

**City of Madison
Software Evaluation
Improvement Opportunities (Revised)**

#	Type	Critical/ Unique Req	Description	Supporting Evidence	Interview/ Workshop	Impact (1=High, 2=Medium, 3- Low)	Complexity	Categories		
								Cost Reduction	Process Efficiency	Improved Management / Reporting
1	System Capability		Integration of Recruiting paperwork and information between all agencies	Currently Agency has no direct system access to applicant logs	Human Resources					
2	System Capability		Agencies should only have basic access to Applicant Tracking to review screening of applications based on qualifiers not identifiers (race, gender, etc.) (All access is with security roles applied)		Human Resources					
3	System Capability		Ability to track status of applicant (forms completion, etc.) throughout hiring process		Human Resources					
4	System Capability	X	Ability for new hires and/or seasonal workers to begin completion of forms (Application, W2, Certifications) and paperwork electronically before first day/orientation (on boarding processes) - this includes online applications and new hire orientation paperwork.		Human Resources					
5	System Capability	X	Online application for employment should allow the City user to see applicant changes to data or the data as of a specific date/time.	Prior known issues with applicants making updates at a later date or being inconsistent in applications for different City positions	Human Resources					
6	System Capability		Ability to create miscellaneous invoices for outside trainers for training classes		Human Resources					
7	Reporting		Reporting capabilities to detail training class attendance and courses taken by employee		Human Resources					
8	Process/Workflow	X	Electronic requests for re-classification (either the current classification form must match the electronic fields or there must be a comments/notes section for detail)		Human Resources					
9	Process/Workflow	X	Notifications sent /communication to HR improved when budgeted positions are established and when new positions are created.	Currently manual	Human Resources					
10	Reporting		Ability to track and report on types of EAP programs utilized and improvements/results		Human Resources					
11	System Capability	X	Visibility to all Agencies (with appropriate security) of grievance status, disciplinary process/corrective actions, personnel action forms, performance notes, and employee paperwork		Human Resources					
12	System Capability	X	Web-Based Self Service functionality for Employee information changes (integration of workflow in all)		Human Resources					
13	System Capability		Employee Survey Tool for surveying employee opinions		Human Resources					
14	Process/Workflow		Workflow/Approval requirements with electronic signatures		Human Resources					
15	Reporting	X	Web based reporting - General system improvement requirement (standard and user defined reporting tools)		Human Resources					
16	Technical	X	User Security - Ability to set who can view what information based on title and status		Human Resources					
17	Reporting	X	Dashboard functionality - General system improvement requirement, ability to select preferences for receiving notifications (dashboard vs. email)		Human Resources					
18	Technical	X	Auditing capabilities - Change Log of User and Time/Date - General system improvement requirement		Human Resources					

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19	Reporting	X	Ability to export data from all agencies		Human Resources					
20	Process/Workflow	X	Employee Requests to Fill and Employee Change Requests can be made at the Agency level and forwarded to HR electronically		Human Resources					
21	System Capability	X	Employee Data - Tracking and Reporting by: Union Participation, Residency, Seniority, Direct Supervisor, Hour Type, Class Specifications, Fair Labor Status (Exempt/Non-Exempt), Hour Indicator, Employee Disciplinary History, Accidents, Violations, Race (Self-Identification)	Multiple detailed reporting requirements (Leave, Accommodations, Race, Classification)	Human Resources					
22	Reporting	X	Org Chart Creation capability (based upon employee/supervisor relationships defined in data) - Online AND Printable Org Chart Review		Human Resources					
23	Technical	X	Drivers license and Social Security Number validity check - Would need to integrate with external State/Federal systems, would have to have the ability to switch capability on/off for cost reasons.		Human Resources					
24	Document Attachment	X	Employee file with photo image capability		Human Resources					
25	Reporting		Employee ID creation (form/badge)		Human Resources					
26	System Capability	X	Projection/Forecasting of future employee compensation/benefits costs by employee, along with hiring needs for setting budgets (Ability to perform projections based upon: All units, by department, by Union, by classification, by pay group, etc.		Human Resources					
27	Process/Workflow	X	Electronically manage creation and approval workflow for Agency Personnel Action Form		Human Resources					
28	System Capability		Provide for electronic tracking and data associated with Exit Interview for employee terminations, retirement, voluntary leave		Human Resources					
29	System Capability		Electronic exams with score keeping and ability to attach scanned documents	Currently using scantron exams and tracking scores electronically.	Human Resources					
30	System Capability		Effective Date/Auditing capability with snapshots of current/past fields and what was changed on forms		Human Resources					
31	System Capability		Social Security Number should be used as an identifier only is absolutely necessary. EE ID should be used in most cases.		Human Resources					
32	System Capability	X	Auto mail merge and communication letters for all stages of employee lifecycle		Human Resources					
33	System Capability		Scheduling module for interviewing applicants		Human Resources					
34	System Capability	X	Provide online registration and tracking for training classes, which are linked to employee records		Human Resources					
35	System Capability		COBRA processing (@ State level and beyond)		Human Resources					

