, vendor banking instructions, taxpayer identification information, payroll-related financial data, and other confidential information.	10	Yes	Not every ERP user should be able to view sensitive banking, tax, payroll, or personally identifiable financial information.
SEC-016	Security	Allow masking of sensitive information so users can perform authorized functions without viewing full bank-account numbers, tax IDs, or other confidential data.	9	Yes	Some users may need to verify or work with a record without needing access to the complete sensitive data contained within it.
SEC-017	Security	Support encryption of sensitive data in transit and at rest using current industry-standard security practices.	10	Yes	Goodwill's ERP will contain confidential financial and organizational information that must be protected both when stored and when transmitted.
SEC-018	Security	Provide secure controls over interfaces, APIs, integrations, service accounts, and automated system-to-system access.	10	Yes	The ERP will exchange information with UKG, banking, expense/P-Card, operational, and potentially other systems. Automated connections should not bypass normal security controls.
SEC-019	Security	Provide appropriate controls for privileged or system-administrator accounts, including identification of administrative activity and limitation of unnecessary administrative access.	10	Yes	Administrative accounts can override normal controls and therefore require heightened visibility and restriction.
SEC-020	Security	Support secure retention, backup, and recovery of financial records, configuration data, audit trails, and supporting documentation consistent with defined recovery requirements.	10	Yes	Goodwill must be able to recover critical financial information following a system failure, cybersecurity event, or other disruption.
SEC-021	Security	Provide documented security, incident-response, vulnerability-management, and system-availability practices appropriate for a cloud-based enterprise financial system.	10	Yes	Goodwill needs assurance that the ERP provider maintains appropriate controls over the technology environment supporting the organization's financial information.
SEC-022	Security	Provide independent assurance regarding the vendor's security and control environment, such as current SOC reports or comparable third-party assessments, and make relevant documentation available for Goodwill's review.	10	Yes	As Goodwill will rely on the vendor to host or process significant financial information, management and auditors need independent evidence regarding the effectiveness of the vendor
RPT-001	Reporting	Provide standard financial statements including balance sheet, income statement, cash flow statement, and trial balance.	10	Yes	Goodwill needs core financial statements available directly from the ERP without extensive manual preparation outside the system.
RPT-002	Reporting	Allow financial statements to be produced by entity, business unit, department, cost center, location, program, grant, or other applicable reporting dimension.	10	Yes	Management needs to evaluate financial performance at multiple organizational levels, not only for the organization as a whole.
RPT-003	Reporting	Support consolidated financial reporting across multiple entities while also retaining entity-level reporting.	10	Yes	Goodwill may need both separate-entity reporting and consolidated financial statements without manually combining reports in Excel.
RPT-004	Reporting	Support configurable reporting hierarchies and rollups for accounts, departments, locations, programs, grants, and other dimensions.	9	Yes	Different audiences may need the same financial information summarized differently. Goodwill wants reporting structures that can be maintained without changing the underlying chart of accounts.

