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March 30, 2017

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<b>Invitation to Negotiate No.</b>	17-17-MH
<b>Entitled:</b>	<b>University Budgeting System</b>
<b>Opening Date:</b>	April 25, 2017 at 3:00 p.m.

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### **Addendum No. 1**

**Review the following changes/additions/clarifications to Invitation to Negotiate (ITN) No. 17-17-MH University Budgeting System to be addressed in submitted proposals:**

Below are the vendor questions USF received for ITN 17-17-MH, USF's responses are in red.

Note: **Please note receipt of this addendum by signing and returning with your proposal response**

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Authorized Signature & Date

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Print Name

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Company Name

### Vendor Question for ITN 17-17-MH University Budgeting System

1. Names of all vendors who provided information for RFI # 17-10-GC?

We received responses from nine companies, here is a list;

Anaplan, e-Capital Advisors/IBM Corp., Phenom Higher Education, Deloitte Consulting, Labyrinth Solutions, Inc., Oracle America, Inc., Questica, Inc., Kaufman, Hall & Associates, LLC, McLain Decision Support Systems.

2. Has the University secured funding for this effort; and if so, are you able to indicate which source(s) may be used?

USF Resource Management and Analysis has received approval to consider options for enhancing support for its budgeting process, especially in support of its recent move to RCM. Final budget approval will be given when the approved vendor is finalized.

3. Whether companies from Outside USA can apply for this?

(like, from India or Canada)

Any qualified company may submit a proposal for consideration.

4. Whether we need to come over there for meetings?

It is not necessary if you feel that the information provided addresses all of the requirements and puts your product in the best position and clarity possible. However, a future visit may be requested if the decision requires further scrutiny by the university involving face-to-face contact.

5. Can we perform the tasks (related to RFP) outside USA? Yes.

(like, from India or Canada)

6. Can we submit the proposals via email?

No, email and or faxed submissions are not acceptable. All vendors must submit their proposals as per instructions in ITN 17-17-MH re. Section II, item 1 "Opening Note to Vendors".

- On Page 7, #13. Qualification of Vendors:

- **Context:** Pre-Award Evaluation: To be considered for award, the entity bidding this project shall:  
A] have been regularly engaged in this type of business for a minimum of five (5) years from the opening date of this Invitation to Negotiate; B] be licensed to do business in the State of Florida; and, C] have a license in good standing at the time of the bid opening and such license shall have been active for the past five (5) consecutive years with written evidence given ensuring that license is held in the name of the principal or major stockholder of the bidding contractor.

7. Question: To clarify, is the vendor specifically required to have a Florida license active for the last 5 consecutive years? Or is it just the combination of (A) a Florida license in good standing and (B) a license in good standing from any state that has been active for the past 5 consecutive years.

- **Example:** We have a license in Florida effective as of March 31<sup>st</sup>, 2016 **AND** we have been incorporated as an entity engaged in this type of business since 2001 (see articles of incorporation)

All vendors must have all the licensing that the state of Florida requires for scope of work described in the ITN specifications. Vendors must have been in business for at least five years from the date that this ITN was issued whether they are in-state or out-of-state vendors.

- On Page 16, I. Purpose & Section III. 1c:

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- **Context:** The vendor must have successfully integrated their product with PeopleSoft Financials and HCM as well as Ellucian Banner in a prior implementation” ...“Have proven success integrating with PeopleSoft Financials and HCM, and Ellucian Banner systems using MuleSoft for data integrations.”

8. Question: Is it USF’s requirement that the vendor must have successfully integrated the vendor’s solution with all three source systems (PSFT Financials, PSFT HCM, Ellucian Banner) all using Mulesoft for data integrations, or just Ellucian Banner using Mulesoft ? Is it an acceptable alternative if the vendor’s solution has robust data integration capabilities with PSFT modules and Ellucian Banner out of the box?

**Preference will be given to vendors who support integrations with MuleSoft.**

9. On Page 19, Minority Vendor & Via P-Card Certification:

**Question:** Are all bidding vendors required to accept payment via P-Card or is there an alternative solution if needed?

**No, there are alternative payment options.**

10. On Page 25, Part 3-Purchase Order and Payment Preferences:

**Question:** Is there an email delivery option for PO’s?

**Yes, PO’s can be emailed.**

**Business Discovery Questions:**

**User Classification:**

11. Of the 30-50 users accessing the system (from RFI Q&A, advise if changed), identify approximately how many users for each category below:

Admin (*modeler, developer, administrator*) **5-10**

Planner (*end user read and write data*) **15-20**

Explorer (*end user read only*) **10-20**

**Scope/Needs Assessment:**

12. What budgeting areas are you looking to automate? (Compensation, Expenses, Revenue, tuition planning, capex, others?) **All.**

13. What are the various components that are included in the completed budget? **Revenue, Expense, capital and statistics such as headcount.**

14. What is the level of complexity of each of the budget components? (high, medium, low) **Medium to high.**

15. What kind of reports and how many are needed to support the budgeting process? **Budget to actual, forecast to budget, forecast to actual and all variations within each.**

16. Is there a requirement for narrative reporting? **Yes.**

17. Is there any desire to review the current state and any potential process improvements? **Yes, but not the primary purpose of this solicitation.**

