



Maritza Rodriguez
President

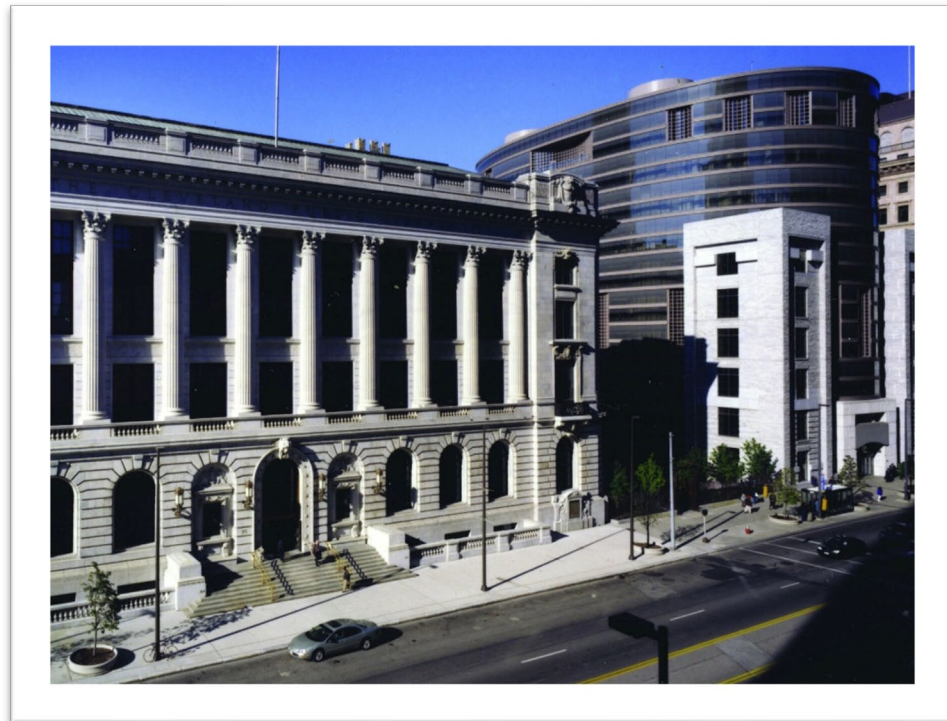
Anthony T. Parker
Vice President

**Thomas D.
Corrigan**
Secretary

Alice G. Butts

Jasmine N. Fryer

**Melanie A.
Shakarian, Esq.**



Enterprise Resource Planning Software and Implementation Services

Request for Proposal

April 1, 2024

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GENERAL INFORMATION / INSTRUCTIONS TO RESPONDENTS

1.0 DEFINITIONS

Finalist shall mean a Short-Listed Respondent from the Software Demonstrations stage identified in Section IV.3.2.

Functional Requirements shall mean the requirements identified in Attachment 2.1 - Functional Requirements.

Primary Firm shall mean the entity taking the lead role as a Respondent in the case of a joint proposal.

Proposal shall mean the Respondent's entire response to this RFP.

Respondent shall mean an entity or group of entities providing a Proposal to deliver the Project Scope identified in this RFP. The term "Respondent" shall include the entities' agents, officers, employees, and partners.

Responsive Proposal shall mean a Respondent's proposal submitted in response to this RFP that has met all the proposal submission requirements identified in Section III.

Selected Vendor shall mean the Respondent the Evaluation Committee has evaluated, scored, and determined capable of delivering the best value for the Library for the Project Scope identified in this RFP. The Selected Vendor shall be asked to enter into negotiations to deliver the Project Scope.

Short-Listed Respondent shall mean a top-scoring proposal from the Blind Review and Written Proposal Evaluation stage identified in Section IV.3.1.

2.0 ABOUT THE CLEVELAND PUBLIC LIBRARY

The Cleveland Public Library (the "Library") is a governmental entity organized as a school district public library under the laws of the State of Ohio. The Library is governed by a seven-member Board of Trustees who are appointed by the Cleveland Metropolitan School District Board of Education.

The Library's primary mission is to provide free library services to the residents of the Cleveland Metropolitan School District, but it serves all Cleveland residents and residents of the State of Ohio through CLEVNET. CLEVNET is a consortium of 47 library systems across twelve (12) counties in Northeast Ohio that provides patrons of member libraries with shared access to more than twelve million items and a rich collection of electronic and downloadable media.

The mission of the Library is to be the "People's University," the center of learning for a diverse and inclusive community. Our vision is to be the driving force behind a powerful culture of learning that will inspire Clevelanders from all walks of life to continually learn, share, and seek out new knowledge in ways that are beneficial to themselves, their community, and the world.

The Cleveland Public Library is comprised of a Main Library campus downtown which consists of two buildings and 27 branches located in various neighborhoods throughout the City of Cleveland. The Library also has a Public Administration Library branch located within City of Cleveland's City Hall, and we also operate the Ohio Library for the Blind and Print Disabled. The Library's general fund operating budget for 2024 is approximately \$68 million and approximately \$93 million across all funds, and the Library's fiscal period is the calendar year (i.e., January 1 – December 31). The Library currently has approximately 650 employees in its approved staffing plan and has two bargaining units, which account for roughly 65% of the employees.

For a profile of the Library, go to <http://www.cpl.org/aboutthelibrary/>.

3.0 ABOUT THE PROJECT

The Library seeks proposals from qualified respondents for Enterprise Resource Planning (ERP) Software and Implementation Services. This Request for Proposals (RFP) is designed to provide interested respondents with sufficient basic information to submit proposals meeting the Library's goals and requirements. The Library expects that this RFP will result in contract(s) awarded to the firm(s) who submitted the proposal determined to provide the best value for the Library based on the evaluation criteria (the Selected Vendor) as noted in Section IV.3.0.

The Library currently utilizes an ERP system, which has been in place for over 15 years, to manage its general ledger, asset tracking, procurement, treasury, customer billing, financial reporting, and human capital management (HCM) functions. The Library also uses some other third-party solutions for specific needs, as well as relying on a multitude of Excel spreadsheets maintained across almost all departments to track various financial information.

The current systems allow the Library to process its required business transactions but not always in the most efficient manner. Manual, and often duplicative, entry still occurs and is not only time-consuming, but also increases the likelihood of errors. Business users desire more functionality and reliability than is currently available. The Library would like to explore and assess the functionality of modern, cloud-based ERP solutions and, more importantly, improve overall business processes and underlying system integration. As such, the Library made the strategic decision to assess the full ERP market before investing in a long-term ERP solution.

3.1 Project Preparation

The Government Finance Officers Association (GFOA) was selected by the Library to guide it through the ERP selection process. GFOA is a professional membership organization representing over 23,500 public sector professionals across the United States and Canada. GFOA has no ties to any specific ERP technology.

As part of the scoping activities for this project, GFOA and the Library worked together to review existing business processes. The Library was divided into Process Improvement Teams (PITs) by functional area. Each PIT crew met with GFOA to identify gaps in current

processes when compared to best practices and modern ERP functionality. The PIT crews will remain intact during selection and implementation.