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36	System Capability		Applicant tracking: When applicants fill out information, Gender, Race, Ethnicity, and Disability should all be separate fields		Human Resources					
37	System Capability		CDL Tracking, Rules, Requirements, alerts built in		Human Resources					
38	System Capability		Detailed reporting for Affirmative Action		Human Resources					
39	System Capability		Educational Incentive Tracking with thresholds and alerts for when qualified.		Human Resources					
40	System Capability		Benefits tracking/reporting at the agency level (including accrual balances)		Payroll					
41	System Capability		Time entry options with integration back and forth to Payroll.		Payroll					
42	System Capability		AWOP entry/calculations to be automatically allocated		Payroll					
43	System Capability		Ability to allocate time to Regular work time and against Work Orders (with integration between the two)		Payroll					
44	System Capability		Comp time calculations and updates in real-time (comp time accruals, comp time taken)		Payroll					
45	System Capability									
46	System Capability	X	Ability to process payroll on multiple time cycles (e.g. Bi-Weekly, Monthly, and Random Manual Payrolls)	Currently the City uses two payroll cycles and the system must be flexible to provide for this.	Payroll					
47	Process/Workflow		Improve ability to provide proper employee information electronically from HR to Payroll when employee file is established		Payroll					
48	System Capability		Ability of system to provide real time changes of employee data		Payroll					
49	System Capability		Ability to have multiple employee search criteria options: e.g. Maiden name, etc. + Query/detail field level searches		Payroll					
50	Process/Workflow		Ability to track and apply changes to classifications, new laws, new regulations so that system accurately reflects current standards. All changes, increases, etc. should have effective dates and audit capabilities.		Payroll					
51	Technical		The use of user defined fields with multiple characters allowed and clear descriptions of codes. The number of user defined fields and the formatting capabilities must be flexible and have report capabilities.		Payroll					
52	System Capability	X	Expanded leave calendar 1) Multiple leave types (FMLA, Vacation, Workers Comp, etc.) 2) Reflects the benefits applied/incorporated 3) Effective dating for Leave/FMLA		Payroll					
53	Reporting		Forecasting capabilities for Leave balance and real time status of current Leave allocation.		Payroll					

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54	Reporting	X	Track/report on employee by 52 week moving period for: Sick Usage, Gross Wages, Hours Worked	Input to State Workers Comp Report	Payroll					
55	System Capability	X	Improve formal electronic tracking of leave within system, which would include electronic request (by employee) and approval (by manager)		Payroll					
56	System Capability	X	Allow for Employee Self Service workflow and access, which includes: -Detailed tracking by Leave type -Real time leave status		Payroll					
57	System Capability	X	Allow for Manager Self Service workflow and access, which includes: -Detailed tracking by Leave type -Real time leave status (of all assigned employees)		Payroll					
58	Reporting		Employee reports with totals: FT, PT, Premium Paid, all pay types, pay rules, workers comp, etc.		Payroll					
59	Process/Workflow		Electronic approvals: Time, Forms, Process/workflows		Payroll					
60	Reporting	X	FMLA - Family Medical leave tracking and reporting. Must support reporting differences between State FMLA (calendar year availability) and Federal FMLA (52 week rolling availability) Return adjustments to include AWOP, over multiple years, calendar vs. work days, effect of longevity, seniority, and steps.	Also noted during Transit Utility session 11/14	Payroll					
61	System Capability	X	Ability to retroactively apply FMLA time		Payroll					
62	Process/Workflow		Workers Compensation process to be improved. More automated and easier integration between City and 3rd Party Administrator in determining final payments. *See current process flows	Due to current labor contracts, there is some manual manipulation required prior to final processing of Workers Comp payments.	Payroll					
63	System Capability	X	Improved system ability to automate payroll processing of Workers Comp claim response from 3rd party administrator and payroll adjustments based upon that response.		Payroll					
64	System Capability		Ability to continue paying employees after termination (Retro Active Pay - Termination effective dating)		Payroll					
65	Reporting		Employee reports with total hours worked and the dollars associated with them		Payroll					
66	System Capability	X	Improve ability to tie Comp time / Overtime to be attached to a specific GL account #. Comp. time earned to be attached to a position at time work was performed AND ability to also charge Comp time as it is earned.		Payroll					
67	Reporting	X	Calculate cash value of compensation and benefits for each employee OR position including Sick Leave Liability (GASB 34).	This can also be a report used for Recruitment Budgeting	Payroll					