RPT-005	Reporting	Allow Finance users to create and modify financial reports without programming or vendor assistance.	10	Yes	Finance should be able to respond to changing management and board reporting needs without submitting routine report changes to the software vendor.
RPT-006	Reporting	Allow reports to include calculated fields, formulas, subtotals, percentages, ratios, and other derived financial measures.	9	Yes	Many management and financial reports require calculations such as margins, percentage of revenue, variances, or financial ratios.
RPT-007	Reporting	Support comparative reporting across current period, prior period, prior year, budget, forecast, and other selected periods or scenarios.	10	Yes	Goodwill routinely needs to compare current financial performance with prior periods, budgets, and forecasts to identify trends and variances.
RPT-008	Reporting	Support reporting based on Goodwill's 4-4-5 fiscal calendar, including 52/53-week fiscal years and appropriate prior-year comparisons.	10	Yes	Retail and management reporting must align with Goodwill's fiscal calendar so period and year-over-year comparisons are meaningful.
RPT-009	Reporting	Allow users to drill from financial statement totals to account balances, transaction detail, originating transactions, and available supporting documentation.	10	Yes	Finance and managers should be able to investigate a reported balance without running multiple separate reports or searching through other systems.
RPT-010	Reporting	Allow reports and inquiries to be filtered dynamically by entity, account, department, location, program, grant, vendor, customer, date, or other applicable criteria.	9	Yes	Users frequently need to answer specific questions without creating a new report for every inquiry.
RPT-011	Reporting	Allow reports to be exported to Excel while retaining usable row, column, and numeric formatting.	10	Yes	Excel will continue to be used for analysis and presentation. Finance needs exported data that can be worked with immediately rather than reformatted extensively.
RPT-012	Reporting	Allow reports to be scheduled for automatic generation and distribution to designated users or groups.	8	No	Routine monthly or periodic reports should not require Finance to manually run and distribute the same reports repeatedly.
RPT-013	Reporting	Provide dashboards displaying key financial and operational measures with configurable content appropriate to user roles.	8	No	Executives, Finance, and operational managers may need different high-level indicators and should be able to see relevant information quickly.
RPT-014	Reporting	Support budget-to-actual and forecast-to-actual reporting with dollar and percentage variances.	10	Yes	Managers need to monitor actual performance against approved budgets and forecasts and quickly identify significant variances.
RPT-015	Reporting	Allow reporting across multiple years with consistent account and dimension mappings even when organizational structures change.	9	Yes	Goodwill needs meaningful trend reporting even when departments, locations, programs, or account structures change over time.
RPT-016	Reporting	Provide reporting on grants, programs, and funding sources that can combine revenue, expense, budget, commitment, receivable, and other applicable financial information.	9	Yes	Goodwill needs to evaluate grant and program financial performance without manually combining information from multiple modules or spreadsheets.
RPT-017	Reporting	Support restricted-access reporting for confidential or sensitive information based on user roles and responsibilities.	10	Yes	Some reports may contain payroll, banking, grant, vendor, or other sensitive information that should not be available to all ERP users.
RPT-018	Reporting	Provide reporting capabilities that combine information across relevant ERP modules and integrated systems without requiring extensive manual extraction and reconciliation.	10	Yes	Management reporting often requires information from GL, AP, AR, budgeting, grants, contracts, fixed assets, and other areas. Goodwill wants reporting that minimizes manual consolidation of data from separate sources.
FA-001	Fixed Assets	Maintain a centralized fixed-asset subledger integrated with the general ledger.	10	Yes	Goodwill needs fixed-asset records and related depreciation activity to remain synchronized with the GL without maintaining separate spreadsheets or duplicate records.
FA-002	Fixed Assets	Support configurable asset classes and categories with default accounting, depreciation methods, useful lives, and other attributes.	9	Yes	Different types of assets require different accounting treatment. Finance should be able to establish standard rules for vehicles, equipment, buildings, leasehold improvements, technology, and other asset categories.
FA-003	Fixed Assets	Track assets by entity, department/cost center, location, program, project, funding source, and other applicable organizational dimensions.	10	Yes	Goodwill has assets deployed across numerous stores, facilities, departments, and programs and needs to know both where an asset is located and which organizational area is responsible for it.
FA-004	Fixed Assets	Support asset acquisition through accounts payable and purchasing.	10	Yes	Finance wants qualifying purchases to flow into the fixed-asset process without manually re-entering information already captured elsewhere in the ERP.
FA-005	Fixed Assets	Support configurable capitalization thresholds and rules by asset category or other appropriate criteria.	9	Yes	Goodwill needs consistent application of its capitalization policy and wants the system to help identify transactions that should be capitalized.
FA-006	Fixed Assets	Allow multiple expenditures to be combined into a single asset and allow one acquisition transaction to be separated into multiple assets.	9	Yes	Capital projects or purchases may consist of several invoices that form one asset, while a single vendor invoice may contain several individually tracked assets.
FA-007	Fixed Assets	Support assets under construction/construction in progress and transfer accumulated costs to completed fixed assets when placed in service.	9	Yes	Construction, renovations, and other capital projects may accumulate costs over time before depreciation should begin.
FA-008	Fixed Assets	Maintain acquisition cost, accumulated depreciation, net book value, salvage value, useful life, in-service date, and other required financial information for each asset.	10	Yes	Finance needs a complete accounting record for each capitalized asset and the ability to substantiate fixed-asset balances.
FA-009	Fixed Assets	Support multiple depreciation methods and conventions with configurable useful lives and depreciation start dates.	10	Yes	Different asset classes may require different depreciation treatment. Finance needs flexibility while applying consistent accounting policies.