Areas for improvement have been documented into a plan of action (Action Plan). The Action Plan describe changes that range from changing existing practices without regard to technology to preparing for change when technology is available. Many Action Plan items and related readiness activities will be addressed in advance of implementation. Some improvement items may be technology dependent, and the Library will rely on collaboration with and expertise of the Selected Vendor to complete these activities.

3.2 Project Governance

The Library's ERP project is managed by the Financial Services Department, with the Director of Financial Services serving as the Project Manager for the preparation of this RFP and will continue during selection and implementation. A Steering Committee has been established to provide guidance regarding project scope, funding, and business processes and Library policies impacted by the project. As mentioned above, the project is supported by multiple PIT crews, with each PIT crew consisting of Library stakeholders representing various stages of a functional process.

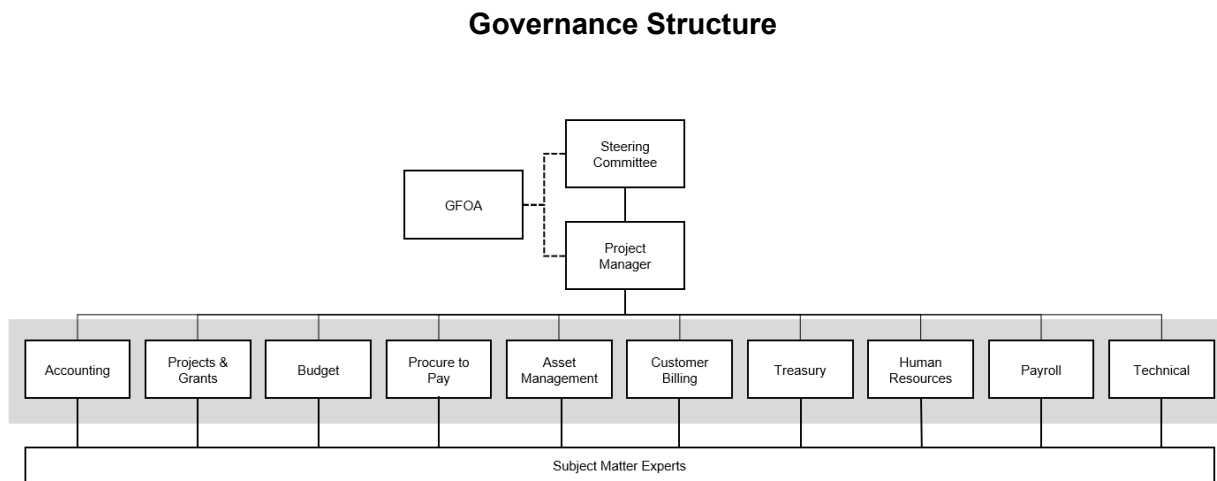


Figure 1

Role	Description	Duties
Project Sponsor (Executive Director)	Serves as a member of the Steering Committee. Resolves conflict within the Steering Committee or on the project and is the final decision-maker during Steering Committee impasses.	<ul style="list-style-type: none"> • Act as project champion; • Secure necessary resources and remove obstacles for the project; • Provide strategic direction for the project; • Promote the project to the executive team and department staff; • Participate on the Steering Committee.
Steering Committee (8 senior leaders for the Library)	Provides ongoing leadership to the ERP Project.	<ul style="list-style-type: none"> • Act as project champions, assist with making the project an organizational priority and assist with providing resources for the project; • Provide overall guidance and direction for the project; • Resolve issues and policy conflicts; • Work with the Project Manager and staff to make project decisions; • Approve scope changes; • Provide a strategic perspective when defining needs for a future software system and the associated processes; • Assist with change management across the organization.
Project Manager	Coordinates day-to-day activities on the project and serves as primary point of contact for the Library's vendor partners	<ul style="list-style-type: none"> • Address day-to-day project issues; • Work closely with Consultants, manage the contract, and serve as liaison to the Consultant; • Work closely with the Project Sponsor and Steering Committee to coordinate resources to meet the project objectives; • Coordinate with CPL staff to ensure cross-department participation in the project; • Provide regular project updates to the Project Sponsor, Steering Committee, and regular communication to CPL staff and stakeholders; • Schedule and facilitate project meetings; • Coordinate and implement project communication plan; • Resolve issues, review deliverables, and maintain project plan, schedule, and budget.

Role	Description	Duties
GFOA Consultants	Serves as the ERP program advisor to the Library	<ul style="list-style-type: none"> • Provide general guidance on ERP selection practices; • Provide guidance on best practices in public sector; • Facilitate and guide the Library through scoping, solicitation, selection, and contracts for the future ERP solution; • Complete tasks outlined in the Contract, including project planning, businesses process analysis and improvement, and project readiness plan.
Process Improvement Teams & Leads	PIT crew members have a general understanding of their functional process. Leads provide functional expertise, coordinate stakeholders, and coordinate tasks and assignments.	<ul style="list-style-type: none"> • Identify potential areas of improvement and assist with the development of future state processes and system improvements. • Review and validate functional and technical requirements. • Make recommendations and assist in the development of procedures and guidelines to implement best practice business processes. • Serve as project champions within their department. • Confirm that recommendations work for the organization as a whole.
Subject Matter Experts	Subject Matter Experts (SMEs) have deep knowledge of a particular process or sub-process within a functional area.	<ul style="list-style-type: none"> • Provide information and recommendations about their defined area of expertise. • Assist in developing and validating requirements of new processes and/or systems.

4.0 ISSUING OFFICE

The Cleveland Public Library
Financial and Legal Services
325 Superior Avenue
Cleveland, Ohio 44114

ATTN: Carol Hubler
Procurement Manager
(216) 623-2843
carol.hubler@cpl.org

The Issuing Office shall be the sole point of contact with the Library for purposes of the preparation and submittal of proposals in response to this solicitation.

5.0 QUESTIONS AND INQUIRIES

All questions should be submitted to Ms. Hubler in writing to carol.hubler@cpl.org no later than 4:00 P.M. on April 12, 2024. Please be aware that contact with any other personnel within the Cleveland Public Library, or any other organization with which the Cleveland Public Library is associated with regarding this Request for Proposal, may disqualify a proposal from further consideration.

5.1 Pre-Proposal Conference

A pre-proposal vendor conference will be held via web conference on the date and time established in the Procurement Schedule. Attendance at the pre-proposal conference is not mandatory, but the Library requests vendors interested in participating in the pre-proposal conference RSVP to the Issuing Office.

6.0 PROPOSALS

6.1 Proposal Due Date and Time

The Proposal is to be submitted to the Issuing Office email as noted in Section I.4.0 in accordance with the Solicitation Schedule below. **Proposals are to be submitted electronically by 4:00 PM on May 14, 2024.** By providing the Proposal electronically to the Library, the Respondent grants the Library an unlimited right to generate additional electronic and/or paper copies for distribution solely for the purpose of evaluation and review.

