FAYETTEVILLE PUBLIC WORKS COMMISSION

PROCUREMENT DEPARTMENT

https://www.faypwc.com/bids/

Bid Addendum

PWC Number:	2223063
Bid Title :	Oracle Fusion Cloud System Integrator Services
Bid Opening Date and Time:	August 30, 2023, at 2:00 pm
Addendum Number:	4
Addendum Date:	August 14, 2023
Procurement Advisor:	*Shelby Lesane* *Shelby.lesane@faypwc.com* *910-223-4429*

1. Return one properly executed copy of this addendum with bid response or prior to the Bid Opening Date/Time listed above.

2. Following pages are questions received about the solicitation and the SME's answers to the questions.

Failure to acknowledge receipt of this addendum may result in rejection of the response.

Check ONE of the following options:

☐ Bid has not been mailed. Any changes resulting from this addendum are included in our bid response.

☐ Bid has been mailed. No changes resulted from this addendum.

☐ Bid has been mailed. Changes resulting from this addendum are as follows:

Execute Addendum:

Offeror: ______________________________

Authorized Signature: ______________________________

Name and Titled (Typed): ______________________________

Date: ______________________________

Questions & Responses for (PWC2223063) Oracle Fusion Cloud System Integrator Services

Functional Scope/Requirements

1. Regarding the scope listing in section 2.7, please verify our understanding of which areas are in scope and which are out of scope. Also, please indicate any areas that are not in scope because they have already been implemented.

    a. General Ledger (our understanding is that this is in scope, please verify)
    Answer: Yes
    b. Budgetary Control (our understanding is that this is in scope, please verify)
    Answer: Yes
    c. Accounts Receivable and Billing (our understanding is that this is in scope, please verify)
    Answer: Yes
    d. Expense Reimbursement (our understanding is that this is in scope, please verify)
    Answer: Yes
    e. Payables (our understanding is that this is in scope, please verify)
    Answer: Yes
    f. Fixed Assets (our understanding is that this is in scope, please verify)
    Answer: Yes
    g. Bank Reconciliation (our understanding is that this is in scope, please verify)
    Answer: Yes
    h. Project Financials (our understanding is that this is in scope, please verify)
    Answer: Yes
    i. Project Billing (our understanding is that this is in scope, please verify)
    Answer: Yes
    j. Grants Management (our understanding is that this is in scope, please verify)
    Answer: Yes
    k. Inventory (our understanding is that this is in scope, please verify)
    Answer: Yes
    l. Purchasing (our understanding is that this is in scope, please verify)
    Answer: Yes
    m. Requisitions (our understanding is that this is in scope, please verify)
    Answer: Yes
    n. Receiving (our understanding is that this is in scope, please verify)
    Answer: Yes
    o. Bid Management/Sourcing (our understanding is that this is in scope, please verify)
    Answer: Yes
    p. Line-item budget development (our understanding is that this is in scope, please verify)
    Answer: Yes
    q. Personnel Administration (our understanding is that this is in scope, please verify)
    Answer: HCM
    r. Risk Management/Safety (our understanding is that this is in scope, please verify)

Answer: Yes

s. Compensation (our understanding is that this is in scope, please verify)
   Answer: HCM
t. Payroll (our understanding is that this is in scope, please verify)
   Answer: Yes
u. Time Entry (our understanding is that this is in scope but validate existing configuration only, please verify)
   Answer: Review existing configuration
v. Leave Management (our understanding is that this is in scope but validate existing configuration only, please verify)
   Answer: Review existing configuration
w. Purchasing Card Processing (we do not know if this is in scope, please verify)
   Answer: Yes
x. Supplier Self-Service Portal (we do not know if this is in scope, please verify)
   Answer: Yes
y. Contracts Management (we do not know if this is in scope, please verify)
   Answer: Yes
z. Personnel budget development (we do not know if this is in scope, please verify)
   Answer: Yes
aa. Employee and Manager Self-Service (we do not know if this is in scope, please verify)
   Answer: HCM
bb. Learning (we do not know if this is in scope, please verify)
   Answer: HCM
cc. Performance Evaluations (we do not know if this is in scope, please verify)
   Answer: HCM
dd. Recruiting and Onboarding (we do not know if this is in scope, please verify)
   Answer: HCM
ee. Benefits (we do not know if this is in scope, please verify)
   Answer: HCM

2. There are requirements listed for T&A in Attachment A, yet the solicitation documents indicated that PWC is currently implementing Time & Labor. Please confirm whether T&A should be included in our scope/pricing.
   Answer: HCM time and labor have been implemented but would like for the consultant to review the configuration for efficiency and possible recommendations for improvement. We have hours in HCM for office staff and hours in WAM/WACS for crews. Reporting between systems requires Sisense reporting currently.

3. HCM - It's our understanding that many of the HCM modules are already implemented by PWC, so when you say HCM (All Modules) and Payroll to be in scope then does it mean that you are looking for reimplementation? If no, then can we have the specific modules/functionalities that will be under the implementation scope - in the details of the desired functionality you mention Payroll and Time and Attendance (Revalidation Only)

Answer: The payroll module has not been implemented and therefore in scope. PWC is interested in the review of the time and attendance configuration.

4. Please let us know which modules of Enterprise Performance Management are in scope as it has multiple modules - in details you mention only Budgeting.
   Answer: We will look for proposals on how to best serve the business, the primary focus will be budget management. Other modules should be presented as options to the project with some background on the benefits.

5. Section 2.7, Scope of SaaS ERP System Integrator Services. states:
   PWC requires that responding service providers propose implementation services for the complete scope of Oracle Fusion Cloud modules purchased by the organization and listed below: Enterprise Resource Planning Procurement, including Contract Management Financials (all modules) WebCenter Forms Recognition Supply Chain Execution Human Capital Management (all modules) Payroll Policy Automation for Workers Workforce Health and Safety Incidents Enterprise Performance Management

   FPWC has listed HCM (all modules) as a requirement for implementation services. It is our understanding that FPWC has successfully implemented most of Oracle Cloud HCM. HCM is not listed on current applications in scope or in the pricing sheet, so I assume this was an error. Aside from what we believe is an error in including HCM as part of the scope. It would be common for most clients to utilize all modules in Oracle Cloud Financials. Would it be possible for FPWC to provide details on what they have selected to have implemented? This will help to refine our cost response on unnecessary requirements.

