Solution wide requirements

- The consolidated budget is to come from Academic Affairs, Health System Affairs (Practice Plan and Hospital) and Business Affairs.
  - What is the budgeting tool currently being used for the Academic departments? Hyperion Planning If Hyperion Planning, what version is being used? 11.1.2.3 What kinds of enhancements are needed for the tool? TBD during requirement gathering sessions. Will Health System Affairs and Business affairs each require separate planning applications/types? TBD during requirement gathering sessions.
  - Will each area require a separate Workforce Planning and Capital Asset Planning application? TBD during requirement gathering sessions.
  - Does each area have a separate chart of accounts? No Is there standardization in definitions? No
  - What other dimensions have been defined/documented (e.g. location, lob)? TBD during requirement gathering sessions.
- How is Essbase being used? For planning only. Will its usage change? Yes Who is supporting it? IT Department What version is being used? 11.1.2.3
- In addition to what is currently in Financial Reporting, are there any goals for improvement/additional development? Yes
- What is your internal project timeline for the requirements, design, build, testing and support phase? Tentative Schedule: Start January 2016. First rollout September 2016. Final January 2017
- What are the top five measures of success? Success equals the timely signoff on requirements from project sponsors; final deliverable should meet those requirements while staying on time and on budget.
- What project risks have been identified by UT Southwestern? PeopleSoft 9.2 upgrade is a risk.
- Who are the people involved in the project and what will their roles be? Business Owners (Budget Offices, Financial Planning, Academic Affairs), Internal IT Team, Steering Committee, Departmental Sub Committees
  - Can you provide a RACI diagram? Not available at this time.

Consolidation

- What customizations do you anticipate to the Healthcare Starter Kit? TBD during requirement gathering sessions.
- What customizations do you anticipate to Workforce Planning? TBD during requirement gathering sessions.
- What customization do you anticipate to Capital Asset Planning? TBD during requirement gathering sessions.
- What additional calculations are required in addition to those already provided within Healthcare Starter Kit, Workforce Planning or Capital Asset Planning? TBD during requirement gathering sessions.
- Are all the reporting entities on PeopleSoft General Ledger? Yes
In order to facilitate consolidated reporting out of Hyperion Planning, what other data sources will be used? TBD during requirement gathering sessions.
- Will all the sources be loaded using FDMEE? TBD during requirement gathering sessions.
- Are there any other complex equity or ownership reporting relationships that require additional calculations? TBD
- How many allocations are there? TBD during requirement gathering sessions.
  - What level of detail is required when performing allocations (i.e. Cost Center, Department, etc.)? TBD during requirement gathering sessions.
- Will the future state source data provide the necessary components to calculate cash flow automatically or is there an expectation of minor manual input? TBD during requirement gathering sessions.
- What is the number of reports needed? TBD during requirement gathering sessions.
  - How many already exist and how many need to be created? TBD during requirement gathering sessions.
- Will the future state source data provide transaction level intercompany data? Yes

**Hyperion Planning / Reporting / Essbase**

- Who currently supports Hyperion Planning, Financial Reporting, Essbase? IT Department
  - How will the support team change as a result of the initiative? TBD
- Will Essbase be used as a stand-alone application? Yes
  - Will ASO be used? Yes Will BSO be used? Yes Would the purpose of such applications be? TBD
- Are there any custom programming or automation requirements outside of Hyperion? Yes
  - For example, Control-M, batch scripts, Informatica?
- What is the training approach for the rollout? TBD Train-the-trainer? Yes Individual classroom? Yes
  - How will user/administrator training be delivered (on-project, Oracle offsite, third party)? On-project, Oracle offsite, and third party
  - How many users/administrators will need training, access? TBD How are they organized? By departments currently. What are their roles in the planning/reporting process for inputting/reviewing data? Planners/Interactive Users
- What is the granularity of the security plan give that there are several hundred users? TBD
- How many environments are required (e.g. Development, Testing, QA, PreProd, Production)? Development, Testing, Production, and Disaster Recovery
  - What is the purpose of each environment (i.e. QA used for testing)? See Above.
  - What is the migration process? Dev -> Test -> Prod What is the policy and intent with the environments as we move through the system lifecycle? Change Management
  - Is there a Disaster Recovery process in place? Yes Will this be a consideration for this project? Yes