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68	Reporting		Payroll to be able to automatically calculate Retro Pay - Applies to employees switching Unions and the ability to track all necessary information for all Union employees qualified for over time. Includes Ability to apply Retro Active Pay to Unions over the effective date period.		Payroll					
69	System Capability	X	Ability to pay employee for 2 different positions/ 2 different rates		Payroll					
70	System Capability		Ability to calculate Out of Class Pay (PREM pay)		Payroll					
71	System Capability	X	Ability to convert employee statuses - For example, a temporary/hourly employee to a permanent employee (or vice versa)		Payroll					
72	Reporting		Clear and understandable pay stub/check and ability to print duplicate		Payroll					
73	System Capability		Employee Scheduling software capability for most departments/agencies	Needs further review, as specifically noted for Fire, Police, Streets as other software packages are currently being used for this.	Payroll					
74	System Capability		Attendance Trend Reporting	More detail needed if included in RFP	Payroll					
75	Reporting		Reporting - Improve ability to Calculate FLSA Overtime automatically and also allow for flexibility in pay based on city ordinances		Payroll					
76	System Capability	X	Ability to calculate Premium Pay	Extensive City Rules and Labor Contracts needs further definition	Payroll					
77	Technical	X	Provide for Data Integration or capabilities of Tele-Staff	Police - Scheduling and Hours tracking system	Payroll					
78	Technical	X	Capabilities of Fire Agency's Access-SQL Server system	Fire	Payroll					
79	Reporting		Detailed totals on employee summaries for reporting (OT paid, etc.)	Water Utility	Payroll					
80	Reporting	X	Improve annual reporting for Retirement System (WRSP) (need to note active employees, dollars, hours)	Note: differing rules for calculation of payroll dollars/hours. Note: Retro pay cannot be included in current year reporting for Retirement Benefits	Payroll					
81	Technical	X	Incorporate Retiree Life Insurance Billing System requirements into new ERP system through AR processing Billings are calculated annually through a manual process and billed quarterly through a misc. AR invoice currently.	Central Payroll	Payroll					
82	System Capability	X	Ability to perform payroll adjustments after employee returns from leave (automatically)	Central Payroll	Payroll					
83	Process/Workflow	X	Improve ability to support electronic Payroll entry processes (various methods) by level and employee type AND allow for supervisor approval through workflow process		Payroll					

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84	Process/Workflow		Auto Holiday time applied based on required holiday leave.		Payroll					
85	Technical		Minimal access to confidential data (SSN)		Payroll					
86	Technical		User Security - Ability to setup user profiles allowing and preventing access		Payroll					
87	Technical		Auditing capabilities		Payroll					
88	Reporting	X	Quarterly reporting of employee information to State (e.g. Unemployment)		Payroll					
89	Reporting	X	Improve ability to run Reports to include multiple years or user defined time span		Payroll					
90	Reporting	X	Sort capability by Payroll code – ad hoc/user level		Payroll					
91	Reporting	X	New hire data reporting		Payroll					
92	Reporting	X	941 Report (different from State unemployment)		Payroll					
93	System Capability		Ability to know whether automatic renewal of a contract is allowed; Tracking of renewal date/type in the contract management database.		Procurement					
94	Reporting		Ability to modify procurement forms/templates from the system	Need to modify address info, Terms & Conditions and other data depending on the contract	Procurement					
95	Technical	X	Ability to email "link" to a transaction within the system to another system user (e.g. send electronic link to a specific PO)	Interest in completing this activity completely within the system vs. exporting data and sending as an attachment to stand alone email	Procurement					
96	Reporting	X	Reporting on spend by vendor regardless of procurement method (LPO, PO, P-Card)	Interest in reporting spend by various criteria (e.g., vendor, commodity type, etc.)	Procurement					
97	System Capability		Ability to identify whether a purchase is sole source		Procurement					
98	Process/Workflow		Incorporate the Limited Purchase Order process into the overall PO process	Currently there is no direct keying of LPO information into the system, and LPOs are not encumbered	Procurement					
99	Process/Workflow		Configurable workflow for purchase approval	e.g. configure by position, dollar value of purchase, etc.	Procurement					
100	System Capability		System inquiry allowing a requestor/buyer to look up the status of purchase		Procurement					
101	Process/Workflow		Workflow for payment approval	e.g. procurement card payment approval	Procurement					
102	Process/Workflow	X	Workflow functionality that provides task or milestone notifications for contracts	e.g. contract start date and expiration date	Procurement					