FA-010	Fixed Assets	Calculate depreciation automatically and generate the related accounting entries by period.	10	Yes	Monthly depreciation should be calculated and posted efficiently without maintaining external depreciation spreadsheets or preparing large manual journal entries.
FA-011	Fixed Assets	Allow authorized users to review depreciation calculations before posting and identify errors or exceptions.	9	Yes	Finance needs an opportunity to validate depreciation before the resulting entries affect the general ledger.
FA-012	Fixed Assets	Support changes to asset life, depreciation method, salvage value, cost, or other accounting estimates with appropriate prospective treatment and audit history.	9	Yes	Asset circumstances or accounting estimates can change. Adjustments should be controlled and should not obscure the asset's prior history.
FA-013	Fixed Assets	Support transfer of assets between locations, departments, cost centers, entities, programs, or other organizational dimensions while retaining the asset's historical information.	9	Yes	Equipment and other assets may move among Goodwill locations or departments. Finance needs to update responsibility and location without creating a new asset or losing its history.
FA-014	Fixed Assets	Support asset disposals, sales, retirements, trade-ins, losses, and other removals, including automated calculation of gain or loss and related accounting entries.	10	Yes	Assets may be sold, replaced, damaged, donated, or otherwise removed from service. Goodwill needs a controlled process that properly removes cost and accumulated depreciation.
FA-015	Fixed Assets	Support asset tagging, including storage of tag numbers and, where available, barcode or other scanning functionality to assist with physical inventory.	8	No	Goodwill needs an efficient way to identify physical assets and compare items located at stores and facilities with the accounting records.
FA-016	Fixed Assets	Support periodic physical inventory of fixed assets, including identification of assets not found, assets found at unexpected locations, and other exceptions.	8	No	Periodic asset verification helps ensure that fixed-asset records remain accurate and that assets are still in service and located where expected.
FA-017	Fixed Assets	Provide fixed-asset inquiries and reports including asset listings, additions, disposals, transfers, depreciation, accumulated depreciation, net book value, assets by location/category, and reconciliation to the general ledger, with filtering and export capability.	10	Yes	Finance needs routine asset information for month-end close, audits, management analysis, insurance, budgeting, and physical inventory without relying on manually maintained
GR-001	Grant Management	Maintain a centralized grant record containing grantor, award number, program, responsible department, grant manager, award amount, funding source, grant period, status, and other relevant attributes.	10	Yes	Goodwill administers multiple grants and needs the financial and administrative information for each award maintained in a consistent, accessible location.
GR-002	Grant Management	Support separate tracking of multiple grants, awards, funding sources, programs, projects, and grant years without requiring separate general-ledger accounts for every combination.	10	Yes	Goodwill needs detailed grant reporting while maintaining a manageable chart of accounts. Grant and program information should be captured through appropriate dimensions rather than excessive account proliferation.
GR-003	Grant Management	Support grants that span multiple fiscal years while maintaining both grant-period and organizational fiscal-year reporting.	10	Yes	Grant periods do not necessarily correspond with Goodwill's fiscal year. Finance needs to report grant activity by award period as well as by accounting period and fiscal year.
GR-004	Grant Management	Maintain original award amounts and all subsequent amendments, increases, reductions, extensions, and other modifications while preserving the award history.	9	Yes	Grant awards may be modified during their life. Goodwill needs to know the original award, subsequent changes, and current authorized funding.
GR-005	Grant Management	Support grant budgets by appropriate categories such as personnel, fringe benefits, travel, supplies, contractual services, participant/supportive services, indirect costs, and other grant-defined categories.	10	Yes	Grant budgets may differ from Goodwill's normal financial-statement classifications. Finance needs to monitor spending against the categories approved by the grantor.
GR-006	Grant Management	Allow grant budgets to be maintained by grant, program, funding source, period, department, location, or other applicable dimensions.	9	Yes	Management may need to evaluate grant budgets at several organizational levels while maintaining the total award budget.
GR-007	Grant Management	Provide real-time or near-real-time budget-to-actual and budget-to-commitment information for each grant.	10	Yes	Grant managers and Finance need to know available funding before costs are incurred rather than discovering overspending after month-end.
GR-008	Grant Management	Allow transactions to be coded directly to the applicable grant, program, funding source, cost category, and other required grant dimensions at the point of entry.	10	Yes	Grant information should be captured when payroll, AP, purchasing, expense, or other transactions originate rather than reconstructed later by Finance.
GR-009	Grant Management	Validate grant coding and prevent or warn users about invalid grant, program, funding-source, account, or cost-category combinations.	10	Yes	Incorrect coding can result in billing errors, questioned costs, and significant month-end reclassification work. Goodwill wants errors prevented before posting whenever possible.
GR-010	Grant Management	Prevent or warn against charging transactions to grants outside the authorized grant period or to closed/inactive awards.	10	Yes	Costs incurred outside an award's allowable period may be unallowable. The system should help prevent transactions from being charged to expired or inactive grants.
GR-011	Grant Management	Support identification of allowable, potentially unallowable, nonreimbursable, or otherwise excluded costs based on configurable grant rules or classifications.	9	Yes	Not every cost charged to a program is necessarily reimbursable. Goodwill needs to distinguish eligible billable costs from costs that must be funded from another source.
GR-012	Grant Management	Support calculation and allocation of indirect costs based on configurable methodologies, rates, bases, exclusions, and effective periods.	9	Yes	Grants may permit indirect cost recovery using different approved rates and allocation bases. Finance needs consistent calculations without maintaining separate spreadsheets.