**Financial Data Quality Management Enterprise Edition**

- What other data sources besides PeopleSoft General Ledger will be mapped/loaded using FDMEE? TBD
  - Will drill-back be necessary Yes
Can you describe the mappings and complexity expected within FDMEE to load and transfer data between applications? TBD

What is the frequency of data sources? TBD For both data and metadata? TBD

Will load automation be required? Yes Will there be any users that need to load data via FDMEE or do all the data loads using FDMEE need to be automated? Yes
  – Can the data pulls from a single source system be combined into one data pull in order to streamline automation? TBD

1. May we conduct a project scoping session (1.5 to 2 hours - either in person or via a phone call) with the people who best understand the requirements and business/IT needs for both the Hospital and Academic groups? If there’s multiple groups we need to speak with we’d be glad to conduct the session in one sitting to make it more convenient for all involved. No

2. Will the questions we submit (and your answers) related to the RFP be shared with all of the RFP responders? Yes

General System/Process Questions
1. What products/technology are you currently using for Budgeting/Forecasting and looking to replace? Hyperion Planning, Excel, and Access
2. Do you currently own the Hyperion Products mentioned in the RFP? Yes, but not all are implemented. If NO, what products are you looking to purchase and how many licenses/users per product? If YES, what is your current version? 11.1.2.3
   a. Hyperion Planning incl. Workforce, Capital Planning modules. Did you also purchase the Project Financial Planning module? No
   b. Hyperion Financial Data Quality Management (FDMEE) Yes
   c. Essbase Plus Yes
   d. Any other Oracle EPM or BI products such as Hyperion Strategic Finance (HSF), Data Relationship Management (DRM) not mentioned above? No
   e. If you already have installed and configured Hyperion Planning, have you rolled out any applications yet? Yes If so, what has been implemented? Non-Hospital Position and Financial Budgeting. What was rolled-out? Non-Hospital Position and Financial Budgeting. Were any of the applications built using Enterprise Performance Management Architect (EPMA)? No Are you looking to replace and/or upgrade any of those applications? TBD
   f. Is there any desire to upgrade to a more recent version? Yes

3. Confirm UTSW’s fiscal year. September – August Do the academic and clinical missions within the University share a common fiscal year? Yes

4. Confirm the following high-level dates:
   a. Tentative start date for implementation? January 2016
   b. System should be available to start loading Actuals in September 2016. Yes
   c. Go Live is January 1, 2017 for user inputs? Yes

5. Do you have a proposed UTSW team in place? Yes If so,
   a. How many resources? Five System Administrators? One
   b. What is their % availability on the Hyperion Planning implementation? TBD
   c. Do any of those resources have any prior experience or knowledge of Hyperion? Yes If so, how much experience? Extensive
   d. Will you have an assigned Project Manager? Yes
6. Item 5.1.1.4 states “Document business requirements and processes for the Hyperion planning modules”. Do you anticipate changes to existing business processes to occur with the implementation of Hyperion Planning? Yes.

7. Item 5.1.1.6 states “Create a prototype and facilitate the review and sign off of the proposed configuration for the Hyperion Planning Solutions implementation.” How do you define a ‘prototype’? Something that can be shown to business owners that reflects the requirements. Can this be considered as something similar to a “conference room pilot” that occurs during the build phase or is effort to occur prior to the much larger scale build effort? Yes. If the latter, should this be estimated separately as a separate Phase? No. Do you have a date for when this prototype needs to be completed? TBD.

8. Is your desire to roll-out to all areas of the organization, e.g. Academic, Medical Center, etc. simultaneously or as a Phased approach? TBD.

9. You state “This implementation will provide a new budgeting application for the University Hospital and enhancements/re-design of the budgeting tool for the Academic departments.” Please outline the application that is in-place currently for Academic and what current business processes are not being met with this application to require a re-design and/or enhancements. Non-Hospital Position and Financial Budgeting applications are in place. TBD on any enhancements or redesign.