   Answer: Refer to the list of current applications that are installed at PWC. 2.4 Current Application Environment – this will give you a guide to what we are looking for. As far as HCM – will be using Oracle Payroll, listed below HCM in this list above. We currently use EBS Payroll and will transition with this project to HCM payroll.

6. For HR, the only requirements listed are for Payroll and Time & Attendance. Can we assume the following are the modules in scope for Oracle Cloud HCM? Core HR, Payroll, Time & Attendance? Please confirm.
   Answer: Payroll is in scope. PWC would like for the vendor to review the configuration of Time and Attendance for efficiency and provide recommendations for improvement.

7. As per RFP, we understand that Oracle Cloud EPM - Budgeting is in the scope of implementations as per RFP. But we do not see any requirements listed for the same in Attachment A. Please clarify
   Answer: Yes, EPM – Budgeting is in scope. Please see requirements #201-#293.

8. Which Hyperion modules are currently implemented by Fayetteville? Please clarify which Oracle Cloud EPM modules are in scope for this RFP.
   Answer: We currently have Planning and are using EAS and ODI.

9. Does Oracle WACS calculate any time rules or and absence rules prior to the integration to Oracle Cloud or does WACS only capture time-card entries?
   Answer: WACS doesn't calculate any time & absence – only timecard entries with hours.

10. Does Fayetteville PWC have any Labor Unions or Bargaining Units?
    Answer: No

11. Can you please let us know if any specific GAAP reporting (e.g., US GAAP, IFRS etc.) is required for Fayetteville for statutory compliance?
    Answer: Fayetteville is a governmental entity and follows US GAAP, GASB, and FERC requirements.

12. Does FPWC want to have Vendor Self Service, where you can have new vendor registration, the vendor can submit invoices, acknowledge PO, track payments and shipments, and give responses to RFQ? In short, a vendor account so that the vendor can manage transactions with the buying company.
    Answer: Yes, we currently have iSupplier and would like to carry that functionality forward to the new system.

13. Do you have questionnaires based on which you pre-qualify your suppliers and then re-qualify them? How many such standard templates of questionnaires exist?
    Answer: We do not pre-qualify our suppliers.

14. Would you like to do this process online for supplier registration and qualification?
    Answer: Yes

15. In the requirements list there is a mention "Ability to take returns from Maintenance and put back in Inventory". How is Maintenance information currently tracked?
    Answer: All transactions in EBS are tracked by an account string or work order. For every PWC Direct A/C Issue or PWC Work Order Direct Issue, we would need the ability to transact a return.

16. In the requirements, it says Time and Labor (Revalidation), What's the expectation in Revalidation?
    Answer: Review the current configuration for efficiency and recommend improvements.

17. Do you need to support the planning of union positions/employees?
    Answer: No

18. Are planning eliminations required?
    Answer: No

19. How many and what types of ledgers (primary, secondary, or reporting) do you need to achieve proper statutory reporting? Is this satisfactory?

Answer: Budget, actual and encumbered

Current System

20. What are the current Procurement modules configured and used in Oracle EBS?
Answer:
    a. Oracle Purchasing – Yes
    b. Oracle Sourcing – Installed but not using
    c. Oracle iSupplier Portal – Yes
    d. Oracle Supplier Qualification Management – Installed but not using

21. Do you have two distinct processes to support the planning of the budget: 1. Budget Build for the new fiscal year, 2. Budget maintenance/adjustment after the budget is final? If so, are the same users involved in both processes? Does the tool need to control/prevent spending until approvals are done?
Answer: Yes, to all questions

22. Does PWC use Oracle Projects in their current system? If not, are all the assets added manually to FA or via the Work Management system?
Answer: No, PWC does not use Oracle Projects. Assets are added via the work asset management system.

23. Does PWC use Group Assets and Depreciation in Oracle FA today?
Answer: Yes

24. Does PWC do mass property, especially for the distribution business?
Answer: Mass property is used to validate and load WAM data during month-end close.

25. Could you describe your current Grant management process? Do you have cases of one-to-many associations of Grants with Projects and/or vice versa?
Answer: PWC receives very few grants, and they are managed alongside our capital project funds. Association is more of a one-to-one.

26. What kind of projects do you record; only capital projects? Or Capital, indirect, billable projects, etc. Are Billable projects only related to grants?
Answer: All the above. They could be bond-related, state loan funded, or funded by agencies such as NCDOT, FEMA, etc. We also track internal initiatives but only use tracking numbers (i.e., hurrianeia) in the account segment list of the chart of accounts to track costs for specific events such as hurricanes.

27. Do you plan capital expenses at the asset level? (Yes) Do you have a Fixed Asset system to source existing assets/spend/depreciation? (Yes) What happens to planned assets that are approved after the completion of the budget cycle (see below)? Do you purge declined assets/capital requests? (No)

Answer: Any assets that are needed after the completion of the budget cycle require either a budget transfer from another budgeted capital item or a budget amendment.

28. How many versions of budgets do you create before you arrive at a final budget? Do you adjust your budget after it has been finalized?
    Answer: We currently track Approved, Input, Updated. Currently, we do not have the ability to see the original budget in the system, only the updated budget. We would like to also be able to see the original budget in EPM for reporting purposes.

29. How do you handle approved/declined requisitions for new positions at the end of the budget cycle? Are declined requisitions purged from the system? Are approved requisitions created in the HR system?
    Answer: New positions are not included in the budget until approved by the CEO.

30. Please describe all of your planning cycles (Budget, Forecast, etc.). Who is involved, what is planned, etc.
    Answer: We currently have an annual operating budget, a capital improvement plan budget and a forecast. Those involved are staff members from Financial Planning to include budget, capital projects, and financial planning, CFO and other organizational officers, departmental directors and managers.