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103	System Capability		Ability to verify budget authority by the budget element/level required	e.g. may not need to verify authority by individual object code, rather a "parent" level of the budget	Procurement					
104	System Capability		Ability to automate bid notifications to vendors, support electronic submission of response, and notification of award to vendor through web-based Vendor Self Service capabilities.		Procurement					
105	System Capability	X	Cross-agency ability to view City contracts and Purchase Orders (with necessary security)	Currently there is no central contract database and limited access to see PO's from other departments	Procurement					
106	Process/Workflow	X	Improve ability to track Federal/State/Local funding to transactions during procurement to ensure relevant legal criteria are met - Vendor Setup or Purchase Order?	Civil Rights accountability	Procurement					
107	System Capability	X	Maintain necessary history of purchase transactions	e.g. Metro maintains 5-7 years	Procurement					
108	Reporting	X	Data downloading flexibility		Procurement					
109	Reporting	X	Automated and configurable reporting functionality		Procurement					
110	Process/Workflow		Standard contract format cross-agency	Note: Not a system limitation	Procurement					
111	System Capability	X	Vendor self service website to provide ease of doing business with the City; Specifically invoice information		Procurement					
112	System Capability	X	Central vendor master and purchase history database to provide various departments (with appropriate security access) information on other departments purchase history to aid in purchase decisions and negotiations		Procurement					
113	System Capability	X	Ability to track vendor performance data within the ERP system (including rating and specific performance comments)		Procurement					
114	System Capability	X	System allows encumbrance reporting to see budget and actuals prior to invoice payment		Procurement					
115	System Capability	X	Workflow setup is capable of multi-level approvals (with the ability to customize per Agency/Department)		Procurement					
116	System Capability	X	Ability for departments to pre-encumber P-Card purchases which may not charge/ship until at later date. Once the actual charges are downloaded through P-Card, they would need to be encumbered as normal.	For example, many companies do not charge the P-Card until an item is shipped. Therefore, the cost is incurred but does not show up in the P-Card data until later. Difficult to manage to budget if these charges are not tracked anywhere.	Procurement					
117	System Capability	X	Ability to set a "Preferred Vendor" status in ERP to guide Agency purchases		Procurement					
118	System Capability	X	Ability to set a "Preferred Item" status in ERP to guide Agency purchases	For example, a negotiated price may exist. May need to link Item to Commodity Codes to facilitate this.	Procurement					
119	Reporting	X	Exception reporting - Outstanding Requisitions without a PO		Procurement					
120	Reporting	X	Exception reporting - Open Encumbrances		Procurement					

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121	System Capability	X	Ability to email Purchase Order directly to vendor contact		Procurement					
122	System Capability	X	Ability to categorize vendors by goods and services they provide	To assist in agency purchasing	Procurement					
123	Document Attachment	X	Ability to scan vendor invoice and store electronically for both Agency and central Purchasing access		Procurement					
124	Process/Workflow		Ability to verify budget availability and provide automated notification to agency of insufficient funds prior to AP Vouchering	e.g. prior to payment of invoice	Procurement (AP)					
125	System Capability	X	Better integration of P-Card data with the new system - specifically a lower level of transaction detail	Using JP Morgan for P-Card data download	Procurement (AP)					
126	Process/Workflow		Ability to view P-Card purchases more timely	Currently can be up to 2 week lag in viewing transactions in SXD (note that there is more up to date access thru JP Morgan website). Consider more frequent downloads.	Procurement (AP)					
127	System Capability	X	Improve ability for end users to enter P-Card transaction detail into the system (may need to be web-based for Library)	Web necessary due to library connectivity issues	Procurement (AP)					
128	Process/Workflow		Business rule to identify dollar threshold at which a vendor Affirmative Action Plan is required	Civil Rights accountability - \$25k currently?	Procurement (AP)					
129	Process/Workflow	X	Ability to track in Vendor Master for Civil Rights and AP to know whether a Vendor Affirmative Action Plan is on file	Civil Rights accountability	Procurement (AP)					
130	System Capability		Identification of fixed asset at time of procurement		Procurement (AP)					
131	Reporting	X	Configurable reporting on payments	e.g., ability to query by vendor, fund, agency, contracts, etc.	Procurement (AP)					
132	Process/Workflow	X	Verification of legal requirements prior to vendor payment - System ability to set system controls or workflow to flag if vendor is over specific threshold (\$25k) and ability to track insurance, affirmative action, other legal requirements prior to vendor payment.	Civil Rights accountability	Procurement (AP)					
133	System Capability	X	Complete recognition of credits	Currently, credits to a contract do not reflected in the encumbered value in the system	Procurement (AP)					
134	System Capability	X	Inquiry access to chart of accounts/string master at agency level		Procurement (AP)					
135	Process/Workflow	X	Automated trigger to prepare a change order when an invoice is greater than the purchase amount on record		Procurement (AP)					
136	System Capability	X	AP drill down access to purchasing documents/records		Procurement (AP)					
137	Reporting	X	Ability to track and report on retainage by contract		Procurement (AP)					
138	Technical	X	Interoperability between systems/open source	Library will continue to operate separate procurement (Sirsi Dynix) system; however integration between the system and the ERP will be desired if possible	Procurement (AP)					