10. Is it your desire to have a single consolidated application or separate applications for Academic vs. Health System? TBD. Or what is determined to be best for UTSW after further analysis? TBD. Can we come to some level of consensus and standardization of methodologies and processes to be built within Hyperion Planning and still accommodate the different user groups and business processes? Yes.

**Infrastructure Related**

11. Dependent upon the response to Question 2 above, Item states 5.1.1.3 “Lead the definition of the configuration and design of the Hyperion Planning Solution software in order to meet the functional requirements identified in the sessions”. Please advise if you would like the Proposer to include recommendations around the technical infrastructure and architecture, specs and configuration. If yes, can you provide some general guidance on:
   a. Number of environments Four.
   b. Types of Operating Systems – Windows or Unix and version Linux Redhat.
   c. Relational Database – Oracle, MS SQL Server, other Oracle.
   d. Additional information that might impact the install and configuration of Hyperion products such as High Availability, SSL, SSO, etc. SSO, and High Availability.

**Data and Integration Related Questions**

12. Can you explain the Faculty Appointment data and how you are expecting that data to be used in your planning process? HCM job related data. For merit planning and reports.

13. What is the current source for all HR data for all three areas (Academic, System, Business)? PeopleSoft HCM.

14. Systems – You identified the below source systems:
   - PeopleSoft Financials 9.1
   - PeopleSoft HCM 9.1
   - Epic
   - Optime
   - Others as identified during the project.
   a. Please advise versions of systems listed above.
   b. Are these all shared systems throughout the UTSW or are there individual instances across the organization? Shared.
c. Is there a global standard Chart of Accounts? Yes For example, for each chart of accounts, do all of the business units/segments of the university utilize the chart of accounts consistently? No I.e., can one map be used across all the business units/segments or will each require their own mapping? TBD
d. What are some of the other potential data sources? TBD
e. Are the same data sources for both historical and go forward data? Yes

15. Item 5.1.2.2 states Data Clean Up is required. Can you please elaborate on what type of “clean up” is required? TBD Is that within your systems or during the data integration processes? Data mapping between Hyperion and source systems.

16. Where are your hierarchies/metadata that will be required to support the Planning processes stored? Source systems or manually maintained? Both Examples of hierarchies may include but not limited to are:
   - Accounts (State of Operations, P&L, other metrics)
   - Provost/Department
   - Funding Sources
   - Position/Job Code/Employee
   - Etc.

17. How many EPM target applications will we need to load data to utilizing FDMEE? TBD Hyperion Planning and/or Essbase? TBD

18. How much historical data you want to load using FDMEE into the Planning model? TBD Starting with what period and year? TBD

19. Similar to the above question, how many FDMEE licenses did you purchase? 200

20. If you have existing application, do you require any data synchronization between the current and/or future state applications? TBD

21. Do you require drill back to the source systems, e.g. PeopleSoft Financials? Yes

22. Is automation of the FDMEE Data Integration required? Yes

23. Is performance testing of the data integration processes in scope? Yes

University Health Planning Questions

24. How many hospitals will be included in the Planning process? Three

25. How many physician practices would you need to plan for? Two Are they represented as a department or would you also need to perform detailed physician planning? Detailed

26. Does the budget need to be loaded back to any system? Yes

27. What level of detail from a labor point of view does the Hospital plan at? Lowest level (employee, position and job code level) Employee, Job Code, hybrid approach? TBD

28. Is there need to include Balance Sheet or Cash Flow Planning? TBD If so, does this need to be included in the initial phase or can it be phased in? TBD

29. Is there a need for allocations to be built for Actuals? No Planning? Yes If yes, can you please describe the number and types of allocations? TBD for design

30. How often will the data need to be refreshed in Hyperion? At least monthly

31. Do you currently do a flex budget? Not currently. Is it required? Yes

32. What type of logic is being utilized to calculate depreciation? For actuals PeopleSoft Asset Management. For budgeting Hyperion Capital Planning. Is the goal to go down to actual asset line item or keep the level of detail at asset class? Yes for going down to the line item detail.

33. Do you have a system that will be the source for loading depreciation for existing items? PeopleSoft Asset Management

34. Are you aggregating earning/income codes to an aggregated level to plan data at? Yes (productive, non-productive, Shift Diff, Cert Pay, etc.)