31. Does your source system (HR/ERP) currently support the funding of positions for actuals?
    Answer: Not sure I understand the question. Budget staff reviews the budget for positions prior to offers being made.

32. Is your current procurement process centralized or decentralized? Please highlight any challenges or points of improvement you're looking for on that front.
    Answer: We have a central Procurement department, but organizational departments enter their own requisitions. One major pain point is the year-end closing process. EBS requires encumbrance roll forward by account string instead of PO number which is very labor intensive.

33. How would you describe your allocation process?
    Answer: Currently it is a manual process. Overheads: costs are pulled via spreadsheet server based on FERC and allocated to work orders in WAM based on specific drivers. Departmental cost share allocations are done via journal entry.

34. Briefly describe your sub-ledger to GL month-end close cycle process. How long is your current monthly close cycle?
    Answer: Our typical month-end is completed by the 3rd Monday of each month. Closing of modules has dependencies before certain modules can close. For example, AP must close before job cost. Job cost closes before fixed assets, etc.

35. Do you forecast point-in-time or rolling? Please explain.

Answer: Forecasting is external from ERP through a proprietary financial model rolled annually; encompasses actuals, budget year, and 10 years plus 20, for 30. The primary focus is 2-5 years and up to 10.

36. How many bank accounts do you reconcile and at what frequency? Do you integrate with a bank file for every bank account? How many users are involved in the account reconciliation process?
    Answer: There are nine bank accounts that are reconciled on a monthly basis. We do not integrate with a bank file for every bank account. Three staff members are involved in the account reconciliation process.

37. Do you reconcile other account types besides bank? If so, please describe.
    Answer: Balance sheet accounts (AP, AR, cash, reserves, asset and liability accounts)

38. How many FEINs will process payroll transactions?
    Answer: One

39. Do you process payroll for retirees?
    Answer: Yes. There are instances where retirees will come back on a part-time basis. If this question is referring to their retirement checks, then, no, that is done by the retirement system.

40. How many Unions & bargaining units do you currently have?
    Answer: None

41. What impact do the Union contracts have upon your Payroll practices?
    Answer: None

42. How many employees are represented by each union?
    Answer: N/A

43. Will you be capturing Non-employees in the HR system (i.e., Contractors, Contingent Workers, etc.)?
    Answer: No, only regular employees and part-time employees

44. How many of your Active Employees are:
    a. Exempt/salaried?
       Answer: 194
    b. Non-exempt?
       Answer: 470
    c. Hourly?

45. Will you be paying any non-employees? (i.e., Contingent Workers/Independent Contractors, Pensioners, Recruiters, Surviving Spouse)

Answer: No

46. How many pay frequencies will you support for the following payroll processing?
    Answer:
    a. Daily
    b. Weekly
    c. Bi-weekly (is the check date same the as the PP end date?) 26 check date is the Friday of the following week.
    d. Semi-Monthly
    e. Monthly
    f. Other – 1 Longevity annually

47. How many different payrolls will you run that support these payroll frequencies?
    Answer: See above

48. How many employees hold multiple Jobs / assignments– as in one employee performs multiple job roles but is paid concurrently for those roles?
    Answer: Each employee holds one position title that may work on several projects that are tracked via work order or tracking number.

49. How many earnings codes do you have?
    Answer: Estimated 25 actively used

50. How many deduction codes do you have?
    Answer: Estimated 73 actively used

51. How many involuntary deductions do you process in a payroll?
    Answer: 25

52. How do you pay garnishments? Check 3rd party?
    Answer: Check request through Accounts Payable. Vendors are paid either paper check or ACH.

53. How many off-cycle payrolls do you have?
    Answer: One – longevity

54. Do you do in-house W2 and tax filing?
    Answer: Yes

55. Describe your Overtime calculations?
    Answer: Overtime is calculated for any hours worked over 40 less sick, no pay codes and FMLA codes.

56. Do all employees enter time or only some employee groups? Please elaborate.

Answer: All employees use time and labor. The system automatically produces and approves exempt employees' time based on a set schedule. The exempt employee must report actual hours worked and enter absences (which must be approved by their supervisor). Non-exempt employees have automatic timesheets but must have them approved by a supervisor with actual hours worked recorded.

57. How many employees will use Time Entry?
    Answer: WAM=263 employees, OTL=404 employees

58. How Many Contingent Workers (Contractors) will use Time Entry?
    Answer: None

59. What method of time capture will you need? Web clock, Web timecard entry, Web calendar entry, Mobile entry, or physical badge clock on the wall?
    Answer: Web time entry

60. What timecard frequency will you use?
    Answer: Weekly (paid bi-weekly)

61. How often are Time & Labor Hours sent to Payroll?
    Answer: Bi-weekly

62. What sorts of unique Groups of Employees do you need to allow for Time Entry? (e.g., Unions, Nonexempt vs Exempt etc.). What is the eligibility for these groups?
    Answer: Exempt and non-exempt based on FLSA rules

63. How many shifts are used in your organization?
    Answer: 2

64. What application(s) do you currently use for Planning? Version?
    Answer: Version 11.1.2.4.900.111. We are using Planning and report writer. We also use EAS and ODI for data management as well. Versions within the application are Approved, Input, Updated Budget, Recommended, Baseline, Analysis and Encumbered.

65. Approximately how many active users do you have - Planners? Reviewers? Admins? Users?
    Answer: We have about 75 active users and 4 admins.

66. How many licenses do you have? Roughly what is your maintenance cost?
    Answer: This is not in the scope for the project, any licensing or subscription costs will be managed by PWC, and any license numbers required will be available.

67. What are the planning scenarios, frequency, and time horizons?
    Answer: The scenarios are Actual, Budget, Estimate, and Encumbrance (Commitment, Obligation, Invoices).

68. Fiscal year (Jan-Dec, Jul-Jun, etc.):
    Answer: June 30 fiscal year end

69. Period Level (Monthly, Weekly):
    Answer: Monthly

70. Budget (ex. annual for next year in Oct through Dec)
    Answer: Annual for next fiscal year. Work starts in October and the budget is approved in June.