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139	Reporting		Enhanced drill down/inquiry/look capability	e.g., for journal vouchers	GL / AR / Accounting / Treasury					
140	System Capability		Various period closes	e.g., ability to have a hard close for a period by agency or fund	GL / AR / Accounting / Treasury					
141	System Capability	X	Ability to prevent posting to specific accounts prior to a specified date or fiscal period		GL / AR / Accounting / Treasury					
142	Document Attachment		Document attachment functionality		GL / AR / Accounting / Treasury					
143	Reporting		Ability to print financial statements in the format needed for presentation		GL / AR / Accounting / Treasury					
144	Reporting		Downloads in user-friendly, electronic format		GL / AR / Accounting / Treasury					
145	System Capability	X	More robust cost allocation abilities	e.g., the ability to "reach into" other modules for financial and other data to drive allocation calculation (e.g. assets, number of employees, etc.)	GL / AR / Accounting / Treasury					
146		X	Ability to enter preliminary / what if cost allocations and review results prior to GL posting		GL / AR / Accounting / Treasury					
147	Process/Workflow		Workflow approvals to reduce paper/manual processing	e.g. for journal vouchers, billing authorizations, deposits, etc.	GL / AR / Accounting / Treasury					
148	Reporting		Drag and drop-type functionality for ad hoc reporting		GL / AR / Accounting / Treasury					
149	System Capability	X	Ability to see transactions from other agencies within the system given appropriate security		GL / AR / Accounting / Treasury					
150	Reporting	X	Ability to track and report by different date ranges for grants		GL / AR / Accounting / Treasury					
151	Reporting	X	Ability to accommodate financial statement reporting in multiple formats	e.g. GAAP and PSC regulatory formats such as that required for Water Utility	GL / AR / Accounting / Treasury					
152	Reporting		Robust reporting for Asset Management	Accommodated thru ad hoc reporting - Support for Acquisition, Inventory Reporting, Depreciation Reporting, Transfers, Disposals	GL / AR / Accounting / Treasury					
153	Process/Workflow		Improve processes and central asset tracking through a centralized asset inventory to eliminate agency sub-systems	May require capital asset data cleanup in current systems prior to conversion to new ERP	GL / AR / Accounting / Treasury					
154	System Capability	X	Ability to track asset location in Fixed Assets module		GL / AR / Accounting / Treasury					
155	System Capability	X	Ability to track agency which services asset in Fixed Assets module		GL / AR / Accounting / Treasury					
156	System Capability	X	Ability to enter an asset with a purchase value less than the true replacement value (e.g. donated asset where purchase price is \$0 or \$1)		GL / AR / Accounting / Treasury					
157	System Capability	X	Ability to link multiple funding sources to assets	e.g. for grants	GL / AR / Accounting / Treasury					

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158	System Capability	X	Ability to define Parent-child relationship management for assets (e.g. plow truck = chassis, body, plow)		GL / AR / Accounting / Treasury					
159	Process/Workflow		Workflow improvements in Asset Management area (procurement through disposal)		GL / AR / Accounting / Treasury					
160	System Capability		Depreciation to the grant level and by function or fund	Currently an offline Access DB	GL / AR / Accounting / Treasury					
161	Document Attachment		Robust attachment capabilities for asset records	e.g. ability to include a photograph of the asset	GL / AR / Accounting / Treasury					
162	System Capability	X	Ability for multiple agencies to view records regarding assets when multiple agencies have a relationship with the asset		GL / AR / Accounting / Treasury					
163	System Capability	X	Inclusion of replacement value for individual assets	vs. just historical cost (for risk management purposes) May need to consider methods for calculating replacement cost	GL / AR / Accounting / Treasury					
164	Reporting		Reporting functions for facilitating physical inventory (Report of on-hand inventory or assets)		GL / AR / Accounting / Treasury					
165	System Capability	X	Ability to make adjustments for assets at Year End		GL / AR / Accounting / Treasury					
166	System Capability	X	Ability to link and populate procurement transaction detail in asset records for fixed assets		GL / AR / Accounting / Treasury					
167	Reporting	X	Filters to report on assets by appropriate project, grant, etc.		GL / AR / Accounting / Treasury					
168	System Capability		Integrated cash receipting enterprise-wide		GL / AR / Accounting / Treasury					
169	System Capability	X	Cash receipts entry provides "template" capability - including common account numbers to facilitate efficient data entry		GL / AR / Accounting / Treasury					
170	System Capability	X	Cash receipts module is able to integrate with external City of Madison systems which may perform some cash receipting functions	e.g. Accela, Elite, USI, RecTrac, etc.	GL / AR / Accounting / Treasury					
171	System Capability	X	Software provides for online / web based citizen payment for various types of payments to City	Currently, City has developed MadisonPay.com to facilitate this processing, but open to standard vendor web capabilities for citizen access	GL / AR / Accounting / Treasury					
172	System Capability	X	Ability to process cash receipts for Retiree Life Insurance billings issued by City		GL / AR / Accounting / Treasury					
173	System Capability	X	Ability to process cash receipts for Health Insurance (if employee status requires employee payment) issued by City		GL / AR / Accounting / Treasury					
174	System Capability	X	Inclusion of a debt module - 1) ability to allocate debt to capital projects		GL / AR / Accounting / Treasury					
175	System Capability	X	Inclusion of a debt module - 2) Calculation of debt payment schedule		GL / AR / Accounting / Treasury					