18. Does the new system include academic units only, including the School of Medicine, or will it also include clinical healthcare units? **Phase one excludes Health units (including Medicine) but subsequent phases will include.**

19. How many unique budget collection templates are needed? **One for each campus (4) and for each funding source (varies, but includes state funding, auxiliaries, foundation, grants, Indirects, and concessions)**

**Delivery Expectations:**

20. Do you foresee assigning a full-time application admin throughout this project? **Yes.**

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21. Do you have a PMO? If so, is there a required standard project management methodology you require for delivery of this project? **Yes we have a PMO, USF IT follows an Agile methodology for project management.**
22. Are you expecting to follow a standard internal testing process for this project? If so, can you please provide an overview on those? **TBD.**
23. Do you require the use of any specialist testing tracking tools that would need to be leveraged during project testing phases? **TBD.**
24. Do you anticipate the need for training services? What extent (admins, developers, end users)? **Train the trainer is in our best interest as well as online tutorials.**
25. What internal evaluation process is expected to be performed before putting this new solution into production (i.e. how many months of parallel)? **One semester would be optimal.**
26. Where will the client team be located? **Tampa.**
27. Would you like us to provide and plan for some short-term post production support for your team on successful completion of the solution? **Yes.**

Oracle works with several partners listed on the ITN distribution for the Implementation Services. To that end would USF prefer:

28. Oracle select one preferred vendor and submit one proposal, or  
Oracle submit separate, multiple proposals with each vendor.

**These issues are not for USF to decide, this is completely up to each individual potential vendor to decide whether they will submit a proposal. USF will consider all qualified proposals we receive.**

29. Q. Is the University open to solutions with proven integration using native integration capabilities without requiring Mulesoft?

**Preference will be given to vendors who support integrations with MuleSoft.**

30. Q. On page 16, under ITN System Specifications and Requirements; Item 2.f. identifies that the preferred system parameters 'Have a consistent interface across the functions of budgeting, forecasting, and analysis to manage a complex planning and budgeting process. Also, item 2.g identifies that the preferred system parameters 'Have an Excel look and feel and leverage a Microsoft Office-based interface to lower the learning curve of users.' Please confirm if an excel look and feel is preferred for data entry and reporting functions and an easy-to-use web-based interface is acceptable for other functions?

**Yes.**

31. Q. On page 16 under ITN System Specifications and Requirements, item 1.f. identifies that 'Updates to the system take place in real time'. Please confirm that this refers to data entered directly into the system and that batch extract and load from external systems is permissible? **Yes.**

32. Please describe the user ecosystem including the number of users by role (i.e. Business Administrator, Power User, Budget Manager, Report Viewer) and by functional level:

- a. Profit Centers, i.e. Divisions/Colleges?

**50-100 including all campuses.**

- b. Cost Center, i.e. departments?

**150-250.**

33. What are the primary goals of the project? What are the key areas that are driving the University to issue the RFP? **A lack of integrated budgeting and forecasting and the ability to provide systematic forecasts and**

**budget scenarios. Also, support for Responsibility Center Management for cost allocations, what-if scenario support and revenue allocation.**

34. What solution is used today for the budgeting/forecasting/planning/reporting process? If it is Excel, what percentage of the templates and reports that are envisioned to be in the solution are in Excel today? **90%.**
35. Is forecasting performed today? If so, at what frequency and are the same number of users involved as in the budgeting process? **Not in an optimal, systematic fashion. Therefore, it is highly desirable for revenue and expense forecasting. 30-50 users.**
36. Please describe the IT infrastructure today, including the systems and the data contained in each system which is used in the budgeting/forecasting/reporting process?  
**GL = PeopleSoft Financials, HRMS = PeopleSoft HRMS, Student Info System = Ellucian Banner.**
37. Is there a data warehouse today? If so, will all the data come from the data warehouse as opposed to all the systems individually? **TBD.**
38. Please outline the GL string components/classification the University uses. (e.g. First segment is account number, the second segment is fund, the third segment is department, etc.) **Business Unit(5)/Operating Unit(3)/Fund(5)/Department(6)/Product(6)/Initiative(7)/Account(5)**
39. What level of Fund budgeting is currently in place? Does USF need to budget all funds, or mainly General and Auxiliary funds, for example? **Initially General and Auxiliary, but ultimately all funds will be under this budget solution.**
40. Will the management of endowment planning and budgeting be part of the solution? If so, is a separate P&L, balance sheets and cash flows prepared for each endowment/fund? **It is a separate P&L and entity today and would be considered part of this budgeting solution in a latter phase.**
41. Will Position Budgeting/Workforce Planning be a part of the solution? If so, will the data come from HCM or another system? **Yes, from HCM.**
42. How does USF currently budget for and manage fixed capital expenditures? Does USF anticipate requiring a capital budgeting module as part of the solution? **We will consider a capital budgeting module but it is not part of the primary requirements.**
43. Are you able to provide templates that used today for budgeting, forecasting, and planning, as well as the output reports? **Yes.**
44. What are the position names and skills of the University Staff that the University has planned to make available on this project through the implementation period? What will their availability be through this period as an FTE percentage for each of the major functionality areas? (e.g. Project Manager (1 FTE), Subject Matter Expert – Budgeting (0.5 FTE), etc. . . **Exec Director-Budgeting, (Subject matter Expert-Budgeting 0.5FTE), Sr. ERP Analyst (Project Manager- 0.5 FTE).**
45. Is there a requirement to import historical budgeting information into the budgeting system? If so, how many years of data would be imported? From what system(s)? **Yes, number of years 6 (i.e., current year plus 5 previous), PeopleSoft.**