71. Forecast (ex. annual for current year monthly or quarterly)
    Answer: Forecasting is external from ERP through a proprietary financial model rolled annually; encompasses actuals, budget year and 10 years plus 20, for 30. Primary focus is 2-5 years and up to 10.

72. Strategic Plan (ex. next 5 years done in June)
    Answer: Strategic plan for 5 years was just completed in 2022 and covers 2022-2027. Available on our website.

73. *Are any scenarios planned at a different level than actuals?
    Answer: No

74. In main/largest ERP, and/or Estimated Number of Planning/Reporting Accounts? (500, 1k, 2k…)?
    Answer: There are 25 - 30 funds (general fund and capital project funds), 800 possible cost types, 3000+ activity codes, 2300 FERCs, and numerous work orders and budget codes that could possibly be used in our account string.

75. What are the most critical dimensions/facts for reporting/forecasting (Account, Time, Product, Geography, Division, Project, Customer, etc.)?
    Answer: We use fund, cost center, cost type, work order, activity code, FERC, and budget code. Division, department, time (month, quarter, annual), and customers, revenue categories are also used.

76. Do you report Revenue for actuals? If so, at what level & by what segment/dimension (product, channel, etc.)?
    Answer: The main divisions of revenue are Electric, Water, and Wastewater. Within each division, there are several subcategories such as residential, commercial, industrial, city, intradepartmental, and renewable. Within these categories are several subcategories, etc. There are also other operating and non-operating revenues and appropriations.

77. Please describe how you plan today and/or how you are looking to plan in the future?

Answer: Budgeting revenue is a collaborative effort between our rates department and the operational staff. We use both trend as well as layer in known events such as new businesses/business closure, etc.

78. Please describe any logic or calculations required for planning? (Vol. * ASP, etc.)
Answer: This information will be provided during implementation.

79. What data sources are required for planning and reporting?
Answer: General ledger and EBS modules (ie AP, AR, payroll), WAM/WACS (currently implementing WACS)

80. Do you plan by name?
Answer: Name/job title

81. Do you plan by job code, title, etc.?
Answer: Name/job title

82. Are fringe calcs at the employee level or entity/dept level?
Answer: Employee level

83. Can you give me a couple of examples (Taxes, Insurance, Retirement, etc.)?
Answer: Monthly salary, vacation, sick, holiday, FICA, retirement, and longevity are budgeted by employee. Medical, dental, and workers' compensation is budgeted on an organizational level.

84. Do you use Wages * Rate or do you use individual HR calcs (ex. State, SSN, which Insurance Plan, etc.)?
Answer: Wage * rate

85. How do you plan? Depreciation at GL Level or detail by asset planning?
Answer: Depreciation detail by asset.

86. Do you track all assets in planning, just new, or only at an account level?
Answer: For budgeting, new assets are listed. Constructed assets are listed by project and depreciation is budgeted on account level.

87. What are the key allocation requirements (e.g., shared services costs/revenue allocation)?
Answer: Material, labor, vehicle and equipment overheads, shared services costs

88. What methods are used to allocate?
Answer: Allocations are based on specific drivers like labor, square footage, etc.

89. If so, please describe your process and complexity. (Single Step with Driver, Multiple Steps with changing methodology, etc.)

Answer: Our current process includes multiple steps to include adding estimated depreciation due to the fact that job cost occurs first in the closing process and depreciation is not known at that time. The prior year estimate is subtracted and actual is added the following month, etc.

90. What are your reporting currencies?
Answer: US dollar

91. Can you describe your current reporting structure? (i.e. Number of Legal Entities, Business Units, Divisions, Operating Units, etc.)?
Answer: 8 divisions, 29 departments, 70 cost centers.

Technical

92. Can you expand on the scope of OAC regarding this project? Will OAC be the desired end-reporting solution or should application tools (OTBI, BI Publisher, FRS, SV) still be considered?
Answer: Too premature to determine the reporting method but will need to provide sufficient reporting based on the business requirements.

93. Under Business functional areas you have mentioned 'Reporting, Dashboards, and Data Analytics Tools' in the RFP document however the details of which are not available under Business or Functional area columns in 'Attachment A - Oracle Fusion Cloud System Integrator Services - Requirements' document. Please let us know how many reporting/dashboard and data analytic reports the vendor should estimate.
Answer: Please indicate in Attachment A which of these requirements will be met through Reporting. Also, based on your experience, indicate the volume of custom reports that would need to be built.

94. Disaster Recovery Plan - Since this will be an Oracle Fusion Cloud hosted by Oracle, will it not be their responsibility?
Answer: Yes, this would be Oracle’s responsibility.

95. Which tool is currently used by Fayetteville for Automated testing currently?
Answer: We don’t use any automation tools currently for testing cloud functionality. Everything is Manual testing.

96. We noted the ongoing activity of "SOA to OIC conversion". Can we expect the same OIC environments will be used for this implementation?
Answer: Ideally, we would use the same OIC that we currently use for HCM cloud.

97. Are you envisioning any requirement for building bespoke applications or custom extensions to your ERP system? If yes, can we please request a brief?
Answer: if Fusion Cloud does not meet the business requirements, we may have to build custom Extensions.

98. Are there any specific encryption/security requests for the integrations?

Answer: it is too early to decide whether encryption is required or not. This needs broader Discussion.

99. Since quite a few reports/Letters under ACFR are narrative and subjective, could you elaborate on which reports/Letters would you expect to extract/generate from Oracle?
    Answer: Ability to pull data for basic and non-GAAP statements from Oracle. Being able to pull table data for the MD&A and notes sections would be desirable.

100. Could you elaborate on which Reports/Letters under the Single Audit Act Compliance would you expect to extract/generate from Oracle?
    Answer: The report will be determined during implementation as part of the design process.

101. Do you have a data archival strategy/infrastructure in place?
    Answer: No, we do not have a data archival strategy in place.

102. How do you perceive your legacy data quality, in respect of data quality or mapping issues for the elements listed above?
    Answer: Since no archival process is in place, there is no question of data quality.