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176	System Capability	X	Inclusion of a debt module - 3) Integration to AP for debt payments		GL / AR / Accounting / Treasury					
177	System Capability	X	More seamless integration with bank systems for transmission and receipt of files	Currently manual	GL / AR / Accounting / Treasury					
178	Document Attachment		Need the ability to attach documents and link to other source information when analyzing and reporting grant data		GL / AR / Accounting / Treasury					
179	Technical		Need to maintain an audit trail of the history of individual grant activity		GL / AR / Accounting / Treasury					
180	System Capability		Need grant tracking ability and the ability to assign related grant information (including specific grant numbers) as well as report on all of this information within the system	Tracking of most detailed Grant related information is done manually or via Excel today.	GL / AR / Accounting / Treasury					
181	System Capability		Need the ability to incorporate the performance period in grant data (i.e. to acknowledge the grant life when different from the fiscal or calendar year)		GL / AR / Accounting / Treasury					
182	Reporting		Need robust grant reporting functionalities for financial and program information		GL / AR / Accounting / Treasury					
183	System Capability	X	Ability to support recurring invoice processing (related to contracts) within the system		GL / AR / Accounting / Treasury					
184	Process/Workflow		Incorporate process workflow for approvals for Interdepartmental Billings		GL / AR / Accounting / Treasury					
185	Process/Workflow		Desire to automate invoicing for elevator inspections	~1700 invoices/year	GL / AR / Accounting / Treasury					
186	Process/Workflow		Incorporate process workflow for approvals of miscellaneous Agency billings. Agency would key in billing data/authorization, then approved by A/R and invoice processed.		GL / AR / Accounting / Treasury					
187	Process/Workflow	X	Budget controls to automate notification of exhausted funds within set date parameters with the ability to set budget controls at various levels (account, department, etc.)		Budget					
188	System Capability	X	Ability to produce Proforma and "what if" budget scenarios enterprise-wide. Upon performing a scenario, the ability to load as a new budget iteration.		Budget					
189	Reporting		User-friendly and flexible report writer	e.g. pivot-table like functionality	Budget					
190	Reporting		Ability to report information in different formats	e.g. when budget data need to be reported differently to different agencies	Budget					
191	Reporting	X	Ability to incorporate fund beginning and ending balances into budget reporting. Applies to General Fund and various other funds across all accounts.		Budget					
192	System Capability		Ability to show carry-over funds in budget.	Typically related to grants and non-lapsing funds carrying over multiple fiscal years.	Budget					
193	Reporting		Consider changes to the budget format currently presented	Discussed fact that City stakeholders should not expect the Budget document to look exactly the same as current	Budget					
194	Training		System training and tutorial to assist in managing staff turnover/learning curve	General system request (not specific to budgeting) - e.g. documentation, on-line help features	Budget					

**City of Madison
Software Evaluation
Improvement Opportunities (Revised)**

#	Type	Critical/ Unique Req	Description	Supporting Evidence	Interview/ Workshop	Impact (1=High, 2=Medium, 3- Low)	Complexity	Categories		
								Cost Reduction	Process Efficiency	Improved Management / Reporting
195	Document Attachment		Ability to attach documents in new ERP system		Budget					
196	Document Attachment		Integration between new ERP system and current document management system		Budget					
197	System Capability	X	Functionality to note/comment in the system why budget changes were made through budget iterations	Comments may include informal comments/budgeting assumptions or more formal comments related to budget amendments - Focus on Discrete Decision Items	Budget					
198	Reporting		Incorporate performance metrics into budget process	Desire to incorporate both quantitative metric along with some narrative/background, ultimately to measure service delivery impact.	Budget					
199	System Capability		System integration to pre-populate/retrieve budget input data: positions, actuals, projections, functional area data	to avoid printing and re-entry of this information as is done currently	Budget					
200	Reporting		Consistent classifications and level of detail between budget and GL	Expected to be accomplished through COA mapping and design	Budget					
201	System Capability		Ability to easily extract system information into tools like Excel and Access		Budget					
202	System Capability		Ability to import budget related data into system from Excel for complex budget development	Expect this to possibly apply to budget sub-level detail (e.g. capital project detail or line item detail) which may not be displayed in budget documents.	Budget					
203	System Capability		Ability to project salary and benefits for individual employees and aggregate the projections by agency		Budget					
204	System Capability		Ability to capture actual salary and benefit data for individual employees and aggregate the actuals by agency		Budget					
205	Reporting	X	Ability to design layout and print one comprehensive budget document using a desktop publishing like tool. Budget document would need to include narratives, financial budgeting data (tables/charts), etc.	Currently it is necessary to produce and print the budget document in multiple sections comprising 40+ files/tabs/spreadsheets WS#2 - Additional note that this functionality would be desired for: - Budget Briefing Documents - Budget Document Publication - Budget Amendment Documents	Budget					
206	Technical		Robust query ability	e.g. to easily query enterprise-wide travel expenditures for a period	Budget					
207	Technical	X	Improved audit trail of changes to budget iterations and identify the change author and date	e.g. identify the changes and change author from request stage, to Executive budget , through adoption and amendments	Budget					
208	Process/Workflow	X	Integrate with County budgeting process for Health	Unique need for Health Department Team discussed in WS#2 and this is City of Madison budget input data that could be manually entered (as today) or imported via Excel tool into a known format.	Budget					