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46. Are there requirements to integrate with the existing Financial, HR or other systems to exchange budget, planning or cost data? **Yes, to/from PeopleSoft and EllicianBanner.**
47. Does the University plan to implement metadata integration between your Hyperion Planning solution and any other data source or other Hyperion solutions? **N/A.**
48. When processing data, are there unique or complex mapping translation tables that need to be created? (i.e. many ledger accounts to one Hyperion account, numerous ledgers with different mapping, etc.) **N/A.**
49. Does *the University* have Data Processing procedures that require unique business rules or other Customization? (i.e. allocations, eliminations, etc.) **Yes.**
50. How many reports are expected? **TBD.**
51. What are the primary financial statement reporting requirements? **For revenue-producing centers, a P&L and Balance Sheet, including budget to actual and various forecasts. For Cost Centers, an expenditure detail as well as budget to actual and various forecasts**
52. Does *the University* have a financial book (hard copy) that contains the type of reports required? **No.**
53. Besides analyzing data via reporting tools, what other procedures will web end-users require? **Not known.**
54. What are the weaknesses of the current planning system? What are the most critical issues today?
- |                                   |          |                                 |          |
|-----------------------------------|----------|---------------------------------|----------|
| Time consuming?                   | ___      | No top-down target setting?     | __X__    |
| Lack of web data entry/reporting? | <u>X</u> | Lack of Mgt. reporting?         | <u>X</u> |
| Not user-friendly?                | ___      | No control over STD rates?      | ___      |
| Difficult to do what-ifs?         | ___      | Interfacing with other systems? | <u>X</u> |
| No visibility into assumptions?   | <u>X</u> | No Process Control?             | <u>X</u> |
| No bottom-up rolling fasts?       | <u>X</u> | Formulas/macros difficult?      | <u>X</u> |
| Budget cycle too long?            | ___      | Lack of dimensionality?         | ___      |
55. What is the anticipated number of drivers in the model? (driver-based planning) **This will be developed within the application based on scenarios.**
56. What are the account dimension requirements (primary hierarchy, reporting requirements, alternate roll-ups, allocation accounts)? **There are a number of cross references that will need to be made between financial data, academic data and manpower data.**
57. What are the entity dimension requirements (primary hierarchy, reporting requirements, attributes, relation to workflow)? **There are a number of cross references that will need to be made between financial data, academic data and manpower data.**
58. What scenarios are required in the application (budget, forecast, actual)? What are the start and end dates and variances for each? **Three budget scenarios (Low, medium, High), three forecast scenarios, Actual. FY is July 1 through June 30. Budgets begin July 1. Forecast scenarios would start Oct 1. Monthly, Quarterly and Semester based reporting.**

59. How many calculations are expected? **TBD.**
60. How many allocations are expected? What are the drivers? (Batch or On-Demand) **TBD.**
61. What are the expected driver-based calculations? **TBD.**
62. In reference to item 13. Pre-Award Evaluation: To be considered for award, the entity bidding this project shall: A] have been regularly engaged in this type of business for a minimum of five (5) years from the opening date of this Invitation to Negotiate; B] be licensed to do business in the State of Florida; and, C] have a license in good standing at the time of the bid opening and such license shall have been active for the past five (5) consecutive years with written evidence given ensuring that license is held in the name of the principal or major stockholder of the bidding contractor: Does section C] strictly mean the vendor must have had a license to do business specifically in the State of Florida for the past five years or have been in operations (elsewhere) with a valid business license for the past five years (less than five in Florida)?

**All vendors must have all the licensing that the state of Florida requires for scope of work described in the ITN specifications. Vendors must have been in business for at least five years from the date that this ITN was issued whether they are in-state or out-of-state vendors.**

63. Can you describe how many licenses (users) are required for each module, as below:
- A. How many **Capital** budgeting user licenses are required? **Up to 10.**
  - B. How many **Operating** budgeting user licenses are required? **Between 15-25.**
  - C. How many **Salary/Position** budgeting user licenses are required? **Between 20-30.**
  - D. How many **Performance (KPI's)** Measures user licenses are required? **Between 10-20.**
64. Do department managers (or the equivalent) manage all budgeting data for each position's costs (salary, wages, benefits, etc.) within their department? Or alternatively, is the salary & benefit budgeting done by a smaller group (maybe within Finance or HR) on behalf of the departmental users? If the latter, how many individuals (users) would need access to the salary and benefit data for all staff?
- The latter. Approximately 20 users would need access for all staff.**
65. For the majority of positions, are staffing costs calculated based on Steps and Grades (a matrix or grid)? If not, can you explain how position costs are calculated?
- Yes, based on steps and grades.**
66. In reference to item III.1.c. Have proven success integrating with PeopleSoft Financials and HCM, and Ellucian Banner systems using MuleSoft for data integrations: We have proven successfully integrating with PeopleSoft Financials and HCM, and Ellucian Banner systems, but typically use our own data integration tool. Our ETL (Extract Transform Load) tool has been proven in over 400 existing customer integrations. Is use of the MuleSoft tool mandatory? If so, are vendors expected to have expert knowledge of the MuleSoft tool, or will the University provide this?
- Preference will be given to vendors who support integrations with MuleSoft. USF has MuleSoft expertise on staff.**
67. In reference to item III.2.h. A robust cloud based solution is strongly preferred: We offer multiple deployment options. Should we include details and pricing only for cloud based or all? **Cloud based is preferred, other solution options can be included.**
68. If your preference is to have an off-site hosted or SaaS service, are there any requirements for the hosting site? **Cloud Solution is preferred per the ITN.**