35. Is there a physician component to your labor planning process? Yes for Practice Plan
36. What are output requirements? TBD Do you have a defined list of reports that are required to be developed when you go-live? TBD
37. Is there a need to have an application that can support labor productivity or only the planning process of labor? Yes

**Academic Planning Questions**
38. Are the sources for Academic Planning the same as the sources identified in #14 above? Yes If there are difference sources, can you please identify any additional sources such as GL, Project Costing, SIS, HR/HCM, excel spreadsheets.
39. Number of users needed for planning/budgeting environment from the Academic side vs. Medical Center? 400+
40. Number of processes application needs to be supported:
   a. Annual Operating Budget Formulation, Budget Execution; Yes
   b. Re-forecast or rolling forecast? Yes Are these processes done at different levels of detail? Yes
   c. Do you have a requirement for Line Item Planning and Balance Sheet Planning? Yes
41. How many Campuses are there in the University? One
42. As part of your initialization process, do you do typically pre-populate, zero-based budgeting, or incremental budgeting? Combination of methods Or a combination of methods?
43. Describe the number of different types of modeling required and relative complexity. TBD
44. Can you please provide a high-level description of the stages and processes in your budget life cycle? Planning, Discussion, Budgeting Process, Implementation, Reporting
45. Is Grant Budgeting a requirement? Yes
46. Is Capital Budgeting / CIP also a requirement? Yes
47. Is there a need to report in NACUBO (SACUBO) format? Yes
48. Describe your state reporting requirements? Different requirements across agencies.
49. Describe your revenue modeling requirements, such as Tuition Modeling, Res Life? Model revenue across missions/entities.
50. Does the system need to be able to perform any allocations? Yes If so, what types of allocations do you need to build? Overhead, state appropriations Can you provide a brief description and methodology? TBD
51. Describe the approximately level of detail plan/forecast at, e.g. By Account, Provost/Department, Funding Sources, etc. What are approximate counts and names of segments such as Programs, Class, and Projects, Fund etc.? TBD
52. Is Compensation planning done by Position, Employee, or Both? Both Do you need to split positions across departments and Funds? Yes How many positions/employees do you have in the system? 14,000
53. Describe types of positions you have in HR system. Describe your Pay Elements (such as Base Pay, different Additional Earnings types etc.) Faculty, Administrative and Professional, Classified; Base and at Risk
54. How many volumes of budget books do you currently use and do you anticipate keeping them in future as well? Two and Yes For example, one for CIP and another Operating Budget.
55. What is the estimated number of Reports that you use for Budget Formulation and Budget Execution? TBD

**Training**
56. Would you like Proposer to include estimate for training services? TBD If so, what type?
   a. Product training
   b. End User or ‘Train the Trainer’ type training? Train the Trainer
57. If Yes to the above for End User or ‘Train the Trainer’ type delivery, would you like Proposer to include the development of custom materials? TBD
People and Process Questions

People-related and process-related questions include:

1. 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? Project Manager, Functional, Technical, Business Experts
   b. How many of your employees will participate on the project team? Five plus subject matter experts
   c. What roles will your team play on the project team? Project Manager, Functional, Technical, Business Experts
   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? Extensive
   e. 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)? TBD
   f. Where are these project team members located? Onsite If they are located in many regions, what is the expectation around in-person versus remote participation in project activities?

2. 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? Functional and Technical Leads
   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? Extensive
   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)? Prefer on-site.
   e. Does your team have any expectation regarding consulting rates (minimums and maximums) for roles on this project? TBD

3. 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? University uses different methodologies. Please describe yours and provide recommendation.

4. 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 preventing us from using this approach? Yes. Open to this approach.

5. What are the names of the other consulting companies that we are competing with in this RFP process? N/A
Technology Questions

Technology-related questions include:

1. What are your organization’s current hardware standards?
   a. Operating system (Linux, Windows, UNIX, etc.) Linux
   b. Processors 24 CPUs (Essbase) 12 CPUs (Planning)
   c. RAM 128GB (Essbase) 64GB (Planning)
   d. Anything else we should know

2. What is your organization’s policy / need on a physical versus virtual environment and how does that apply to this initiative? Physical

3. 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

4. Does your organization maintain or plan to build data marts and/or a data warehouse to stage source data for this solution? In Progress Please describe the current and planned process in detail.