103. Do you require auto lockbox capability?
    Answer: No

104. Is there any specific public sector reporting or compliance that you're looking to generate from Oracle (that is not listed in the Requirements Attachment sheet)?
    Answer: No

Implementation

105. Will any benefit configurations (Benefit Program, Benefit Plan, Rate Table) need to be configured or modified as part of the implementation to support Oracle Payroll Deductions?
    Answer: Benefits are initiated from HCM and will need to be integrated over to the new payroll module as changes are made without having to reenter data.

106. With the assumption that crosswalks refer to transformations within integrations/interfaces such as an Old Chart of Accounts to a new Chart of Accounts mapping, does PWC intend to implement or currently have a Master Data Management tool such as EDM?
    Answer: we do not have any master data management tool and we do not intend to have one.

107. Software Modifications - As you know that Fusion Cloud does not permit modifications, if modifications are desired then has PWC purchased or is willing to purchase PaaS from Oracle where modifications can be done?
    Answer: No PaaS, we will follow SaaS Solution.

108. Ongoing Managed, Support and Maintenance - What is the duration of the support expected after Go Live? Will it be part of this RFP, or will it be a separate contract?

Answer: Please refer to section 4.4.12 in the RFP.

109. Project Phases - There are multiple modules in scope. Does PWC want to implement all of them together or in phases? Does PWC have a high-level timeline expectation if implemented all together or if implemented in phases? Sharing the timeline will help us plan the resourcing as needed by the timeline expectations.
Answer: Please provide your approach, methodology, and timeline based on your experience with a project of similar size and complexity.

110. Can PWC share the overall timeline that they may have in mind for the implementation of the modules? This will help us in the proper utilization of our resources and planning the time commitment from PWC team.
Answer: Please provide your approach, methodology, and timeline based on your experience with a project of similar size and complexity.

111. If PWC is ok to execute the project in phases then is there any priority for the implementation of the modules, like Financials, Procurement, Supply Chain, HCM, EPM, etc.?
Answer: Please provide your approach, methodology, and timeline based on your experience with a project of similar size and complexity.

112. What is the duration of the warranty period that is expected by PWC post-implementation?
Answer: A minimum of 90 days, to be negotiated but the minimum is 90 days.

113. Bulleted point 3 - Is this applicable for the entire proposed team or only for the key members as there will be a lead time from submission of the proposal and the start date of the project and to be practical some resources may get allocated to other projects in between.
Answer: This is primary for the key members. The project manager and project leads should be the same.

114. Will the implementation team comprise only onshore resources based out of the U.S.?
Answer: Please refer to section 4.6 Staffing Plan

115. Has PWC worked on or decided on the business process changes that they would want to bring in along with the implementation or that will be part of the project scope?
Answer: PWC has done an initial assessment of the business processes but will defer to the implementation management approach of the proposer.

116. Can PWC share all the current documentation of the functionalities/processes/design documents and available test scripts with the implementation team?
Answer: This will be shared after the award as part of the implementation.

117. Do you have a global Chart of Account structure across all PWC entities currently? Do you intend to redesign your current COA with the move to Oracle ERP Cloud?

Answer: We are discussing our options, but no major changes to the COA are anticipated. The current design is Fund. Cost Center.Cost Type.Work Order.Activity.FERC.Budget Code.Future.Future.Future. For example, 002.0471.0401.0000000-00.683201.92100.9999999999.000.00000.00000. Each segment can have hundreds (or thousands) of options depending on the segment. Also, the work order and budget code segments are alpha and numeric in certain cases. There is a question on the table about whether we are going to continue the use of the activity segment value.

118. Do you have any specific expectations from a project timeline perspective? Are there any specific "blackout periods" that should be considered when project planning?
Answer: Please provide your approach, methodology, and timeline based on your experience of a project of similar size and complexity.

119. We understand there is a requirement for a strong onsite presence. May Wipro suggest a hybrid onshore-offshore model?
Answer: Refer to section 4.6 Staffing Plan

120. Does Fayetteville PWC have an existing OCM group that would participate and/or provide overall leadership in this project?
Answer: Yes

121. Does Fayetteville PWC have an existing communications team that would participate in this project?
Answer: Yes

122. Are there any existing communications tools that would be used in the project, i.e., Intranet, Town Halls, etc.?
Answer: Intranet, Microsoft Teams, SharePoint sites, in-person meetings

123. Would Fayetteville PWC be open to utilizing a change champion network to enhance support and user adoption?
Answer: Yes

124. Wipro is considering a Train-the-Trainer approach for this opportunity, wherein, we will train a group of Fayetteville PWC trainers who will in turn train the end-user population. Please validate this consideration.
Answer: Refer to section 4.4.6 Training

125. Based on Wipro experience, we are considering a blended learning approach rollout comprising of the following deliverables. Please validate the comfort level with these options. 1. Role/Persona-based Training Curriculum 2. Online self-paced learning materials 3. Training Presentations (for either classroom or remote training) 4. Job Aids and Quick Reference Guides 5. Demonstration Videos
Answer: Refer to section 4.4.6 Training

126. Is there a need to develop content using any specific content development tool(s)? Example tools may include but not be limited to: What Fix, Walk Me, Captivate, SAP Enable Now, etc.? If yes, would Fayetteville PWC be providing the licenses to Wipro?
Answer: Refer to section 4.4.6 Training

127. Does Fayetteville PWC have a specific Learning Management System (LMS) that would be utilized to roll out the end-user training for this implementation? If there is an LMS, please confirm if Wipro would need to consider the hosting of Training Materials in the LMS as part of the scope.
Answer: No, PWC does not have an LMS

128. How do you anticipate the implementation of the WACS system (Timing, Go Live, Integration, etc.) impacting this project?
Answer: We do not anticipate the implementation of WACS having an impact on this project.

129. Please describe your approval workflow requirements. If they're routed based on Approver's job position, then the prerequisite HCM architecture would be pre-exist in Oracle fusion when we start the ERP implementation. Or does this HCM config need to be considered as part of this implementation?
Answer: Workflows depend upon position and organizational hierarchy. That data already exists in HCM.

130. Have you undergone any previous change initiatives of this magnitude? How have you been successful in those initiatives?
Answer: Original implementation of EBS in 2013.