GR-013	Grant Management	Support tracking of required matching funds, cost sharing, in-kind contributions, or other non-grant-funded amounts associated with an award.	9	Yes	Certain awards may require Goodwill or another party to provide matching resources. Finance must demonstrate that required match obligations have been satisfied.
GR-014	Grant Management	Integrate payroll information with grant accounting so salary, employer taxes, fringe benefits, and related personnel costs can be charged to appropriate grants and programs.	10	Yes	Personnel costs represent a significant portion of many grants. Goodwill needs payroll information from UKG to flow accurately to the appropriate grant and program coding.
GR-015	Grant Management	Support documentation and reporting of employee labor distributions or time-and-effort information when required by a grant or funding source.	8	No	Some funding agreements may require documentation demonstrating how employee compensation was allocated among grants, programs, or activities.
GR-016	Grant Management	Support cost-reimbursement billing by identifying eligible expenditures that have not yet been billed or reimbursed.	10	Yes	Goodwill administers reimbursement-based grants and needs to identify billable expenditures efficiently rather than manually compiling them from general-ledger activity.
GR-017	Grant Management	Allow reimbursable costs to be selected for a grant billing or draw request and retain the relationship between the expenditures and the resulting receivable or reimbursement request.	10	Yes	Finance should be able to demonstrate exactly which expenditures were included in each reimbursement request and prevent the same cost from being billed twice.
GR-018	Grant Management	Support creation of grant receivables or other appropriate accounting entries when reimbursement requests are prepared, approved, or submitted.	10	Yes	Grant billing activity should flow into accounts receivable and the general ledger without requiring Finance to manually create duplicate accounting entries.
GR-019	Grant Management	Apply grant receipts to the applicable outstanding reimbursement request or receivable and identify differences between requested and received amounts.	10	Yes	Finance needs to connect grant receipts to the related billing and quickly identify short payments, disallowed costs, or timing differences.
GR-020	Grant Management	Support grant revenue recognition in accordance with applicable accounting requirements, including treatment of advances, reimbursement-based awards, conditional funding, and deferred/unearned amounts where applicable.	10	Yes	Cash receipt, reimbursement request, and revenue recognition may occur at different times. Goodwill needs the ERP to support appropriate accounting rather than assuming every grant receipt is immediately earned revenue.
GR-021	Grant Management	Track grant commitments and encumbrances, including purchase orders, contracts, and other known obligations, when evaluating remaining available grant funding.	9	Yes	Looking only at posted expenditures can overstate remaining grant availability. Goodwill needs visibility into amounts already committed but not yet invoiced.
GR-022	Grant Management	Provide grant reporting that combines award amount, budget, actual expenditures, commitments, billings, receivables, receipts, recognized revenue, and remaining available funding.	10	Yes	Grant managers and Finance need a complete financial picture of each award without manually combining information from AP, AR, GL, purchasing, and spreadsheets.
GR-023	Grant Management	Support grant compliance dates and milestones, including reporting deadlines, reimbursement deadlines, award expiration dates, and other required deliverables, with configurable alerts or notifications.	9	Yes	Missing a financial report, reimbursement deadline, or other grant requirement can jeopardize reimbursement or future funding. Goodwill needs advance visibility into upcoming obligations.
GR-024	Grant Management	Support grant closeout processes, including identification of unbilled expenditures, outstanding receivables, open commitments, remaining balances, required adjustments, and other unresolved financial activity.	10	Yes	Before a grant is closed, Finance needs assurance that all allowable costs have been recorded and billed, commitments resolved, receipts applied, and remaining balances appropriately addressed.
GR-025	Grant Management	Identify assets acquired wholly or partially with grant funds and retain the applicable grant, funding source, ownership, disposition, and compliance information.	8	No	Certain funding sources may impose special requirements for equipment or other assets purchased with grant funds. Grant and fixed-asset records should remain connected where appropriate.
INT-001	Integrations	Proven and documented network of API solutions and other standard integration methods for exchanging data with third-party systems.	10	Yes	Goodwill expects the ERP to exchange information with multiple systems and wants to avoid integrations that depend entirely on custom programming or manual file transfers.
BUD-001	Budget, Planning an	Provide a fully integrated budgeting, planning, and forecasting solution capable of replacing Goodwill's current PowerPlan application.	10	Yes	Goodwill's objective is to eliminate the need for PowerPlan if the proposed ERP solution can provide equivalent or improved budgeting, forecasting, modeling, workflow, and reporting functionality.