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69. Has a budget been set aside for this project? If so, how much? **The budget for this project has been approved in a range based on prices determined from a recent Request for Information (RFI). The amount approved should be sufficient for the solutions requested.**
70. Does the University want a Commercial off the shelf (COTS) solution, or a custom-built tool? **COTS.**
71. During the implementation process, how many years of historical data does the University wish to convert from the existing solution into the new solution? **The current thinking is that 6 years would be sufficient. This may be adjusted based on the cost and complexities associated with the data capture.**
72. Please specify the number of people to be trained initially for budgeting. **We would like the option of 'Train the Trainers' and access to online tutorials. But if all have to be directly trained, the number ranges from 30-50 users.**
73. Do you want training to be performed onsite or done remotely? Remote (internet conferencing) is becoming more common and is more economical. **Remote is acceptable.**
74. For the Professional Services component of the bid, are you requesting a 'fixed price' or time & material? **Prefer a fixed price contract.**
75. We have a few questions. First, given that we received the RFP on 3/21/17, and we typically have a team of people review the RFP prior to submitting questions, are you willing to extend the deadline for submitting questions?  
**We are not willing to extend the deadline at this time.**

That being said, I have personally reviewed the RFP and have the following questions:

76. On page 16 of the RFP, I – Purpose – you state. “The vendor must have successfully integrated their product with PeopleSoft Financials and HCM as well as Ellucian Banner in a prior implementation.” As of this point in time, we have integrated Tagetik with PeopleSoft Financials and HCM, but not Ellucian Banner. Will that disqualify us? There is no technical limitation for us doing that, but we do not have evidence of doing it. If that is the case, we will not respond. **The primary integration will be from PeopleSoft Financials. The data requirements from Banner are secondary. Therefore, your lack of prior experience with Ellucian Banner integrations would NOT disqualify you from consideration.**
77. In general, your RFP requirements are extremely high level. This leads me to believe that you already have a preferred vendor in mind. A requirement such as “Be able to handle various types of forecasting scenarios” can be satisfied by anyone/everyone in this marketplace. The details are really what matters.....  
You are requesting detailed pricing information on page 17 as it relates to implementation costs?  
  
We cannot accurately estimate the implementation costs given this high level requirements information. Would you be willing to coordinate a minimum 90 minute conference call with myself and one of our project managers so that we can better understand your specific requirements? If this is not possible, we will not respond....  
  
**At this point in the solicitation process USF is not permitted to meet with any prospective vendors ex parte, we need to maintain an equal and level playing field.**
78. How many individual users do you anticipate will be accessing the system? **30-50.**
79. Approximately how many departments are currently involved in and will be in the future involved in the budget process? **30-50.**

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80. Is the intended solution expected to support all of the following budget processes? All funds budgeting, including grants

- a. Operating budgeting
- b. Tuition & fee revenue modeling
- c. Position budgeting
- d. Responsibility Center Management (RCM) or Incentive Based budgeting
- e. Capital Budgeting
- f. Long Range/Strategic Planning

For the most part, yes. Philanthropic budgeting and Capital Budgeting may not be an initial phase use but all other aspects noted are expected to be addressed in phase one.

81. If RCM/Incentive Based budgeting is to be supported, what phase in the RCM process will USF be in at the time the project is scheduled to begin? Just starting the process? Methodology defined? Methodology finalized and new budget model is live? The methodology is currently live for all incremental state funds and will be going live for all indirect grant funds in July of 2017. Next fiscal year all state funds will be part of the RCM solution on the Main Tampa Campus.

82. What are the requirements for position budgeting? By position? By employee? By both? This is open for discussion. Most likely both employee and position.

83. What are the number of chart segments that are currently used for the budget process? Business Unit(5)/Operating Unit(3)/Fund(5)/Department(6)/Product(6)/Initiative(7)/Account(5).

84. Do you plan to push the budget back into PeopleSoft Financials? Does USF use Commitment Controls? Yes, we will push back into PeopleSoft Financial. Yes, we use Commitment Controls.

85. What is the USF's expectation for the training that is to be provided by the implementation provider for this project? Train the trainer? Train all end users? Train the trainer.

86. Oracle's authorized signatories are located throughout the US. Oracle has a signature process approval in place for use of the authorized original signatures of the signatories. Would USF accept an electronic signature on the Bidders Affirmation form instead of the ink signature and notary? USF will consider an electronic signature only if it is certified and secure, we may require additional documentation.

87. There is a question missing in the section 13. QUALIFICATIONS OF VENDORS, page 8 of 27, question #5 is missing, is this intentional?