6.2 Solicitation Schedule

The table below represents the anticipated schedule for this procurement. The Library reserves the right to change the schedule with appropriate notification.

Activity	Scheduled Date (2024)
RFP Issuance	April 1
Optional Pre-Proposal Conference Call	April 9
Deadline to Submit Questions and Requests for Clarification on the RFP	April 12
Answers to Submitted Questions Provided	April 17
Proposals Due	May 14
Blind Evaluation of Proposal Components Completed	May 24
Completion of Written Proposal Analysis and Notification of Elevation for Software Demonstrations and Implementation Interviews	Mid-June
Software Demonstrations and Implementation Interviews	July 9 – 11, 16 – 18, & July 30 – August 1

Notification of Elevation to Semi-finalist or Finalist Respondent(s)	August
Conduct Discovery Sessions	Early September
Notification to Selected Vendor	September
Contract Negotiations and Finalize Statement of Work	September / October
Execute Final Contract	October
Begin Implementation	November

6.3 Late Proposals

The Library reserves the right to reject late proposals. Proposals are to be submitted in accordance with Section I.6.1 above to the Cleveland Public Library's Issuing Office (See Section I.4.0). The Library will acknowledge receipt of all proposals by sending an email back to the Respondent acknowledging receipt of the Proposal. The date and time of the email sent by the Library will represent the official submittal date and time.

6.4 Opening

Proposals will not be opened publicly. The identity of the Respondent will not be disclosed prior to the Contract Award.

6.5 Proposal as Offer

The Proposal is considered by the Library to be an offer. All proposals, including all information and costs provided therein and any subsequent clarification or response to questions, shall be valid for a minimum of 180 days. This period may be extended by mutual agreement between the Respondent and the Library.

6.6 Joint Proposals

If all RFP requirements are not met with products and services provided by one firm, Respondents are encouraged to partner with one or more other firms to submit a Joint Proposal.

6.7 Primary Firm

If a Respondent consists of multiple firms submitting a joint proposal, the proposal must identify one firm as the Primary Firm, along with a primary point of contact. This identified person will be the primary point of contact throughout the procurement process and will be held responsible for the overall implementation of all partners included in the joint proposal.

6.8 Changes to Proposals

Unless otherwise provided in any supplement to these instructions, no Respondent shall modify, withdraw, or cancel his Proposal, or any part thereof, without prior approval by the Library. Prior to the Proposal due date, any required addenda will be electronically transmitted by email to the Respondents who have received Requests for Proposals.

6.9 Rejection

The Respondent acknowledges that it is the right of the Library to reject any or all Proposals and to waive any informality or irregularity in accepting any Proposal. In addition, the Respondent recognizes the right of the Library to reject any Proposal if the Respondent fails to submit any information required by the Proposal Submission Requirements, or if the Proposal is in any way incomplete, irregular, or otherwise does not comply with the proposal requirements.

6.10 Confidentiality

Respondents that deem any part of the proposal confidential shall indicate so in the relevant section of the proposal. The confidential demarcation does not necessarily exclude the section from Ohio public records laws and any requests for such information will be reviewed by the Library's Financial and Legal Services Departments.

6.11 Conflict of Interest

The Respondent certifies, through execution of the contract, that no person in the Library's employment, directly or through subcontract, will receive any private financial interest, direct or indirect, in the contract. The Respondent will not hire nor subcontract with any person having such conflicting interest.

7.0 TERMS AND CONDITIONS

By submitting a Proposal, a Respondent shall be deemed to have accepted the terms, conditions, and requirements set forth in this RFP (Section VI). The RFP including all addenda in total, shall be incorporated into the Contract by reference.

8.0 CONTRACTUAL AGREEMENT AND TERM

8.1 Contract Award

The Library reserves the right to selectively award a contract or multiple contracts based on individual or joint proposals of providers.

8.2 Contract Commencement

Any Contract arising from this RFP action shall commence on the date the Contract is executed on behalf of the Library, or such other date as the Library and the Vendor(s) shall agree.

9.0 TAX

The Cleveland Public Library is exempt from all sales, excise, and transportation taxes. Any taxes other than these, which are applicable, are to be paid by the Selected Vendor. The Library will furnish Tax Exemption Certificates upon request.

10.0 PRICING

Prices proposed shall reflect the total fixed fee price of software, services, and any other associated fees, including travel. Additional information is provided in Section III.5.0.

11.0 NOTICE OF AWARD

This RFP does not commit the Library to award a contract. The Library will notify all Respondents by email if, and when a Proposal(s) is accepted.

12.0 ASSIGNMENT

The Selected Vendor shall not assign, transfer, convey, or otherwise dispose of the Contract or any part of it or any monies due and payable under the Contract, without prior written approval from the Library. If the Library grants such approvals, they shall in no way relieve the Selected Vendor from any of its obligations under the terms of the Contract.

SECTION II. PROJECT SCOPE

1.0 OVERVIEW

The Library seeks an integrated ERP solution and a qualified professional services provider to implement the proposed ERP solution, including overseeing the implementation of any proposed third-party software. The scope of the project, including project milestones, will be defined by a Statement of Work (SOW) that identifies the final scope, project approach, roles and responsibilities of the Selected Vendor and Library, payment milestones, functional requirements, and acceptance criteria.

2.0 CONTRACT SCOPE

The Library shall enter into a contract with the Selected Vendor, provided however that in the event of a Joint Proposal, multiple contracts may be required for all implementation services as described under this RFP. It is the Respondent's responsibility to partner as necessary and assemble the team, skills, assets, and other qualifications to meet the requirements of this RFP. The Library understands that software contracts and third-party solution contracts may be handled separately; however, a comprehensive SOW will be developed to integrate all of the contracts.

3.0 ORGANIZATION SCOPE

The organizational scope for this project includes all Library departments, but the ERP will not service all CLEVNET-member libraries within the consortium.

4.0 PROCESS SCOPE

The scope of this project is defined by goals, processes, and requirements.

- **Goals:** The activities undertaken in preparation for this RFP have culminated in several high-level goals the Library wishes to achieve. Goals represent major outcomes or improvements the Library desires to achieve as a result of using the system and improvements to policy, process, organizational structure, or improved efficiencies.
- **Processes:** The Library will use the ERP system to execute and manage business processes throughout the organization. Processes are defined by transactional processes, outputs, or overall groupings of system features the Library will use to achieve its goals. The Library has completed envisioned future state process maps to serve as conceptual process goals for the organization.
- **Requirements:** Each process is further defined by requirements that will serve as a service to communicate expectations for the system and acceptance. The requirements for each process can be found in Attachment 2.1 – Functional Requirements.

4.1 General

The ERP will serve as the central hub for enterprise data addressing financial accounting, budgeting, procurement, enterprise reporting, and human capital management. General business rules and workflow processes will be defined in the ERP for most transactions related to financials, procurement, budgeting, human resources, and payroll.