Solution Provider / Implementation Partner Questionnaire
Company and Experience

1. Provide the legal name, headquarters location, ownership structure, and number of years your company has been in business.
2. How many years has your company implemented the proposed ERP solution?
3. How many implementations of the proposed ERP solution have you completed in the last three years?
4. Describe your experience implementing ERP systems for nonprofit organizations or organizations of similar size and complexity.
5. Describe your experience with organizations that have multiple business units, locations, funding sources, grants, or other organizational complexity similar to ours.
6. Describe your company's relationship with the ERP software vendor, including partner status, certifications, and length of the relationship.
7. How many consultants employed by your company are currently certified in the proposed ERP solution?
8. Will any portion of the implementation be performed by subcontractors? If yes, identify the subcontractors and the services they will provide.

Proposed Implementation Team

9. Identify the proposed executive sponsor, project manager, functional leads, technical lead, data conversion lead, integration lead, and training/change management lead.
10. For each key team member, provide years of ERP experience, years of experience with the proposed product, relevant certifications, and experience with comparable implementations.
11. What percentage of each key team member's time will be dedicated to this implementation?
12. Will the personnel identified in the proposal be committed to our project, and what approval rights will we have over substitutions?

Implementation Approach

13. Describe your standard ERP implementation methodology and the major phases of the proposed project.
14. Describe how you will validate requirements and determine whether business needs should be addressed through standard functionality, configuration, process changes, or customization.
15. Describe how project decisions, issues, risks, action items, and scope changes will be documented and managed.
16. Describe the proposed project governance structure, including roles of the implementation team, customer project team, steering committee, and executive sponsors.

17. What project management and collaboration tools will be used during the implementation?
18. Identify the primary deliverables and documentation that will be provided to us during and at the conclusion of the implementation.