This was an error in the numbering, all the qualification items are stated.

88. Please describe the level of detail that USF budgets at? Chart Field.

89. Please describe the number of funds budgeted? In terms of high-level types of funds, there are 7: State, Auxiliary, Grant, Foundation, Agency, Convenience, and Concessions.

90. At what level in the organization is revenue planned (i.e. centrally or at a distributed level)? Centrally by campus for state funds. Auxiliary revenue planning is more decentralized.

91. Does USF engage in Long Range Planning (LRP)? Financial targets and ratio adherence are utilized that require a long range planning in distributing annual budget and spend authority.

92. Does LRP involve planning at a more summarized level than the budget or at the same level as the Budget? **More summarized.**
93. Does LRP involve Balance Sheet Planning? **Yes.**
94. Does LRP involve initiatives (e.g. modeling the financial impact of a new facility or faculty)? **It could, varies on circumstances and funding available.**
95. As an RCM school does USF have a means to calculate RCM allocations or is this capability required as part of this new solution? **We are using an 'offline' Excel model for allocations. It is our desire to incorporate this as part of the new budgeting solution.**
96. Would USF consider the new application as the tool for RCM allocations or will they be performed elsewhere? **Yes.**
97. Are Grants considered a part of the operating budget or are they planned for separately? **Planned as a separate component of the university's operating budget**
98. USF describes a multi campus environment with "diverse users and requirements", the following questions are aimed at assessing the impact on the implementation. Is this considered a single implementation or separate implementation for each campus? **This is a single implementation in Phase One since only centralized financial personnel in our Resource Management and Controller's Offices will be utilizing the new product. Further distribution of functionality (to campuses, colleges, departments) will be determined as needed in subsequent phases.**
99. Will a unique system be created for each campus or a single systems that accommodates the varying needs of each campus? **We envisage one design to be used across the USF System.**
100. Do all campuses share the same Financial & HR systems? **Yes.**
101. Do all campuses share a common chart of accounts? **Yes.**
102. Will all campuses implement at the same time or will they be phased and if so is there any phasing plan at this time? **Phased, Tampa campus first. USF Health and Regional campuses in St. Pete, and Sarasota-Manatee in later phases.**
103. Is USF satisfied with the current budgeting process or is some kind of current state review with potential recommendations for improvement a desirable option? **Current budgeting process is acceptable.**
104. Please detail the number of users that will be inputting budgets into the new system? **We will collect distributed budgets from our existing systems and only the central personnel will input into the new system (approximately 15-20 users).**
105. Please detail the number of users that will be viewing dashboards/reports in the new system? **TBD.**
106. If the new solution provides easy adoption and greater access to information will USF consider expanding the footprint of the system beyond the use community involved in budgeting today? **Yes, that is the plan.**
107. Please clarify the intent of the terms in Section II, Special Conditions, pp 5-15. Can you provide direction as to what is expected of us in our response?

**I would refer you to Section II, Item 16, page 8;  
INVITATION TO NEGOTIATE FORM**

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All proposals shall be submitted using the University of South Florida Invitation to Negotiate form as a cover to be considered for an award of the proposal. The form shall be completed in ink or typewritten, signed by an authorized signatory of the Vendor and returned with the proposal in a sealed envelope. Vendor is responsible for marking the outside of the sealed envelope with the proposal number and the opening date.

The Invitation to Negotiate form and all related pages are a legal document and cannot be altered by the Vendor in any way. Any alteration made by a Vendor may disqualify the proposal and the response may be considered invalid. Any necessary changes to an Invitation to Negotiate document will be implemented by written addenda to the proposal issued by Purchasing Services.

108. For your information, we are providing our contract template, under which Tab should we include the contract? **If a vendor chooses to include a copy of their contract template please include as part of TAB C.**
109. Can you please clarify whether the “Vendor Qualification Documentation” requested in Section IV, under Tab A, is different than the “Vendor Qualification Documentation” listed under Tab F and if so, what is the “Vendor Qualification Documentation” required under Tab A?

**These both reference the same documentation that is described in Section II, item 13, page 7. Vendors may disregard the Tab A request and include the information as part of Tab F.**

People-related and process-related questions include:

110. We are hoping to clarify the following staffing questions related to your team so that we can provide the best staffing estimate possible on our end:
- a. What is the expected composition of your organization’s project team for this initiative? **USF IT utilizes Agile methodologies for project management. For a project of this nature a Scrum method would likely be used.**
  - b. How many of your employees will participate on the project team? **Overall team size will be determined by the complexity of the implementation.**
  - c. What roles will your team play on the project team? **The team would consist of a Product Owner, this would be a person well versed with this type of initiative and able to make decisions and prioritize project deliverables. A Scrum Master would act as project lead. The team would then be made up of resources from the technical and functional areas and resources from the vendor team.**
  - d. What level of experience do these project team members have with this type of initiative and the technologies your organization expects to implement for this initiative? **TBD.**

What percentage of each project team member’s time will be allocated to this project over the course of the initiative (for example, the project manager might spend 100% of his or her time on the project during the project lifecycle, while an end-user representative might spend 30% of his or her time on project activities)? **Team member’s resource allocation would be based on the timing of the project and prioritization among the host of projects each team member is working on.**

- e. Where are these project team members located? If they are located in many locations, what is the expectation around in-person versus remote participation in project activities? **Most of the USF resources would be located on site at the Tampa campus but remote participation is possible.**

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- f. Does the expected project team have any existing experience with specific planning, budgeting and forecasting technologies? If so, which solutions? **TBD.**

111. What is your team's expectation relating to consulting partner team composition for the activities outlined in the RFP document?