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Software Evaluation
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								Cost Reduction	Process Efficiency	Improved Management / Reporting
209	Reporting	X	Improved ease of gathering information needed for single audit	Typical reporting information would need to include beginning balances, receipts, expenses, ending balances	Budget					
210	Process/Workflow	X	Workflow integration between Budget and HR to ensure authorization for new positions	Currently a manual communication process	Budget					
211	Process/Workflow		Operationalize the budget	e.g. Linkage with ordinance changes to determine budget impacts Discussed in WS#2 that Legistar integration is not feasible and will likely continue to be manual process from a system perspective.	Budget					
212	Reporting		Ability to do federal reporting	Need further detail - May be related to Metro / Grant Reporting / CDBG	Budget					
213	Reporting	X	Ability to produce a separate budget for each fund with separate time periods specified.	Currently there are approximately 200 funds	Budget					
214	System Capability	X	Ability to project City revenues for budgeting process: investment income, loan repayment, TIF, 5-year fund condition, Lease payments received, Impact Fees, etc.		Budget					
215	System Capability	X	Budget module in ERP which supports collaborative budget development and review from many users		Budget					
216	System Capability	X	HR ability to integrate Position Tracking for budgeting purposes		Budget					
217	System Capability	X	Ability to support multiple budget types (or ID's) in the system for analysis and projections	Examples for this need may include Metro or Water Utility which want the budget broken down or view differently.	Budget					
218	System Capability	X	Ability to support multiple budget iterations/phases in the system, with the ability to "lock" in an iteration/phase at a specific point in time to prevent changes.		Budget					
219	System Capability	X	Improved ability to manage Budget Amendment Process - Ability to record a proposed budget amendment in ERP, print a formatted report/summary, utilize Workflow approval/deny. Once a Budget Amendment is approved, the system would automatically update the budget.		Budget					
220	System Capability	X	Ability to track Grant related data within the new system: - Grant dollars - CFDA# - Awarding Agency - Secondary Agency - Award # - Contract # - Effective Dates (Beginning / Ending)		Budget					
221	System Capability	X	Ability to change the Ending Date on Grants		Budget					
222	System Capability	X	System alert to identify when the grant funding for a position is lapsing due to a mid-fiscal year ending date.		Budget					
223	System Capability	X	Mass change or update capabilities within the system - related to budget changes or funding changes.		Budget					

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								Cost Reduction	Process Efficiency	Improved Management / Reporting
224	System Capability	X	Integrated spell checking within the ERP system or reporting tools	Improvement specific to narratives and other text in budget related documents, which extends review time and effort	Budget					
225	System Capability		User-defined fields for employee and payroll data that may not be standardized across City agencies	Specific employee data elements are needed for transit, e.g. seniority ranking, which affects how scheduling occurs. Currently accommodated through Access/Excel database.	Utilities - Transit					
226	Process/Workflow		Consider financial hard close on monthly basis to prevent posting to a prior closed period	Transit has challenge to close a month due to late posting of items such as interdepartmental billings, Dane County postage and printing charges, and utility charges	Utilities - Transit					
227	System Capability	X	Record of detailed procurement data from P-card purchases prior to receipt of the P-Card statement	Transit currently maintains a separate database of P-Card purchases to document the specific details of P-Card purchases because there is often no receipt (e.g., if a phone purchase) and P-Card statements aggregate the total by vendor (e.g., would see Vendor ABC with total of \$X, vs. # and price of each item composing the total)	Utilities - Transit					
228	System Capability	X	Ability to split a P-Card transaction to multiple GL accounts		Utilities - Transit					
229	System Capability	X	Identification of individual funding sources for grant-related purchases that are fixed assets	Also will impact depreciation (by funding source)	Utilities - Transit					
230	System Capability	X	Improve processes and supporting Self-service for customers for sales and inventory management of Metro Cards for "outlet" card sales	Desire to grant outlet retailers (~96 outlets) of transit tickets controlled access to the system to manage their ticket inventories - Self Service Ticket Inventory - Ticket # (like serial number) Tracking - Setup of Recurring AR Invoice for billing - Ability to track sales by Outlet (Customer) and Type of Pass	Utilities - Transit					
231	Reporting		Real time leave/vacation balance data available to employees and managers	Employees not have access to the balance as of the last payroll check only (additional leave may have been used in the interim)	Utilities - Transit					
232	System Capability	X	Self-service employee time entry that accommodates complex work/payroll rules and links to scheduling tools	Future Vision: - Admin/Mgmt Staff to use ERP time entry (~50 employees) - Drivers/Fixed Route to use Trapeze w/ future integration to ERP (~350 employees) Note: Transit drivers have complex union contracts, with payroll impacts based on scheduling; this information is currently tracked in a separate database by Transit.	Utilities - Transit					
233	Reporting	X	Transit uses methods to allow accrual of vacation time. Other departments may grant vacation time in lump sum at beginning of the year. System should be flexible to accommodate both methods.	Transit employees accrue vacation time; therefore, it is necessary to access real time data when allocating leaves for the coming year.	Utilities - Transit					
234	Reporting		Ad hoc reporting with relational tables and real time data		Utilities - Transit					