Integrated, secured access to the ERP platform is a high priority for the Library. Internal and external users should be assured of the security of the system and its data. Transaction flow, including notifications, should be easily configured based on Library business rules and policies, and user interfaces should be intuitive, with processes available on mobile devices when possible. Report tools should be based on no- or low-code interfaces and business configuration should not require programmer intervention.

While the Library is eager to consolidate systems around a new ERP solution, it acknowledges other existing systems will remain, so it is imperative the new ERP sufficiently integrates and shares data with other Library systems to provide consistent, timely, and accurate data.

4.2 Accounting

The Library's main ERP system is Enterprise ERP (Tyler Munis). Library leadership seeks to employ program-based budgeting and financial management paradigms, in addition to traditional budgeting methods. The chart of accounts is not currently configured for this type of management and reporting, so enhancing the chart of account structure to accommodate a program-based construct requires the addition of a program, project, and grants fields. The Library recognizes altering the chart of accounts structure is a major effort and will begin this effort during the ERP selection process.

GFOA met with the Accounting PIT Crew several times to discuss modern ERP functions. The Library conveyed its desire for the system to support cash basis, modified accrual, and full accrual accounting as different reporting entities have different reporting requirements. Reporting tools should be flexible to accommodate Annual Comprehensive Financial Report (ACFR) requirements, including the ability to accommodate multiple accounting views and periods (e.g., grant reporting year vs. Library reporting year) simultaneously.

Robust grant / project tracking is important to the Library, including developing budgets for individual projects and grants, identifying and tracking funding sources and drawdown priorities, and using purchasing and accounts payable to track grant and project expenses. Related to payroll, the Library also desires an ability to better track personnel expenses for grants and projects.

4.2.a. Process Scope

Accounting	
<ul style="list-style-type: none">• Chart of Accounts• General Ledger Transactions	<ul style="list-style-type: none">• Grant / Project Tracking• Financial Reporting

4.3 Budget

The Library utilizes the budgeting module in the ERP system along with Excel (then imports into ERP system) to develop its budget and wishes to understand the capabilities and functionality of budgeting solutions and explore solutions that may provide a better user experience, support scenario-based analysis, allow for departments to actively participate in the budgeting process both during and outside of “budget season,” and facilitate the development of transparent reports and outputs for internal and external stakeholders.

The Library wishes to improve and automate its budget control processes, including developing “hard” and “soft” budget controls. It would also like to improve its budget monitoring and reporting capabilities, including a more streamlined process for budget transfers.

Position control is important to management, and this function is currently a cumbersome and manual process, making it difficult to accurately track vacancies, understand cost savings based on open positions, and estimate position costs. The Library seeks a future ERP solution that budgets and tracks authorized positions, accounts for underfilled positions adequately, and seamlessly integrates with the financial and HR components of the ERP.

4.3.a. *Process Scope*

Budget	
<ul style="list-style-type: none">• Operating Budget• Budget Adjustments / Amendments• Position Budgeting	<ul style="list-style-type: none">• Capital Budget• Capital Improvement Planning

4.4 Procure to Pay

The Library envisions a solution that supports supplier and vendor self-service functions, including supporting its diverse supplier requirements. The solution supports modern procurement functions such as complex workflows, encumbrances, change order, and punch out functions. The procurement process can also accommodate requisition requests through external vendors or from the Library’s existing stockroom inventory (e.g., “pick tickets”).

Purchasing cards (P-cards) are currently used by the Library, but it wishes to significantly streamline the process of P-Card usage from initial charge to accounting to paying the card provider. The solution will also need to support competitive solicitation management and analysis, as well as robust contract lifecycle management features that integrate with accounts payable and support the Library’s desire to improve management of contract performance metrics. Additionally, there is a desire to provide more automation and business intelligence around the receiving of items and prompt payment to vendors.

The Library is also eager to improve the integration and transparency of purchases made through the SIRSI library system. The Library funds purchases of library materials, but

those purchases are made outside of the Library financial ecosystem (through SIRSI). The complete acquisition process of library materials is processed within SIRSI. A separate chart of accounts is maintained and funds are budgeted by type of library material and fund restrictions. Orders are placed, funds are encumbered, POs are issued, orders are received, and invoices are paid. The Library imports text files into the ERP system daily of invoices paid the previous day. Encumbrances in SIRSI have to be manually imported into the ERP at month end in order for those amounts to be encumbered in the ERP. Because SIRSI also manages the circulation of materials, it makes sense for the purchases to occur in SIRSI, but the Library would like an improved integration with SIRSI to better monitor spending in real time, and to incorporate internal controls.

4.4.a. Process Scope

Procure to Pay	
<ul style="list-style-type: none"> • Vendor File • Purchase Requisitions • Purchase Orders • Change Orders • Bid / Quote • RFQ / RFP 	<ul style="list-style-type: none"> • P-Card • Contracts • Receiving • Inventory • Accounts Payable • Expense Reports

4.5 Asset Management

The Library tracks its capital assets in its current financial system, and it requires an ERP system that tracks assets from purchase through disposition. Some assets are tracked in other systems, and while these systems may remain, it will be important for information to be shared with the ERP without the need for manual intervention. While less of an issue from an accounting perspective, the system will also need the ability to tag and track controlled assets that may not meet the Library's capitalization threshold, as well as assign assets and/or inventory to employees.

The future vision is to establish the ERP solution as the centralized asset management record. Cost data from ERP will be fed to the external work order solutions to be used for work order cost basis. The work order cost accounting will be fed back to ERP to maintain proper asset value. Other accounting processes, such as calculating depreciation and disposition costs will also be accommodated in the ERP with any work order impact data being sent to the work order solutions.

4.5.a. Process Scope

Asset Management	
<ul style="list-style-type: none"> • Asset Acquisition • Asset Lifecycle • Work Orders 	<ul style="list-style-type: none"> • Depreciation • Asset Disposition

4.6 Customer Billing

While the Library does limited billing, its expectations for a future receivables system is not unusual for modern applications. The Library expects to be able to trace payments to open receivables, and management desires a system that can accommodate a central customer database, including supporting one-time and international customers, to allow users to drill down from a customer record to the source receivable, even if the receivable is in an external application. Eventually, the Library wants to use this ERP project to establish standardized receivable and billing processes that reflect best practices and that can be applied to any receivables application operating in the Library.

4.6.a. Process Scope

Customer Billing	
<ul style="list-style-type: none">• Customer File• Billing	<ul style="list-style-type: none">• Accounts Receivable• Aging

4.7 Treasury

Improving and making more efficient the bank reconciliation process is also a goal for the Library. Currently, it can be difficult to research payables and receivables data, and reconciling bank data requires significant manual effort and use of external spreadsheets. Automating the reconciling process, accounting for bank adjustments in a centralized ledger, and easier access to receivables and payables data are all functions that will help achieve their vision.

4.7.a. Process Scope

Treasury	
<ul style="list-style-type: none">• Bank Reconciliation• Cash Receipting	<ul style="list-style-type: none">• Interest Allocation

4.8 Human Resources

The vision for a new human resources solution is to establish a comprehensive employee record system that follows the career path of an employee, supports career growth, and helps management with succession planning.