5. Will UT Southwestern require assistance with Extract, Transform and Load (ETL) processes to populate existing or planned data marts and data warehouses? Yes

6. Are there any planned technology projects that could impact data sourcing or availability for this project (e.g., upgrades, new product implementations, etc.)? Yes, PeopleSoft Upgrade and Data Warehouse implementation.

7. What did we forget to ask about technology needs that we should have asked? N/A
Information Questions

Information-related questions include:

1. What is the audience for your planning process today by group and level? For Non-Hospital, it is department. How do you expect this to change with the introduction of a new solution? Adding Hospital audience.

2. What are your most critical budgeting and forecasting issues today? Not having a system that can run models for forecasting, not having the ability to drive revenue and expenses by statistics/workload drivers.

3. What improvements would you like to make to your budgeting and forecasting system and process (e.g., rolling forecast)? Rolling forecast, monthly load of actuals, drive revenue and expenses by statistics, rate and volume assumptions.

4. What systems do you gather data from to drive your planning processes (e.g., GL, HRMS, etc.)? PeopleSoft Financials, PeopleSoft HCM, and other sources (text files, etc.)

5. Are there any intermediary data sources between the transactional systems and your current budget spreadsheets that help to "refine" the data? Yes

6. Do you have multi-currency and foreign exchange requirements? No

7. Do you plan at different levels than you collect actuals? TBD

8. What are the major calculations required for budgeting (a sample spreadsheet with calculations would be very helpful here)? TBD

9. How many iterations of the budget are done in a typical year? Various year to year

10. Are budgets segmented by year, month, week, or some other time period? Year, month


12. If allocations are performed in your plan, what kind are done (for example, do you allocate MIS based on computer usage, etc.)? Yes. Detail will be provided during design.

13. Are finalized budgets loaded back to any source systems currently? Yes How do you expect this process to work in the new system? Automated/User Load

14. Do you have a fixed asset system that keeps track of all the assets you own today? If yes, does the system forecast depreciation on currently owned assets, and if so, can you obtain a download from that system? Yes and No; have PeopleSoft asset management that has all capital assets. Does not currently have non-capital. Can run a report that provides forecast of depreciation on current assets.

15. Do you have any special capital/depreciation planning or modeling needs? If yes, please describe. TBD in design phase
16. How does your forecast process differ from your budget cycle? We don’t currently have a forecast process. We currently have a current year projection process but not a true forecast process.

17. Do all users who submit budget data submit forecast data? Not currently for forecast but yes for the projection.

18. Do the same business rules that applied for budgeting apply for forecasting? TBD

19. What are some of the key forecast drivers? TBD

20. How do you perform workforce budgeting today (e.g., by position, by employee, or some combination thereof)? Employee, position. Also look at certain productivity standards as an example to determine appropriate coverage for the nursing units, ORs, etc. More to be determined during requirements. Do you expect this to change in the new solution? Why? Need to know best practices to better answer.

21. If applicable, how does the current workforce budgeting process derive taxes and benefits and other compensation (e.g., by employee, position or globally)? Current process is manual, some calculation by employee type.

22. How much is the current budget and forecast process driver based versus direct input? Direct input

23. Is there a need for a rolling 12-18 month forecast? Yes

24. What is the frequency of the actual data feed (daily or monthly)? At least monthly

25. Is the expectation that hierarchies would be fed from source, or maintained in Hyperion? TBD

26. Does the Hyperion data need to go back to a source system? Yes If so, what data, and how often? TBD

27. Does the school utilize commitment control in their source system (does the college need to constantly make budget changes in source system in order to make payments)? Yes

28. Other than the standard Dimensions (e.g., Entity, Accounts, Scenario, etc.) what other dimensions are required, (e.g., Projects, Programs, Employee, Position, Job Code, etc.) for developing a budget or reporting purposes? TBD

29. What did we forget to ask about information needs that we should have asked? N/A

Overall Questions
1) What version of People Soft are you currently using? 9.1
2) What version of Hyperion Planning, Essbase and Financial Reporting does Academic Affairs (or any other groups within UT Southwestern) have in place today? 11.1.2.3
3) Does UT Southwestern intend to upgrade to a newer version of Hyperion as part of this project to take advantage of newer capabilities and if so, do you want US---Analytics to bid on that effort? Yes

4) What is the business cycle/availability of the UT Southwestern business Subject Matter Experts (SMEs) during the calendar year to support the project? As needed; limited during budget season and year end close and month end close.