- a. What roles does your team expect consultants to play on the project team? **Subject matter experts and/or staff augmentation.**
- b. What level of experience does your team expect consulting team members to have with this type of initiative and the technologies you expect to implement for this initiative? **Experts on the product.**
- c. Does your team expect that consulting project team members will be 100% allocated to this project over the duration of the project? **Yes**
- d. What is your team's expectation about the location where consulting partner team members will perform project work (for example, on-site, remote team participation, other)? **Open to remote or on site.**
- e. Does your team have any expectation regarding consulting rates (minimums and maximums) for roles on this project? No expectations. **Priced according with industry standards.**

**The use of consultants in implementation, training, and support is up to the vendor to describe as part of their solution. USF would expect that their level of experience and allocated time is sufficient to fulfill the commitments of the vendor in completion of the project. Remote location meeting is possible but in our experience in person meetings can be beneficial.**

112. Does your organization use a standard project management methodology (e.g., Agile, Waterfall, etc.) that a consulting partner is expected to employ for the initiative outlined in the RFP documentation? **Agile methodology.**

113. For this kind of initiative, we often build in-person workshops and meetings into the project plan to help achieve team consensus and to more efficiently develop project deliverables. Is your team open to this kind of approach, or do geographical or other constraints prevent us from using this approach? **Depends on the solution the vendor proposes.**

114. What are the names of the other software and consulting companies that we are competing with in this RFP process? **See Question 1 above for list of RFI respondents. Respondents to ITN are not known at this time.**

115. When do you hope to start this initiative? Why? **ASAP after award. Start time is defined by the need for full implementation and testing to be complete by July 1, 2018.**

116. What kinds of training are you expecting as part of this initiative (e.g., formal end-user training, informal knowledge transfer during the project, train-the-trainer, etc.)? **Train the trainer is preferred.**

117. How many users are "planners" versus report consumers? How many total users do you anticipate upon go-live?

**Of the 30-50 users accessing the system, identify approximately how many users for each category below:**

- **Admin (modeler, developer, administrator) 5-10**

Addendum #1

- *Planner (end user read and write data) 15-20*
- *Explorer (end user read only) 10-20*

118. Are there significant finance changes happening now or planned that could impact project timeline and/or scope (e.g., a new chart of accounts, new ERP system, etc.)? **No.**

119. Describe the intended budget approval process? **TBD.**

Technology-related questions include:

120. What are your organization's current hardware standards if you decide to go with an on-premise solution?
- a. Operating system (Linux, Windows, UNIX, etc.)
  - b. Processors/Cores
  - c. RAM
  - d. Anything else we should know

*Our current hardware standards support virtualization first and are geared towards virtual hosts that run multiple virtual servers at the same time. There is no hardware standard for physical servers as they are sized for the exception they are filling.*

121. What is your organization's policy / need on a physical versus virtual environment if you decide to go with an on-premise solution and how does that apply to this initiative?

*As above, USF would need a justification to make this a physical environment as we are a virtualization first environment. As the University is moving to the public cloud we would expect that either a cloud hosted solution or at least a virtual solution we can run in the cloud would be the first options.*

122. Does your organization usually set up the following standard configuration for its hardware environments (e.g., Development, Test, Production, and/or Disaster Recovery)? If not, how is your organization different and why? **Yes.**

123. What are the data sources you use now for your planning and institutional reporting processes (e.g., GL, HRMS, etc.)? **GL = PeopleSoft Financials, HRMS = PeopleSoft HRMS, Student Info System = Ellucian Banner.**

124. Do you currently maintain data governance processes for data integration, reporting, analysis, and/or planning? If so, please explain. **There is governance in place for some processes, others are TBD.**

125. Are you currently processing data mappings or data summarizations from the source data systems for loading to the current planning solution? If so, please explain.

*We use organization trees to summarize the budgets and actual expenditures from the source systems.*

126. Are the account structures of source data systems consistent with the planning chart of accounts? **Yes.**

127. Is the current account structure intended to be used for future planning application functions? **Yes.**

128. Are finalized budgets loaded back to any source systems currently and will this be a requirement of the new system? **Yes.**

Addendum #1

Information-related questions include:

129. How will your planning model align with your organization; in other words, how is your organization structured, e.g., departments, schools, legal entities, etc.? Please describe. **Campus-Colleges-Departments plus Academic Support Departments (e.g. Library, Registrar, etc.) and Central Support Departments (e.g., HR, Controllers, Physical Plant, etc.).**
130. Which planning categories are to be included in the initial and/or subsequent implementation phases of this project:
- a. Expense planning? **Initial**
  - b. Revenue planning? **Initial**
  - c. Balance sheet? **Initial**
  - d. Detailed workforce/HR expense planning? **Initial**
  - e. Detailed revenue planning? **Initial**
  - f. Capital expenditures? **Subsequent**
  - g. Other
131. At what level of granularity do you want to plan your financial models; is it at the same or higher level than the source data you plan to provide? **Same level as source.**
132. Which financial planning functions will be required:
- a. Annual plan/budget (include number of updates per year: monthly/quarterly)? **Yes, with scenarios and midyear forecast**
  - b. Forecasts/projections (include forecast timeframe in months)? **Every 3 months.**
  - c. Cash flow reporting and adjustments? **Annually and midyear.**
  - d. Multi-currency planning and reporting? **N/A.**
  - e. Allocations? **Annual.**
  - f. Intercompany transactions? **TBD.**
  - g. Cash flow? **Annual.**
  - h. Intercompany transfers? **TBD.**
  - i. Other
133. Do the same business rules apply for both budgeting and forecasting? **Typically, yes.**
134. Do you load actual historical data with each plan iteration and do you “seed” the current plan cycle with pre-calculated data? **Yes to both.**

Addendum #1

135. What type of reports to you require: **All below.**

- a. Core/operational management reporting
- b. Executive reports/decks
- c. KPIs and dashboards
- d. Ad hoc
- e. Other?

136. What is the frequency required for processing of actuals data into the solution:

- a. Monthly, after the financial close? **Yes.**
- b. Daily? **Yes.**
- c. Multiple times per day? **Yes.**
- d. On-demand, as needed? **For directly inputted data.**

137. Do you require P&Ls by department? **No, at our VP level and above.**

138. Describe some typical cross-dimensional (cross tabular) analyses, e.g., expenses-by-department-by-month, expenses-by-department-by-location, etc. **Besides the two examples provided, some other examples are tuition collected vs. plan by college by program, by in state vs. out of state, direct instructional expense by course, tuition vs. instructional costs by course, etc.**

139. How frequently do you update or change departments, entities, accounts, etc. (i.e., metadata)? **Infrequently.**

140. Describe how you currently utilize scenarios and versions in your planning process. **Not done in a systematic way and inconsistent with offline excel models.**

141. Will there be any “what-if” type analysis in this solution? If yes, please describe. **Yes, indeed. For example, we would want to model the impact of tuition or fee increases, impact of the mix between in and out of state students on revenue, full cost of hiring new permanent faculty, etc.**

142. Do you require year-to-date or period-to-date reporting and analysis? **Yes to Both.**

143. Approximately how many unique accounts will be in the collective planning applications?

- a. Intended for data input by budgeters/users? **200.**
- b. Statistical, referential, or as data drivers? **This will depend on proposed design.**
- c. Calculated or derived? **This will depend on proposed design.**

144. What are some of the key plan drivers? **Incremental performance based revenue, incremental tuition authority, balance sheet maintenance ratios.**

145. Will you be developing the workforce plan by position, by employee, or some combination of the two? If both, how do you define “position”? **Combo of two. Position is an authorized, budgeted role.**

146. How many years of history will need to be pulled into this solution? Do you need historical budgets as well? Where is this currently stored? **6 years of both. Stored in PeopleSoft and our Data Warehouse system**

General Questions:

147. Who are the top three external sponsors of research at the University?

USF's top 3 external research sponsors are:

1. National Institutes of Health (NIH)
2. State of Florida agencies - includes Florida Departments of Education (FDOE), Health (FDOH) and Transportation (FDOT).
3. National Science Foundation (NSF)

148. Do all of the object classes needed for developing budgets already exist in the University's instance of PeopleSoft Financials chart of accounts? **Yes.**

149. Will the solution need to interface with a data warehouse or any systems other than PeopleSoft Financials, HCM, and Banner? **Yes.**

150. How many expected integrations? Can the answer be broken down into H-M-L complexity? **PeopleSoft Financial (L), HCM (M), Banner (H), Data Warehouse (L), Grant system (M)**

151. Does the University have a separate information system for developing grant budgets? If so, is there an expectation that it will be integrated with the budget system? **Yes, and Yes.**

152. What is the University's budget development calendar during the period prior to July 1, 2018? **USF Budget calendar <http://www.usf.edu/business-finance/resource-management-analysis/documents/2017-18-detailed-budget-calendar.pdf>**

153. Can the University provide a schedule or calendar of your annual budget process and its steps? **USF Budget calendar <http://www.usf.edu/business-finance/resource-management-analysis/documents/2017-18-detailed-budget-calendar.pdf>**

154. How many levels of approval are typically required during the budgeting process? **Dean – Provost for colleges, Dept. head – Provost for Academic Support Depts., VP – COO for Central Support departments.**

155. How many departments or units of the University participate in budgeting? **In Phase One, all Tampa Campus colleges and departments will be included in the analysis, but users will be limited to the financial support areas within Resource Management & Analysis and the Controller's Office**

156. Does the University anticipate needing to make changes to its budgeting process or calendar prior to implementation or does the university anticipate making changes post go-live? **No**

157. Will the University please provide Users counts (by user group: admin, input, approval, read only)? **Of the 30-50 users accessing the system, identify approximately how many users for each category below:**

- Admin (modeler, developer, administrator) 5-10
- Planner (end user read and write data) 15-20
- Explorer (end user read only) 10-20

158. Does the University have a Master Data Management tool or strategy in place, or a preferred solution? **We have a tool that has not yet been implemented. The university is reviewing its data management practices.**