Hiring managers should be able to view their vacancies and submit personnel requisitions with relative ease. Approvers should have a comprehensive view of the job, including job description, that is being filled. Additionally, robust customer service is important to obtaining the human resources vision. It is important that potential employees have access to an intuitive recruitment system. Hiring Managers and other Human Resources staff should also have intuitive tools to analyze applicants (internal and external).

As new employees onboard, data obtained during the recruitment process (potential integration) should carry over into the employee record. Employees should be guided through the onboarding and offboarding processes. Onboarding and offboarding

managers should be able to track and manage the employee as they complete the process and the employee record should be updated accordingly.

As employees progress in their career, records should be added to their files regarding employee evaluations, certifications, trainings, and discipline. Union rules require seniority tracking.

The employee self-service experience during their career should be similar to the recruitment experience so that an employee has a comprehensive view of their employment, pay, and benefit history. Human Resources staff can be assured of data integrity through comprehensive workflow approval processes.

4.8.a. Process Scope

Human Resources	
<ul style="list-style-type: none">• Position Management• Recruitment• New Hire• Benefit Enrollment• Employee File• Employee Inventory of Assets• Compensation	<ul style="list-style-type: none">• Personnel Evaluations• Training and Certifications• Personnel Actions• Discipline• Grievances• Seniority Tracking & Rules• Reporting

4.9 Payroll

Key to program budgeting and performance management is the ability to rely on complex and accurate time entry and payroll data. The Library requires solutions that support labor data collection related to programs and projects, and it expects technology to support scalable and flexible solutions. Library management recognizes that accurate labor data collection corresponds to user experience. The solution needs accessible time entry portals, ideally on employee preferred devices. Finally, employees should be able to access their leave balances and pay history through intuitive self-service portals.

Currently, departments use varying methods of scheduling, from formal to informal. The Library is interested in exploring scheduling functionality to ensure appropriate coverage and support shift bidding. Any scheduling functionality should be dynamic and feed time entry.

Payroll Administrators expect a flexible and scalable solution that is capable of handling complex business and pay rules. The solution must be able to accommodate processes without halting others (e.g., stopping processes while payroll is running), and complex transactions, such as retro pay, should be as automated as possible. When research is required, intuitive reports should be available to aid in the assessment. Adjustments and other similar transactions should be auditable.

Key Element: The state of Ohio requires collection of local income tax based on an employee's work location. The Library has a hybrid work schedule, so it is imperative to accurately collect and track an employee's work city and appropriately apply the respective

local tax rates to those amounts. The Library is very interested in any solution that can assist in filing these taxes as well.

4.9.a. Process Scope

Payroll	
<ul style="list-style-type: none">• Time Entry• Time Approval• Payroll Calculations	<ul style="list-style-type: none">• Payroll Processing• Scheduling• Leave Management

5.0 REPORT SCOPE

The Library has identified Critical Reports required for day one of go-live in Attachment 3.2 – Reporting. These reporting requirements can be achieved through (1) standard reports provided by Respondents, (2) the ability for users to create ad-hoc reports using no or low-code options within the proposed system, or (3) other reporting tools or dashboards in the system. The Library expects that at go-live, all in-scope reports will be available for users to access.

6.0 CONVERSION SCOPE

The Library has identified its required data conversion from legacy systems in Attachment 3.3 – Data Conversions. Respondents will be expected to assist the Library in working with each of its legacy application vendors as part of the conversion effort. The conversions identified in Attachment 3.3 – Data Conversions shall be included in the price proposal.

7.0 INTERFACE SCOPE

The Library will continue to rely on third-party systems and integrations to achieve its business goals once the ERP is implemented. Respondents shall support the Library in developing proposed integrations to the systems identified in Attachment 3.4 – Interfaces. Any positive response (“Yes”) shall be considered in scope and the pricing for such integrations shall be included.

8.0 IMPLEMENTATION SCOPE

The tasks described below represent project tasks, activities, and completion requirements for the implementation scope. The tasks and deliverable requirements herein are for guidance purposes, and it is up to the Respondent to carefully review and meet these requirements. Implementation should be structured and use proven methodologies that strike a balance of Selected Vendor support and Library autonomy to support success. The Library must believe the Respondent will provide sufficient resources on a realistic, achievable timeline that appropriately considers Library staffing requirements.

The Library recognizes Respondents may have their own implementation methodologies, and the Library encourages Respondents to propose and define their methodologies and

tailor the proposed methodology to comply with the task and activity requirements as described under this section.

8.1 Project Management Methodology

The Respondent must implement strong project management methodology practices to conform with the proposed project delivery schedule. Project management activities should include:

- a. Oversight for overall project guidance and direction.
- b. Preparation of project status reports and meetings.
- c. Management of issue tracking and resolution processes ensuring consistency and quality of project deliverables.
- d. Maintaining project documentation, procedures, issues tracking process, project plan updates, developing and updating project dashboards, executing financial documents and deliverables for invoicing, preparing reports, updating project and associated spend plans, and arranging meeting logistics.

8.2 Re-engineer Business Processes

The Library evaluated its business processes and developed proposed future state business processes. However, the Library also understands there may be even more efficient processes to achieve the same outcomes, so Respondents are expected to propose business process changes that achieve Library outcomes based on best practices and processes germane to the software solution.

8.3 System Design

Respondents shall use the Functional Requirements and process maps from this RFP to assist the Library in developing “To-Be” business practices, and Respondents are expected to document analysis of any functional gaps and recommendations of potential solutions.

8.3.a. Configuration

Respondents shall configure the proposed solution by incorporating recommendations and approvals from the Design effort. This entails technical development work such as configuring “To-Be” business practices, including workflow configuration, report development, integrations and interfaces, data conversions, security setup, and approved configurations. The Library expects the Respondent to provide knowledge transfer opportunities to the Library’s project team.

8.3.b. Testing and Validation

The Respondent shall implement all system validation and fixing tasks to ensure a smooth transition for deployment. The testing strategy must address the following:

- a. Roles and responsibilities for testing (Business Process Testing)
- b. Unit testing

- c. Integration testing
- d. User acceptance testing

8.3.c. *Deployment and Post-production*

In this phase, the Respondent is preparing the Library for solution deployment, which includes end-user training, assessing system go-live readiness, assembling a go-live user support plan, system cutover plan, and other go-live activities.

Respondents should include a post-implementation support period to include the first period closing after go-live.

8.4 Considerations

The Library will require implementation leads be based in the United States. Implementation support and configuration may utilize off-shore resources, but the functional leads will need to be US-based.

9.0 TRAINING SCOPE

Training will play a critical role in the Library's ability to successfully deploy a new ERP solution. Training shall encompass training guides for all processes, including integrations, delivery of training sessions, and training approaches for "super" users, end users, and post implementation.

SECTION III. PROPOSAL SUBMISSION REQUIREMENTS

i. General Proposal Requirements

It is the sole responsibility of the Respondent to ensure that Proposals are accurate and free of errors, include only the items requested by this RFP, and are received prior to the submission deadline. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposed products and services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, relevance, and clarity of content.