5) How many developers does UT Southwestern intend to provide for the project? What is their skill set and level of availability? Three

6) Have any of the future users in Health Systems been exposed to Hyperion? Yes

**Planning Questions**

1) How many users are expected for budgeting and forecasting within Academic Affairs, Health System and Business Affairs (input vs owners of the budget and forecast) TBD

2) Is your strategic plan linked to budgeting? Yes but we would like to enhance that process. At what level is the strategic plan communicated? Very high level

3) Is there one GL and a standard chart of accounts? Yes

4) How many tops down/bottoms up metrics are there in the plan? TBD

5) How many drivers/allocations and how complex are in or expected in the applications? TBD

6) How do you plan and forecast today:
   a) How many accounts? Many
   b) Customer, location, entity, version, scenario (plan/forecast)? All of the above. What range of each is used? TBD

7) How much data (history and budget/forecast) should be planned for? TBD

8) How many budgets and forecasts are completed in a year? Varies year to year; but 2 primary- don’t currently forecast. How long do you retain the budgets and forecasts? As required by policy.

9) Do you budget and forecast at different levels of summary? Yes

**BACKGROUND and GENERAL TECHNOLOGY QUESTIONS**

- Has the healthcare starter kit been evaluated by the institution and deemed to be a fit for its unique business processes? Yes as a starting point.
- What is the current budgeting reporting process? (Old Hyperion, other system, spreadsheets, etc.)
- Where will the Hyperion solution be hosted (in-house, co-located, OPBCS?) In-house
- Is Hyperion installation help required as part of the implementation plan? Yes for FDMEE only.
- 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
- Is there a requirement for mobile reporting capabilities? TBD
- How many users will the solution have by the 3 business areas? TBD
- Is the expectation that hierarchies would be fed from source, or maintained in Hyperion? Both

**PLANNING PROCESS QUESTIONS**

- What is the audience for your planning process today by group and level? For Non-Hospital, it is department. How do you expect this to change with the introduction of a new solution? Adding Hospital audience.
• What are your most critical budgeting and forecasting issues today? Not having a system that can run models for forecasting, not having the ability to drive revenue and expenses by statistics/workload drivers.
• What improvements would you like to make to your budgeting and forecasting system and process (e.g., rolling forecast)? Rolling forecast, monthly load of actuals, drive revenue and expenses by statistics rate and volume assumptions.
• What systems do you gather data from to drive your planning processes (e.g., GL, HRMS, etc.)? PeopleSoft Financials, PeopleSoft HCM, and other sources (text files, etc.)
• Do you have multi-currency and foreign exchange requirements? No
• Do you plan at different levels than you collect actuals? TBD
• What are the major calculations required for budgeting (a sample spreadsheet with calculations would be very helpful)? TBD
• How many iterations of the budget are done in a typical year? Varies year to year
• Are budgets segmented by year, month, week, or some other time period? Year, month
• If allocations are performed in your plan, what kind are done (for example, do you allocate IT based on computer usage, etc.)? Very detailed process by cost center with related stats and workload drivers; can discuss in detail during requirements and design.
• Are finalized budgets loaded back to any source systems currently? Yes How do you expect this process to work in the new system? Automated/User Loads
• How much is the current budget and forecast process driver based versus direct input? Yes and no; have PS Asset management that has all capital assets. Do not currently have non-capital Can run report that provides forecast of depreciation on current assets. Future?
• If there is current process documentation for your planning process, please provide such documentation. TBD during requirements and design.