131. Have you thought about how to support and enable end users to ensure overall user adoption and a positive employee experience during this transformation?
Answer: Refer to section 4.4.7 Organizational Change Management Approach. Please provide your best approach for change management for a project of similar size and complexity.

132. Do you have a project or change management methodology currently in place for digital transformational initiatives?
Answer: PWC has our own change management resources. Prosci Change Management for OCM activities

133. Roughly, how many people will be impacted by this transformation?
Answer: 650+

134. Is there a specific format you currently use for content that you would prefer to maintain?
Answer: We use templates to create uniformity but open to suggestions.

135. What communication and engagement activities do you engage in during project cycles?

Answer: Training, awareness communication. ADKAR methodology is used. (videos, e-mails, questions & answers, newsletter/articles, posters)

136. Do you have any internal communication and collaboration tools that you use internally?
Answer: Intranet, Microsoft Teams, SharePoint sites, in-person meetings, TV monitors

137. Do you have an internal marketing or communications department that could help support awareness or user readiness communications?
Answer: Yes

138. Do you need support in creating project collateral that relates to user engagement, awareness, and adoption? i.e., Communications, newsletters, intranet postings, and project media.
Answer: Open to suggestions

139. Do you have a dedicated learning and development Organization? If not, what organizations help to oversee onboarding, continuous learning or transformation initiatives?
Answer: Using HCM for onboarding and an Organizational Development Manager. The Process Improvement Analyst/Change Management Practitioner will be responsible for facilitating the training team in developing and executing the training plan and activities. Vendors should supply training materials for the applications.

140. How is training generally conducted within the organizations – remotely? In-person? Hybrid?
Answer: We have used remote, in person, and hybrid depending on the subject.

141. What learning and development approach have you seen to be most effective in past transformations? Answer: Hands-on with an instructor/trainer face-to-face or remotely. What has been least effective? What has been least effective?
Answer: Video w/instructions only

142. Based on past effectiveness - What user readiness activities do you want Apps Associates to provide? SME Knowledge Transfer / Coaching (Train-the-Trainer) only? End-User Readiness/Training?
Answer: SME Knowledge transfer/Coaching (Trainer-the-Trainer)

143. Is PWC going to have dedicated project resources or will they be splitting time between responsibilities?
Answer: Splitting time between responsibilities.

144. Can you please outline the roles PWC resources will fill and what percentage will they be dedicated to the project?
Answer: Refer to section 4.6 Staffing Plan. Also, PWC is requiring the bidders to fill out Staffing Plan Form 4.5 in Attachment C to provide this information based on their experience.

145. Has PWC completed a customization assessment of the current ERP application? Can we see the results if yes?
Answer: This will be shared after the award during the implementation.

146. What lessons learned has PWC documented from previous Cloud Transformation Projects? Specifically, around process redesign and customizations.
Answer: This is not relevant for the response to this RFP.

147. Is PWC open to a staggered/phased deployment of the Oracle Cloud Solution in this RFP?
Answer: Please provide your approach, methodology and timeline based on your experience of a project of similar size and complexity.

148. What are the strategic objectives PWC is trying to achieve with this project?
Answer: To reduce the amount of time for month-end close, reduce the number of work arounds required, to provide reporting and dashboard capabilities that can be accessed by stakeholders throughout the organization (based on security), ability to add pay codes and deduction codes in the payroll system without a lot of IT work on the back end, ability to add W-2 items without manipulating the system so that it will take it, etc.

Data Conversions/Integrations

149. Regarding the Interface tab within Attachment B:
    a. Row 1: Would refunds be initiated in C2M vs Fusion Cloud?

Answer: It would depend on the type of refund. Regular utility customer accounts would be refunded via C2M. Non-utility refunds are issued through EBS via a manual check request.

    b. Rows 7-18: Do these interfaces already exist between Oracle WACS and E-Business Suite? If not, are they being built out in the near future

Answer: Interfaces do not exist currently, but they will be built out in the future.

    c. Rows 19-28: Please elaborate on these interfaces between Oracle HCM and Fusion Cloud which are listed. Is Oracle HCM referring to EBS HCM or Cloud HCM? If Cloud HCM, please elaborate on why these interfaces are expected to be needed. If EBS HCM, are these temporary interfaces?

Answer: Oracle HCM means Oracle cloud HCM. It all depends on where the payroll happens. If we use a fusion cloud then, we need these interfaces. If payroll happens in the HCM cloud, then we may not require these interfaces.

    d. Row 29: Does PWC anticipate Oracle WACS to add asset records to the Fixed Asset module?

Answer: Yes

150. Row 30: What does PWC expect Fusion Cloud to do with the WO account segments?
Answer: The work order account segments are an integral part of the account string that captures costs for specific projects and initiatives. PWC must be able to report off of each segment of the account string for ad-hoc reporting. The work order segment is also used for pushing costs back to WACS by work order number.

151. Potential additional row: Would PWC like to perform P-Card processing in Cloud ERP?

Answer: Yes

a. Potential additional row: Would PWC like to bring the bank statements into Cloud ERP for bank reconciliation?

Answer: Yes

b. Potential additional row: Would PWC like to do personnel budgeting in EPM with information extracted from Cloud HCM?

Answer: Yes. Currently, personnel budgeting is performed by excel using Smart View but would like to simplify that process.

152. Will you be able to provide the volume/data that needs to be migrated across all applications?

Answer: Refer to section 4.4.3 Data Conversion and Migration.

153. Based on the details provided, we understand the requirement is to migrate 3 years of data to Oracle ERP Cloud. Please confirm this understanding.

Answer: Please refer to the Data Conversion Services tab in Attachment B for specific data conversion requirements.

154. Please confirm Wipro's assumption that this is the list of interfaces in the program scope.

Answer: Required interfaces are listed in the Interfaces tab of Attachment B.

155. What kind of Receiving transactions are done in SynSuite today as it is mentioned to integrate SynSuite with Oracle?

Answer: PWC does not use SynSuite.

156. What exactly do we want to migrate as part of the time & labor historic data for 3 years mentioned?

Answer: Time & Labor is not listed in the Data Conversion Services tab of Attachment B.