Addendum #1

159. Which specific financial and non-financial master data does the University expect to manage in the Master Data solution? **See answer to question 158 above.**
160. How many expected reports? Can the answer be broken down into H-M-L complexity? **Reports can be accomplished by USF if the solution includes a report generator. Most of the reports would be low to medium in complexity around actual vs. budget/forecast.**
161. Does the University intend to include functionality planning by project? **Not in initial phase.**
162. Does the University intend to include functionality for a capital planning solution? How many capital items/projects are budgeted for every year? **Not in initial phase.**
163. Does the University intend to include functionality for grants? **Yes.**
164. Does the University intend to include functionality for workforce planning by employee and/or position? **Yes.**
165. Does the University intend to include functionality to plan opex by department or use another method? **Yes.**
166. Does the University intend to include functionality for tuition planning from student enrolment or some other driver? **Yes.**
167. Section II #20 Number of Proposals submitted, does the flash drive need to be password protected? **No.**
168. Section II #49 Minority Business Enterprise, Is MBE participation required? **MWBE (Minority and Woman-Owned Business Enterprise) participation is strongly encouraged by USF, but is not a requirement.**

### III. ITN SYSTEM SPECIFICATIONS AND REQUIREMENTS

169. Does the University have any High Availability and/or Disaster Recovery requirements? **The preferred solution would be a cloud solution with industry standard uptime and disaster recovery capabilities. Other proposed solutions should use this preference as a guideline.**
170. How automated should the data integrations be between source systems and the budgeting system? Do the integrations need to be real time or can they be batch processing jobs? **The integrations should be fully automated. Data entered directly into the system is expected to update in real time. Batch processing is acceptable for extracts to and from external systems.**
171. Is there an internal Change Management resource to assist with our efforts? **Yes, we have a change management team and process.**
172. Any requirements for use of Application Lifecycle Management (i.e. HP) or any applications for testing or training? **USF uses Atlassian JIRA and Agile Scrum for our project implementations.**

Addendum #1

173. Will allocations be included in the new planning system? If so, how many methodologies and drivers will be included in the allocations? **Yes, if by methodology you are referring to cost allocation we are only considering one methodology based on our RCM approach, at this point.**
174. How many years of history should be converted? **6 years. Current year plus 5.**
175. Will the budget solution use standard planning process across campuses or will each campus require unique methods? **TBD.**
176. Is there a formal PMO process in place at the University that includes gate review after each project phase? **Yes.**
177. Describe the proposed team structure from USF? Is there a dedicated Project Manager or is the University looking for the vendor to provide PMO functions? **USF IT will provide project management in an Agile Methodology.**
178. Are there any risks that could slow down deployment (e.g. other transformation projects being deployed at the same time, application upgrades, etc.)? **TBD based on project prioritization.**
179. Is there a need for narrative reporting or workflow around the reporting package (Budget Book)? **Yes.**
180. Section V: Will the University please share the scoring for each criteria in section 5? **The criteria is not weighted.**
181. Tab C: How many months of post implementation support is the University expecting? **TBD, based on vendor solution proposed.**
182. Will the budget solution use standard (or common) planning process across all campuses or will each campus have the flexibility of budgeting in a way that is unique to them? **For the most part, each campus budgets in a similar manner.**
183. Will the budget solution require a separate environments (Development, Test, Production for example)? **Yes.**
184. Is governance of budget system model changes important to USF? **Yes.**
185. Are there internal resources that will be assisting with the implementation efforts of the budgeting system? If so, please provide their number and their estimated availability level?  
**Overall team size will be determined by the complexity of the implementation.  
The team would consist of a Product Owner, this would be a person well versed with this type of initiative and able to make decisions and prioritize project deliverables. A Scrum Master would act as project lead.  
The team would be then be made up of resources from the technical and functional areas and resources from the vendor team.  
Team member's resource allocation would be based on the timing of the project and prioritization among the host of projects each team member is working on.**
186. Will capital budgeting be included in the scope of the budgeting system? **Not in the initial phase.**

Addendum #1

187. Will grants planning be included in the scope of the desired budgeting system? **Yes.**
188. How many budget system users are anticipated across the USF system? Please specify the number of model administrators, regular budget contributors, occasional budget contributor read-only users. **Of the 30-50 users accessing the system, identify approximately how many users for each category below:**
- **Admin (modeler, developer, administrator) 5-10**
  - **Planner (end user read and write data) 15-20**
  - **Explorer (end user read only) 10-20**
189. Does the university own licenses of Tableau Software for data visualization? **No.**
190. How many departments or organizational entities are expected to contribute to the budgeting process? **TBD.**
191. Would the University appreciate the ability to link the Budgeting system to Long Range Planning in the same cloud platform? **TBD.**
192. Would the University need the budgeting system to also provide the capability to handle allocations of budget and cost data by cohort, student, degree program? **Not initially but in the future, possibly.**
193. Will the University need a detailed position budgeting capability (by position or employee)? **Yes, by both position and employee.**
194. Is the University open to an implementation methodology that is based upon agile deployment principles? **Yes.**
195. Will the University require growth assumptions (enrollment numbers or others) to be global across all campuses and/or specific to each campus? **Specific to each campus.**