Submission Package II (detailed below) will be reviewed blindly as detailed in Section IV.3.1. Respondents should limit the use of identifying language as much as reasonably practicable. Identifying information in this section will be redacted to facilitate the blind review.

ii. Organization of Proposal

Respondents must organize and present their proposal materials in the same order as presented in the Submittal Checklist and include page numbers.

iii. Attachments

Respondents should fill out and include all attachments to this RFP. Alterations to attachments or a failure to follow the guidelines below may result in the proposal being deemed non-responsive.

- a. Respondents shall not change the format or structure of attachments and shall only provide information where indicated.
 - i. Microsoft Word attachments may be submitted inline within the body of the RFP response to assist in readability.
- b. Respondents shall not change the file name of any attachment but may append the file name to include the Respondents name (e.g., FileName_CompanyABC).
- c. Microsoft Excel attachments should be submitted as Excel files, with a PDF copy.

iv. Submittal Checklist

Responses to this RFP should be submitted in three (3) submissions packages:

- Submission Package I: Vendor Qualifications;
- Submission Package II: Requirements and Implementation; and
- Submission Package III: Price Proposal.

Respondents should use the following checklist to ensure all submittals and attachments are included in the RFP response. A failure to include all components or exceeding the maximum page limit¹ may result in the proposal being deemed non-responsive.

Submission Package I: Vendor Qualifications

Response Section	Relevant Attachment	Relevant Section	Page Limit
Title Page		1.0	1
Table of Contents			N/A
Section 1 – Vendor Qualifications			
Executive Summary		1.1	2
Respondent Team	Attachment 1.1 – Signature Page Attachment 1.2 – Respondent Statement Attachment 1.3 – Product Background Attachment 1.4 – Respondent Background Attachment 1.5 – References Attachment 1.6 – Fair Employment Practices	1.2	5

Submission Package II: Requirements and Implementation

This section will be reviewed blindly, so Respondents are encouraged to limit the use of identifying language as much as reasonably practicable.

Response Section	Relevant Attachment	Relevant Section	Page Limit
Title Page		1.0	1
Table of Contents			N/A
Section 2 – Functional Requirements			
Functional Requirements	Attachment 2.1 – Functional Requirements	2.0	3
Section 3 – Technical Requirements			
Technology Deployment & Security	Attachment 3.1 – Technology	3.0	8
Reporting	Attachment 3.2 – Reporting	3.1	3
Data Conversions	Attachment 3.3 – Data Conversions	3.2	3
Interfaces	Attachment 3.4 – Interfaces	3.3	3
Section 4 – Implementation and Project Delivery			
Implementation Team	Attachment 4.1 – Work Effort	4.1	10
Implementation Approach	Attachment 4.2 – Project Expectations Attachment 4.3 – Deliverables Expectations	4.2	10
Training Approach		4.3	5
Key Contract Terms	Attachment 4.4 – Key Contract Terms		N/A

¹ Attachments are excluded from the page limit

Submission Package III: Price Proposal

Response Section	Relevant Attachment	Relevant Section	Page Limit
Title Page		1.0	1
Section 5 – Price			
Price Proposal	Attachment 5.1 – Price Proposal	5.0	3

1.0 INTRODUCTION

The introductory material should include a title page with the RFP name, name of the Respondent, address, contact information, the date, and all other relevant subsections and attachments noted in the Submittal Checklist.

1.1 Executive Summary

The Executive Summary should be limited to a brief narrative summarizing the proposal and within the page limit, including why the Respondent is best suited to complete the project for the Library while helping it achieve its project goals.

1.2 Respondent Team

This section shall also identify and provide a concise summary of the Respondent, including all firms providing software or professional services as part of this proposal. The response should highlight the Respondent's experience delivering similar projects, including the relevant attachments.

2.0 FUNCTIONAL REQUIREMENTS

The Functional Requirements describe the software and implementation scope of the overall project and the requirements for each functional area. **Responses to the Functional Requirements shall identify the scope of the configured system that will be accepted by the Library as part of the project.**

The Functional Requirements are a material component of the proposal evaluation and will allow the Library to determine if a Respondent can adequately support the Library in meeting its project goals identified in Section II.4.0. Respondents should accurately reflect the ability of the proposed solution to meet a specific requirement. The inability to provide some requirements or excluding some requirements from scope may affect scoring but will NOT eliminate the Respondent from contention. ***However, failure to accurately portray a software's capability may result in disqualification.*** If Respondents are unsure or unclear on the description of a specific requirement, please send a question or request for clarification by the deadline noted in Section I.6.2. The requirements responses submitted will become part of the agreement. Respondents are expected to warrant the delivery and configuration / implementation of all positive responses.

Please see Attachment 2.1 – Functional Requirements. Instructions for completing the responses to the functional requirements are included in the attachment.

3.0 TECHNICAL REQUIREMENTS

This section of the proposal should identify any technical requirements for operating the system and describe the key attributes of the Respondent's proposed delivery services, including completing relevant attachments. Respondents should also use this section to describe any managed services provided along with hosting/SaaS offerings, including:

- i. Information on the specific hosting services provided
- ii. Service desk support services
- iii. User setup, authentication, and management processes
- iv. Application security
- v. Data security
- vi. Application support
- vii. Operational support services
- viii. Technology infrastructure services
- ix. Disaster recovery

3.1 Reporting

Reporting is a key component of Library management, and the Library will rate favorably systems that have an intuitive, no- or low-code report design. Respondents shall provide narrative on their experience in report development on similar projects, as well as the Respondent's approach to facilitating report development for clients.

Additionally, the Library has identified critical reports important to the organization. Using Attachment 3.2 – Reporting, respondents shall identify if the reports identified by the Library are in scope, as well as provide detail on additional “standard” reports available from the software. Instructions for completing the responses to the functional requirements are included in the attachment.

3.2 Data Conversions

Respondents should describe their approach to data conversions, as well as complete responses to the conversion requirements in Attachment 3.3 – Data Conversions. If the Respondent proposes additional items to be converted, please add them to the attachment. Instructions for completing the responses to the functional requirements are included in the attachment. The conversions the Respondent determines to be in scope shall be included in the fixed fee price proposal.

3.3 Interfaces

Respondents should describe their approach to supporting the Library in developing interfaces to existing systems. Additionally, the Library has provided anticipated interfaces in Attachment 3.4 – Interfaces and Respondents should indicate their plan for each of the

identified interfaces. Instructions for completing the responses to the functional requirements are included in the attachment.

If additional interfaces are proposed, please add them and indicate how they will be implemented. The interface plan proposed by the Respondent shall be included in the fixed fee price proposal.

4.0 IMPLEMENTATION AND PROJECT DELIVERY

4.1 Implementation Team

Respondents shall describe their proposed project team, including any and all consultants proposed to provide services for the Library. This shall include:

- i. Key members of the proposed project team, including brief bios and relevant professional experience;
- ii. Major roles and responsibilities for each resource (this does not need to include individual names but shall include specific roles on the project team and a description of responsibilities); and
- iii. Approximate dedication of each resource and approximate time spent on-site.