157. Where possible, can we get approximate details on the current mechanism (file/api/database), frequency, and load (number of records) for the integrations listed in the Pricing form?

Answer: Maximum number of records less than 5K and frequency is, some of them every day, bi-weekly, monthly.

158. Do the Deposits maintained in SmartSafe have a financial impact or a reporting impact that might require us to bring these numbers in Oracle ERP?

Answer: All the payments & JE's are created in C2M. This is just where the cash is stored until it is deposited at the bank.

159. Migration Plan for SymPro should be "I" instead of "M" if you plan to account/report for investment & debt data from Oracle ERP.

Answer: Journal entries are currently done manually between the two systems.

160. Do you use BarTender for Barcode labeling Assets or inventory or both?
Answer: We only use BarTender for labeling.

161. How many banks do you expect to integrate with for receiving/sending files (i.e., ACH, Check Print, Positive Pay, etc.)? Please elaborate which transmissions are required with which banks.
Answer: One

162. Will you require credit card integration? If yes, please specify with how many providers.
Answer: Yes, one.

163. How much volume do you foresee for historical data migration to Oracle Fusion? Please point out the quantum for each element applicable like TB, AP Open Invoices, Vendor Master, Customer Master, Open receivable transactions, open receipts, open PO's, Projects, Grants etc.
Answer: Refer to section 4.4.3 Data Conversion and Migration.

164. How many years of historical/current year(s) actuals are required to be loaded to the solution at go-live? Is there a plan to purge/archive actual/plan data from the tool? If so, what is it? If not, we recommend a discussion to develop an archiving strategy.
Answer: Refer to section 4.4.3 Data Conversion and Migration.

165. What integration tools does PWC currently own for connecting with Oracle Cloud
Answer: OIC, BI Publisher, OTBI

166. For integrations, can we assume that the scope is what is listed in Attachment B Tab Interfaces only. If not, then please provide an additional integration listing with Source, Target, and Data object
Answer: that is the updated list.

167. For a legacy application with a "C" designation, how should the pricing be approached? If it is replaced it will have a fiduciary impact.
Answer: PWC will consider replacing these applications based on the requirements and the overall solution being proposed.

168. Is currency conversion required?
Answer: No

Infrastructure

169. Will all benefits Plans, Benefit Programs, enrollments be managed in Zyware or is Zyware used only for employees to enroll in Benefits?
Answer: Not currently using Zyware. We began using HCM for benefit enrollments in June 2023.

170. There is no interface listed in Attachment B on the Interface tab from Zyware to Oracle Cloud, if employees use Zyware to enroll in benefits, how will the elections for Benefit enrollments be transferred from Zyware to Oracle Cloud?
Answer: Not currently using Zyware. We began using HCM for benefit enrollments in June 2023.

171. Will time rules and Absence rules be calculated in Oracle Time and Labor and/or Oracle Absence Management?
Answer: Oracle Time and Labor

172. Please provide an existing Architectural Diagram.
Answer: This is not available at this time.

173. What is the current Oracle EBS Organization Structure of PWC (e.g., number of LEs, Ous etc.)? Does PWC Fayetteville wish to continue with the same Oracle EBS organization structure or wish to re-design with the transformation to Oracle ERP Cloud?
Answer: Currently, PWC is planning to follow the same organizational structure as EBS.

174. Does Fayetteville have a specific middleware that is planned to be used across the enterprise for this initiative or can we suggest OIC to be used as a middleware for this solution?
Answer: OIC is our middleware solution

175. For integrations, can we assume that integrations requiring a Middleware tool will use OIC?
Answer: Yes

176. Can you please provide an approximate number of users for: Finance, SCM, HCM, EPM. Also, Total Number of Employees?
Answer: Total number of employees in the organization is 659.

177. How many direct FIN Users do you have? Could you give us an estimate per module like AP users, Assets, GL users, etc. and segregate as to how many of those are View-Only access and how many are operational/functional users
Answer: Largest user groups in finance are the accounting and financial planning departments. There are 21 in accounting and 10 in financial planning. Rough estimates of users per module: 5 AP, 3 Assets, 27 GL.

178. Oracle C2M is listed for integration. With this ERP implementation, do you plan to maintain your customer master in C2M or Oracle Fusion Receivables module? Same goes for receivables transactions and receipts- which platform do you plan to use for customer billing and receipts?
Answer: C2M with exception of non-utility billing. Customer masters for non-utility billing will reside in ERP.

179. If you plan to do customer billing from Oracle Receivables, then would you be inclined to use Customer Invoice Printing and Statement via email delivery from oracle? If yes, how many invoice formats do you have?
Answer: Not sure. Currently, the process of billing in EBS is manual.

180. Approximately how many objects/accounts make up the COA?
Answer: The current design is Fund.Cost Center.Cost Type.Work Order.Activity.FERC.Budget Code.Future.Future.Future. For example, 002.0471.0401.0000000-00.683201.92100.9999999999.000.00000.00000. Each segment can have hundreds (or thousands) of options depending on the segment.

Proposal Submissions/Evaluation Questions

181. Given the magnitude of our response, would PWC consider removing the hard copy requirements? This would allow PWC to evaluate the response more easily. If not, are there any sections that do not have to be printed (I.e., the Appendix, Financial Statement, Attachment A, Attachment B, etc.)?
Answer: PWC has reduced the hard copy requirement to two (2) hard copies. This was addressed in Addendum 2 dated 7/28/2023. The Attachment A will not be required to be printed since it will be completed by Oracle and provided to all the bidders by PWC. Acknowledgment of the completed Attachment A document will be required.

182. If hard copies are still required after the question above, would PWC accept digital signatures as original signatures?
Answer: Yes, for an authorized approver.

183. On page 33, it is shown that the first page of the proposal format should be the Proposal Signature Form. However, on page 46, it is stated that the Proposal Signature page should be included as part of Other Required Forms and Attachments (Section 9). Please confirm where the Proposal Signature Form should be included.
Answer: Follow the proposal format on page 33. Exclude the proposal signature form from the other required forms sections noted on page 46.