Schedule and Resource Requirements

19. Provide the proposed implementation schedule, including project start, major milestones, testing, training, go-live, and stabilization.
20. Identify the five most significant risks to achieving the proposed go-live date and describe how each risk will be mitigated.
21. Describe the level of participation expected from our employees and provide estimated customer staff hours by functional area or role.
22. Identify the periods during the implementation when the greatest level of customer staff participation will be required.

Data Conversion and Integrations

23. Describe your data conversion methodology, including data extraction, mapping, cleansing, validation, reconciliation, and approval.
24. How many data conversion cycles are included in the proposal, and what additional charges would apply if more cycles are required?
25. What historical data do you recommend converting to the new ERP, and how many years of historical transactions are included in the proposed cost?
26. Describe how you will verify that converted financial and operational data is complete and accurate before go-live.
27. Describe your approach to developing, testing, documenting, and supporting system integrations.
28. Identify which proposed integrations are standard, configurable, or custom and identify any anticipated third-party costs.

Configuration, Reporting, and Testing

29. Identify any anticipated customizations to the proposed ERP solution and explain why they are necessary, how they will be supported, and whether they could affect future upgrades.
30. Describe your approach to configuring workflows, security roles, approvals, financial structures, and other key system settings.
31. Describe your approach to implementing financial statements, management reports, dashboards, and other reporting requirements.
32. Describe your testing methodology, including unit testing, integration testing, user acceptance testing, defect management, and criteria for determining readiness for go-live.

Training and Change Management

33. Describe your proposed training approach, including administrator, finance staff, manager/approver, report writer, and end-user training.
34. Identify the number and type of training sessions included in the proposal and describe any additional training costs.
35. Describe how your team will transfer system knowledge to our employees so that the organization can operate and support the system after implementation.
36. Describe the change management and business-process improvement services included in your implementation approach.

Go-Live, Performance, and References

37. Describe the support that will be provided immediately before, during, and after go-live, including the duration of the stabilization period and transition to ongoing support.
38. For ERP implementations completed during the last three years, provide the number that were completed on the originally scheduled go-live date and the number that exceeded the original implementation budget by more than 10%.
39. Describe one ERP implementation that did not proceed as planned, including the issues encountered, actions taken, outcome, and lessons learned.
40. Provide at least three references for comparable ERP implementations, including organization name, contact information, ERP product, modules implemented, implementation date, project duration, and approximate organization size.

Post Go-live support

41. Describe your formal stabilization process for the first 30, 60, and 90 days following go-live, including responsibilities of the customer and Solution Provider.
42. Describe the services you provide during the first year following implementation to evaluate system utilization, identify process improvements, and recommend additional functionality.
43. Describe the post-go-live support provided for budgeting and forecasting, including assistance with refining budget models, reports, workflows, and processes previously performed in separate budgeting systems such as PowerPlan.
44. How will you ensure that our employees develop sufficient knowledge to administer, configure, troubleshoot, and maintain the system without excessive dependence on outside consultants?
45. Identify all anticipated post-go-live costs, including software support, technical support, consulting, upgrades, additional training, report development, integration maintenance, and other recurring or optional services.

ERP Vendor Cost Proposal Form

Please provide all costs required to implement and operate the proposed ERP system. Enter costs by year and identify key assumptions or exclusions.

Vendor Name: **ERP Product:** **Proposal Date:** **Pricing Valid Through:**
Primary Contact: **Email / Phone:**

Cost Category	Description / Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Software / Subscription							$0.00
Implementation Services							$0.00
Data Conversion / Migration							$0.00
Integrations / Interfaces							$0.00
Training							$0.00
Hosting / Technical Costs							$0.00
Support / Maintenance							$0.00
Travel / Other Expenses							$0.00
Other Required Costs							$0.00
TOTAL COST OF OWNERSHIP		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Key Pricing Information

Number of users included in pricing:

Cost for each additional full user:
Maximum annual subscription increase (%):
Are software updates/upgrades included?
Are sandbox/test environments included?
Required third-party products/services:
Costs not included above:

Vendor Certification

The vendor certifies that the pricing above includes all costs reasonably necessary to implement and operate the proposed ERP solution, except for items specifically identified as excluded.

Authorized Representative: **Title:** **Date:** **Signature:**