Respondents shall also complete Attachment 4.1 – Work Effort. Follow the instructions on the first tab of the attachment to complete the Respondent Staffing and Library Staffing tabs. For each row, please indicate the Phase, Resource Type, Role, and number of hours per week the resource is expected to be utilized during each month.

4.2 Implementation Approach

Respondents shall describe their implementation approach and methodology taking into account the implementation scope described in Section II.8.0 and Section II.9.0, including any phases the Respondent proposes. This can include but is not limited to:

- i. Project organization and structure
- ii. Respondent and Library expected roles;
- iii. Project timeline;
- iv. Implementation tasks and activities;
- v. Quality assurance measures;
- vi. Knowledge transfer and training; and
- vii. Anticipated risks;

Respondents should also complete Attachment 4.3 – Deliverable Expectations.

4.3 Training Approach

Respondents should describe their training approach, including recommended delivery approach (e.g., classroom, online, blended learning), as well as describe all assumptions

addressing availability of Library resources, including staff, necessary training tools, and physical space (i.e., Library facility or off-site).

5.0 PRICE PROPOSAL

Respondents shall submit price proposals using the format provided in Attachment 5.1 – Price Proposal to reflect the total price of software, services, and any other associated fees. To ensure proper evaluation and price comparison,

- i. All pricing must be submitted as fixed fee by milestone including travel costs. Costs listed as “to-be-determined” or “estimated” **will not be evaluated**. All costs and prices shall be quoted in U.S. dollars.
- ii. Respondents should include all software modules and state any limitations on module use. If no limitations are listed, the Library will consider that pricing is based on full enterprise-wide access for the Library.
- iii. Identify major milestones as part of the project and the associated costs to be invoiced upon completion of each milestone. Please provide a schedule of all payments necessary to complete the proposed scope. Additional detail may be provided to further explain deliverable or task costs.
- iv. Respondents must submit implementation costs as fully loaded rates that include all necessary travel or other expenses. By submitting a proposal, all Respondents acknowledge that all pricing (including travel) must be a fixed fee or included in the implementation milestones.
- v. Respondents shall include any assumptions made about the price proposal and provide clarity on what actions would cause an executed contract to be delivered and a price higher than that in the Price Proposal.

SECTION IV. PROPOSAL EVALUATION

1.0 EVALUATION COMMITTEE

An Evaluation Committee has been established representing various departments within the Library and shall convene, review, evaluate, and score all valid and responsive proposals submitted based on the evaluation criteria.

2.0 SELECTION PROCESS

The Library will use the following evaluation steps:

2.1 Compliance

Upon the due date, a preliminary evaluation by the Library may determine whether each received proposal is complete and compliant with all instructions and/or submittal requirements in the RFP. Any incomplete or non-compliant proposals may be rejected and excluded from further consideration.

2.2 Blind Review

Prior to delivery of responses to the Evaluation Committee, the Issuing Office and GFOA will redact identifying Respondent information from Submission Package II. The Evaluation Committee will score these responses based on the criteria in Section IV.3.0 and without knowledge of the specific Respondent.

2.3 Complete Review

The Library will complete evaluation of the remaining sections of the written proposals according to the criteria outlined in Section IV.3.0. This score will be combined with the score on the Blind Review to reach a total score. The Library will then elevate a limited number of Respondents for Software Demonstrations and Interviews (Short-Listed Respondents). If any Short-Listed Respondent is unable to participate in Software Demonstrations and Interviews, or the Library feels it would serve the best interests of the Library, it reserves the right to elevate additional Respondents at a later date.

2.4 Software Demonstrations and Interviews

Short-Listed Respondents will complete software demonstrations and interviews with the Evaluation Committee and other Library SMEs. Short-Listed Respondents will receive demonstration scripts in advance of the demonstrations, with each Respondent having the same amount of time to prepare for the demonstrations. These scripts will highlight the functionality the Evaluation Committee and other Library staff would like to see for each functional area and process and will be substantively the same for each Respondent. Only proposed products may be demonstrated.

Demonstrations will be conducted over 3 weeks, with the first two weeks done remotely. In these weeks, each Short-Listed Respondent will have one full day of demonstrations during the week, with each Short-Listed Respondent demonstrating the same processes.

In the third week, each Short-Listed Respondent is expected to be onsite for their demonstration and interview day.

Following the demonstrations, the Evaluation Committee will score the Short-Listed Respondents and elevate a maximum of two (2) Finalists to Discovery.

2.5 Discovery

Each Finalist may receive a Request for Clarification (RFC) letter to clarify parts of the proposal where the Evaluation Committee may have questions or concerns. Discovery sessions will consist of one or two days of virtual meetings with Finalists to address any questions or concerns and to focus on implementation issues and development of an SOW. The Library expects all key project team members will be available for the Discovery sessions. The Evaluation Committee will score the Finalists and invite the Selected Vendor to begin negotiations.

2.6 Contract Award

Upon successful negotiations, the contract for this RFP will be approved and awarded by the Library Board of Trustees. The Library reserves the right to negotiate price and contract terms and conditions with Respondent determined by the Evaluation Committee in its sole discretion to represent the best value for the Library to provide the requested service. If a mutually beneficial agreement with the highest-ranked Respondent is not reached, the Library reserves the right to enter into contract negotiations with the next highest-ranked Respondent and continue this process until an agreement is reached.

3.0 EVALUATION CRITERIA

The Library reserves the right, based upon its deliberations and in its opinion, to accept or reject any or all responses, or terminate the competitive solicitation process at any time. The Library also reserves the right to waive minor irregularities or variations to the specifications and in the competitive solicitation process.

Respondents will earn a score based on either (1) a raw number (e.g., cost of ownership) or (2) rank-based.

3.1 Blind Review and Written Proposal Evaluation

For the Blind Review and Written Proposal Evaluation, the following scoring criteria will be used. The Library reserves the right to determine the weight assigned to individual criterion.

Criteria		Submission Section(s)
Blind Review		
1	Functional Requirements	§III.2.0
2	Implementation Approach	§III.4.0 – 4.3
3	Technical Requirements	§III.3.0 – 3.3
4	Key Contract Terms	Attachment 4.4
Unblinded Review		
5	Vendor Qualifications	§III.1.0 – 1.2
6	Total Cost of Ownership	§III.5.0

3.2 Software Demonstrations

For the Software Demonstration Evaluation, the following criteria will be used.

Criteria	
1	Implementation Approach
2	Functional Software Demonstration
3	Total Cost of Ownership
4	Technical Requirements
5	Key Contract Terms (Attachment 4.4)
6	Vendor Qualifications

3.3 Discovery

For the Discovery Evaluation, the following criteria will be used.