184. The forms listed to be included in Section 9 are required to be included in various other sections of the proposal. As an example, the Service Provider Background Form (form 4.1) is required as part of Section 2 (Service Provider Background). Can you please confirm if the forms in Attachment C should be included as dictated in Section 4. Proposal Response Format (page 33) or if they should be included as part of Section 9 Other Required Forms and Attachments our proposal?
Answer: Follow the proposal format on page 33. Include Attachment C in Section 4 and exclude it from Section 9. Reference the answer to question 183 for more information.

185. Should it be that proposer must include the required forms in the designed sections rather than Section 9, is it possible to integrate the forms into the proposal while maintaining the format of the form? As an example, could a proposer recreate Form 4.1 to be integrated into the proposer’s Section 2 for better ease of filling out form?

Answer: Follow the proposal format on page 33. If the other required forms and attachments are required to be in another section, include them there. Reference the answer to questions 183 and 184 for more information.

186. Can PWC Confirm if these three requirements are requesting the same activity – level project plan? If not, can PWC elaborate further on the difference in these requests? (Page 36 – The service provider is to provide an implementation plan in narrative format supported by an activity-level project plan(e.g., Microsoft Project, or Microsoft Excel work breakdown structure) that details the tasks and activities implementation of the selected solution, Page 37 – Provide a detailed work plan or schedule in a work breakdown structure format as part of the proposal response, Page 38 – Provide a high-level work plan for achieving the successful deployment of the selected system.
Answer: The definitions outlined on page 36 and page 37 refer to the same activity. Page 38 is requesting the strategy for the work plan.

187. In Attachment C, Form 4.4 is the Training Form as opposed to the Report Development Form (Form 4.3). Please confirm which form should be included in this section.
Answer: The references are listed in error. Form 4.3 is the Report Development Form (to be included with subsection 4.4), and Form 4.4 is the Training Form to be included with subsection 4.6.

188. Please confirm if the functionality requirements in Attachment A and software pricing should be answered by Oracle.
Answer: We are expecting the proposer to respond to the requirements based on their experience and knowledge.

189. In many instances such as the one referenced as part of their question the required forms request the same information as the questions we must answer as part of our proposal. In these instances of redundancy, please advise where vendors should answer the question or if the information should be provided in both places.
Answer: Follow the proposal format on page 33. If the other required forms and attachments are required to be in another section, include them there. Reference the answer to questions 183 and 184 for more information.

190. We have found a small error in Attachment B- the pricing forms. The discount field adds the “discount” rather than subtracting it. This error appears in several places. Will PWC please provide a revised version of this document that sums correctly?
Answer: Yes, the revised spreadsheet will be provided with this addendum.

191. Will PWC provide a complete listing of modules purchased (the Bill of Materials)?
Answer: Yes, upon award of the contract

192. The directions ask for the Staffing Plan Form 4.5 from Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx - to be included in section 4

(Implementation Plan) and in section 6 (Staffing Plan) of the response. Please confirm if PWC wants this included in both areas or just in section 6?
Answer: Follow the proposal format on page 34 for Section 6. This information does not need to be included in both sections. Include a reference in Section 4 to the staffing plan that will be in Section 6.

193. Will PWC consider forgoing the printing requirement and accept just the electronic SharePoint submission instead? Or will PWC consider reducing the number of required printed copies in an effort to use less paper?
Answer: Review the answer to question 181.

194. Will PWC also please consider a 2–3-week extension on the due date for this RFP?
Answer: A two-week extension was provided. This extension is addressed in Addendum 1 dated 7/20/2023.

195. Project Budget - Does PWC have, or can they share an indicative budgetary number for the project? This will help in proper scope alignment for the project.
Answer: This is a funded project

196. FPWC is asking for a Demonstration of software on Oct 2nd. Was that the integrator's intention to demonstrate the software, or was the intent to establish our service's capability?
Answer: FPWC will be seeking software vendor demonstrations by system integrators proposing on the RFP to validate the SI's understanding of the requirements, showcase functionality, understand the implementation approach of the SI, meet with the project team and evaluate their capabilities, and also evaluate the technical approach of the project.

197. Round three evaluation criteria appear to be an evaluation of the Software vendor. However, it is our understanding that FPWC has already selected Oracle Cloud and has selected the modules to be implemented. Can FPWC elaborate on how this evaluation will be conducted. Our goal is to determine how best to respond demonstrating Functionality and Technical requirements for software already selected by FPWC.
Answer: Round 3 evaluations will include demonstration presentations, reference checking and other due diligence activities to evaluate the proposers' capabilities as outlined in the RFP. The functionality and technical requirements will be evaluated based on the proposer's understanding and implementation of the requirements outlined in the RFP during the demonstrations and other due diligence activities.

198. We kindly request a two-week extension to submit this response. The 30 days allotted is challenging to achieve with a response of this magnitude.
Answer: Review the answer to question 194.

199. Is this a complete list of requirements? Rows 962 to 3735 are blank please clarify. (Attachment A – Oracle Fusion Cloud System Integrator Services – Requirements.xlsx)
Answer: This is the complete set of requirements. Please ignore rows 963 onwards.

200. Please provide your current challenges and pain points that you'd want us to focus on or brainstorm better solutions for.
Answer: Please provide the best proposal based on your experience with projects of similar size and complexity.

201. There are 2 pending RFPs from PWC. Does participation in 1 of the RFPs preclude the SI from participating in the other? Or can a SI respond to both?
Answer: No, one does not preclude the other. The SI can participate in both, but the SI workload for the proposed team's commitments will be considered.

202. For Attachment A, there is a request to break out the discrete cost for each line item. The way the applications are deployed, and the staffing assigned, it is not possible to accomplish this. Is this acceptable to PWC? If not, is there an acceptable alternative?
Answer: Yes, you can define your own categories to provide the appropriate pricing.

203. Attachment A can be completed with comments. However, since this attachment refers to Oracle functionality, the responses should not be considered binding. Is this acceptable to PWC?
Answer: We are expecting the proposer to respond to the requirements based on their experience and knowledge.