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								Cost Reduction	Process Efficiency	Improved Management / Reporting
235	Reporting		Provide improved ability for annual Vacation Pick process through reporting or other system enabled processes	Currently manual process Future ERP Report was noted to provide for this to include data: Base Employee Data, Seniority Data, Vacation Balance Data	Utilities - Transit					
236	Technical		Consider integration of employee data to Transit Master software to eliminate duplication of employee setup in multiple systems		Utilities - Transit					
237	System Capability		Improve ability to track and report on Absent with out Pay (AWOP) in City systems.	Reporting is based upon a rolling 12 month period. Ideally, a workflow could trigger a disciplinary action within the ERP HR module for the specific employee. TBD for Transit if employee time tracking will originate in Trapeze software.	Utilities - Transit					
238	System Capability		Ability to cue an agency (Transit) through a workflow or other method for a replacement asset purchase based upon dates in system		Utilities - Transit					
239	Technical		Improve cash reconciliation accuracy between the GFI Fare Box and the deposit. Currently this is a technical limitation with the fare box.	Note: Fare box improvements included in future Capital Budget.	Utilities - Transit					
240	Technical		Improved integration through a common ERP system to allow the City access to ledger and financial activity for Water Utility	City does not currently have direct access as a separate general ledger is used by the Water Utility (MS Dynamics SL)	Utilities - Water/Storm/Sewer					
241	Reporting		Ability to produce financial statements which meet PSC reporting needs	Expected to be accomplished through COA mapping and design	Utilities - Water/Storm/Sewer					
242	Technical	X	Seamless integration between Utility Billing and GL	Currently the data is shared through a manual upload	Utilities - Water/Storm/Sewer					
243	Technical	X	Integration between job costing and payroll	Currently duplicate time entries are required - one to support Job Cost data, another for Payroll (Accela vs. ERP)	Utilities - Water/Storm/Sewer					
244	Technical	X	Integration with Accela and GL - potentially for inventory management	Unsure how Accela will be utilized for general inventory management functions vs. ERP 11/14 - Noted Accela was provided ~700 item master files for Water Utility and noted as too many. Unsure on final scope of inventory management between ERP and Accela.	Utilities - Water/Storm/Sewer					
245	Reporting		Consolidated financial reporting to eliminate manual JV's through GL currently		Utilities - Water/Storm/Sewer					
246	Reporting	X	Accommodate PSC reporting needs through chart of accounts string		Utilities - Water/Storm/Sewer					
247	System Capability	X	Flexibility in calculating depreciation: by asset class, different methods, individual assets	System needs to allow for differentiation by Asset Class and Inventory Segment to allow correct depreciation calculations - Contributed by Developer - Financed by Utility Currently done manually today using an aggregate allocation.	Utilities - Water/Storm/Sewer					

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								Cost Reduction	Process Efficiency	Improved Management / Reporting
248	System Capability	X	Capability for the Utility billing software to accommodate both premise-based (current regulation which allows assignment to tax bill) and customer-based (future?)	Only applies if Utility Billing software functionality is in scope; Currently handled by CIS Infinity	Utilities - Water/Storm/Sewer					
249	System Capability	X	Storm water credit entry - not efficient entry into current systems	May be a possible improvement in efficiency if an integrated ERP/Utility Billing solution is implemented	Utilities - Water/Storm/Sewer					
250	System Capability	X	Integrated system ability to perform financial projections to analyze reserves and impact on utility rates. Projections would need to include: - Depreciation - Equipment/Plant replacement assumptions - Fixed Costs - Variable Costs (based on budget/assumptions)	Water Utility has previously purchased Springsted Inc Excel financial modeling/planning software to meet some of these needs as a standalone system	Utilities - Water/Storm/Sewer					
251	System Capability	X	If an integrated Utility Billing system is considered, it will need to be able to accommodate the following billing types: 1) Water - Based on Consumption; Based on Meter Size 2) Sewer - Based on Water Consumption; Based on Flat Charge; Surcharge Billing; Special Billing; Based on Deduction Meter (e.g. irrigation) 3) Public Fire Protection - Based on Meter Size 4) Storm Water - Base Charge + Adjustments for Land Attributes; Exception Charges (\$ or %) for Additional Charges/Credits 5) Landfill Remediation - Based on Meter Size 6) Private Fire Protection - Based on size of service (pipe)	Possible Future Additions to "Municipal Services Bill" may include: - Street Utility - Refuse/Recycling - Environmental Fee	Utilities - Water/Storm/Sewer					

Improvement Opportunities
Definitions of High / Medium / Low

Business Impact (Net Benefit / Cost Savings)

High	- Drives significant bottom line improvement
Medium	- Some bottom line improvement
Low	- Little to no bottom line improvement

Complexity of Implementation

	Process	People	Technology
High	- Significant process redesign required - Significant capital investments required	- Cultural change from the status quo - Additional resources to manage initiative change may be required - Significant training requirements for production staff	- Significant system modifications/interfaces required
Medium	- Some process redesign required - Some capital investments may be required	- Additional cross training required - Additional training requirements for production staff required	- Some system modifications required
Low	- Minimal process redesign required	- Some realignment of current resources may be required	- Use of manual systems / desktop software only