Criteria	
1	Implementation Approach
2	Software Capabilities
3	Total Cost of Ownership
4	Key Contract Terms (Attachment 4.4)

SECTION V. EQUAL OPPORTUNITY AND DIVERSITY, EQUITY, AND INCLUSION

1.0 EQUAL OPPORTUNITY

The Cleveland Public Library is committed to being a diverse and inclusive workplace, and the Selected Vendor should demonstrate this same commitment through its employment policies. The Selected Vendor shall not discriminate against any person by reason of race, religion, color, sex, age, sexual orientation, disability, political affiliation, national or ethnic origin, or veteran status. Neither the Selected Vendor nor any person on its behalf shall, in any manner, discriminate against or intimidate any employee hired for the performance of work under this contract on account of race, religion, color, sex, age, sexual orientation, disability, political affiliation, national or ethnic origin, or veteran status.

All Respondents responding to this solicitation must complete the Attachment 1.6 – Fair Employment Practices.

2.0 DIVERSITY, EQUITY, AND INCLUSION

It is the intent of the Cleveland Public Library to include diversity, equity, and inclusion in all of its contracting and purchasing activities, and to increase the participation of minority and female businesses in its contracts in alignment with the Library's Diversity, Equity and Inclusion Policy and Supplier Diversity Statement, which are included in the Exhibits List.

Minority Business Enterprises (MBE) and Female Business Enterprises (FBE) are strongly encouraged to respond to this solicitation notice. Provide whether your firm meets the City of Cleveland's definition of Female Business Enterprise or Minority Business Enterprise.

SECTION VI.SOLICITATION TERMS AND CONDITIONS

This solicitation and any subsequent award are further subject to:

1.0 RESPONDENT'S RESPONSIBILITY

Respondents are advised to read the requirements very carefully to ensure that each requirement is understood. If in doubt, develop and submit applicable questions in writing to the contact at the Issuing Office. A Respondent's misinterpretation of requirements shall not relieve the Respondent of the responsibility to address accurately the requirements of the RFP or to perform the Contract, if awarded. The Library will enter into a contractual agreement with the Selected Vendor only. The Selected Vendor shall be solely responsible for all services as required by this RFP. Subcontractors, if any, will be the responsibility of the Selected Vendor and the role of subcontractors must be clearly identified in the proposal. The use of a subcontractor(s) does not relieve the Selected Vendor of liability under a Contract.

2.0 REJECTION OR ACCEPTANCE OF PROPOSALS

The Library reserves the right to: (i) accept or reject any and all proposals, in whole or in part; (ii) waive minor irregularities; and (iii) negotiate in any manner necessary to best serve the interests of the Library. Further, the Library reserves the right to make a whole award, multiple awards, a partial award, or no award at all. Respondents judged by the Evaluation Committee not to be responsible or Respondents whose Proposals are classified as not reasonably susceptible to being selected for award shall be so notified.

3.0 CANCELLATION OF THE RFP

The Library may cancel this RFP, in whole or in part, at any time.

4.0 INCURRED EXPENSES

The Library is not responsible for any expenses that Respondents may incur in preparing and submitting Proposals, preliminary interviews, and/or software demonstrations, if required.

5.0 ALTERNATE SOLUTION PROPOSALS

Respondents may not submit an alternate to the solution given in this RFP.

6.0 TAXES

The Selected Vendor shall be solely responsible for any sales or other taxes imposed upon the compensation. The Library shall provide the Selected Vendor with an appropriate certification of the Library's sales tax exemption upon request.

7.0 RFP RESPONSE MATERIALS

All written materials submitted in response to this RFP become the property of the Library and may be appended to any formal documentation that would further define or expand the contractual relationship between the Library and the Selected Vendor.

8.0 MINORITY AND FEMALE BUSINESS ENTERPRISES

Minority Business Enterprises (MBE) and Female Business Enterprises (FBE) are strongly encouraged to respond to this solicitation notice. Provide whether your firm meets the City of Cleveland's definition of Female Business Enterprise or Minority Business Enterprise (See Section VII.2.0).

9.0 INSURANCE REQUIREMENTS

9.1 Commercial General Liability

Written on an occurrence form, for limits not less than \$1,000,000 for bodily injury and property damage for each occurrence and not less than \$2,000,000 aggregate. Coverage shall include premises and operations liability, blanket contractual, broad form property damage, products and completed operations and personal injury endorsements.

9.2 Workers' Compensation and Employers Liability

Employers Liability coverage is to be carried for a minimum limit of \$1,000,000 each accident/disease and \$1,000,000 aggregate.

9.3 Professional Liability Professional Liability

Insurance in an amount of not less than \$2,000,000 per occurrence, covering the professional work contemplated under this proposal. The coverage shall have an extended reporting period of three (3) years following the date of substantial completion of the work for reporting of claims.

9.4 Privacy/Network/Cyber Liability Insurance

Coverage must include limits not less than \$1,000,000 for any firm providing products or services associated with IT, software, communication, or network.

SECTION VII. EXHIBITS LIST

1.0 POLICY ON DIVERSITY, EQUITY, AND INCLUSION

Cleveland Public Library embraces and supports the diversity of our workforce as well as our community to include differences in race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socioeconomic status, military status, physical or mental ability or disability.

The Library demonstrates its support by:

- Engaging the board, leadership, and staff in ongoing inclusion training, education, and professional development;
- Creating a safe workplace environment in which employees' voices can be included, heard, valued, and treated with respect;
- Developing and implementing programs and services that incorporate the differences that make us a community, ensuring fair and equitable treatment with access to appropriate resources and opportunities; and
- Developing a supplier diversity program that mirrors the patrons we serve.

Supplier Diversity Statement

September 26, 2019

The Cleveland Public Library is committed to developing and implementing standards and procedures to achieve, to the fullest extent possible, the inclusion and utilization of diverse firms in all business and activities of the agency at all levels, including in procurement and all types of contracts, and expect contractors and, as applicable, subcontractors, to have a diverse, equitable and inclusive workforce.

Note: Diversity, equity, and inclusion is defined by the Cleveland Public Library as stated in our DEI Policy:

Cleveland Public Library embraces and supports the diversity of our workforce as well as our community to include differences in race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socioeconomic status, military status, physical or mental ability or disability.

2.0 CITY OF CLEVELAND CODIFIED ORDINANCE SECTION 187.01

CITY OF CLEVELAND CODIFIED ORDINANCE SECTION 187.01

“Female Business Enterprise” or “FBE” means a Business Enterprise owned, operated, and controlled by one (1) or more Females who have fifty- one percent (51%) ownership. The one (1) or more Females must have operational and managerial Control, interest in capital, and earnings commensurate with the percentage of Female ownership. To qualify as a Female Business Enterprise, the Business Enterprise shall be located and doing business in the Cleveland Contracting Market.

“Minority Business Enterprise” or “MBE” means a Business Enterprise owned, operated and controlled by one (1) or more Minority Persons who have at least fifty-one percent (51%) ownership. The Minority Person(s) must have operational and managerial Control, interest in capital, and earnings commensurate with the percentage of ownership. To qualify as a Minority Business Enterprise, the enterprise shall be located and doing business in the Cleveland Contracting Market.