CAPEX QUESTIONS
• Does the institution own and intend to use the CAPEX module from Hyperion? Yes and Yes
• Please describe your current CAPEX planning process. TBD during requirements
• Do you have a fixed asset system that keeps track of all the assets you own today? Yes, see above. If yes, does the system forecast depreciation on currently owned assets, and if so, can you obtain a download from that system? Yes
• Do you have any special capital/depreciation planning or modeling needs? If yes, please describe. Yes, TBD

WORKFORCE PLANNING QUESTIONS
• Does the institution own and intend to use the Workforce Planning module from Hyperion? Yes and Yes
• How do you perform workforce budgeting today (e.g., by position, by employee, or some combination thereof)? By position and employee Do you expect this to change in the new solution? TBD Why? TBD
• If applicable, how does the current workforce budgeting process derive taxes and benefits and other compensation (e.g., by employee, position or globally)? See above
• Please describe your current Workforce planning process. TBD during requirements and design.

STAFFING QUESTIONS
• What is the expected composition of your organization’s project team for this initiative? Project Manager, Functional, Technical, Business Experts
• It is important to assign a lead/administrator from the beginning of the project to ensure success. Will this be decided by the start of the project? Yes
• How many of your employees will participate on the project team? Five plus subject matter experts.
• What roles will your team play on the project team? **Project Manager, Functional, Technical, Business Experts**

• 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? **Extensive**

• 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)? **TBD**

• Where are these project team members located? **On-site** If they are located in many regions, what is the expectation around in-person versus remote participation in project activities?

• Are there any planned technology projects that could impact data sourcing or availability for this project (e.g., upgrades, new product implementations, etc.)? **PeopleSoft 9.2 Upgrade and Enterprise Data Warehouse implementations.**

**1.4 Guiding Principles**

UT Southwestern has established the following guiding principles for the implementation of the **Hyperion Planning Solution.**

7) The Hyperion Planning Solution implemented must support the **budgeting**, forecasting, reporting, and analytical needs of UTSW. The system will be **enhanced specifically to meet the business needs for each area (Academic Affairs, Health System Affairs (Practice Plan and Hospital), and Business Affairs)** at UTSW and will consolidate the data from all three areas for forecasting and strategic analysis.

8) Tentative target date for loading of actuals and budget information into Hyperion is September 1, 2016.

9) Tentative target date for go-live is January 1, 2017.

10) The Hyperion Planning Solution modules should be implemented and in place for FY18 budgeting.

11) The implementation should incorporate industry best practices as much as possible.

12) Contractor must have knowledge/experience of **Health Care Starter Kit.**

13) Contractor must have knowledge of **top-down and bottom-up budgeting.**

14) Contractor must have implementation experience in Health Care and Higher Education.

15) Contractor must have knowledge of and implementation experience in the **Workforce Planning module of Hyperion.**

16) Contractor must have knowledge of and implementation experience in the **Capital Asset Planning module of Hyperion.**
Questions

9) How many UTSW resources will be dedicated to supporting this project? Five plus subject matter experts.
10) Please indicate any other key milestone dates associated with this effort. TBD
11) Please describe the scope of your current Hyperion Planning deployment for Academic Departments to include:
   a) Version 11.1.2.3
   b) EPMA or Classic
   c) Number of applications and description/purpose of each Four
   d) Hyperion modules and tools deployed (Workforce Planning, Smartview, Financial Reporting, Capital Asset Planning, other) SmartView and Financial Reporting, Web Analysis
   e) Processes supported (budget, forecast, other) Budget and other compensation payments.
   f) Current State (live or in test/development) Live
   g) How many individual staff are budgeted if by employee and/or position By employee (around 8,000)
   h) Go live date, if live or proposed already live
   i) Number of users, if live or proposed 400+
   j) Number of Financial Reporting reports 20
   k) Three top enhancement requirements or pain points to be solved with redesign TBD
   l) Number of trained Hyperion administrative staff Four
12) Describe the tools used to support the current budgeting process for
   a) University Hospital
      • Actual data from PS GL including stats
      • Excel templates
      • Excel and access databases
      • Discussions with departments and physicians
   b) Practice
13) Is process redesign in scope for this project? Yes
14) Are organizational changes anticipated during the project phase? Not at this time.
15) Is the chart of accounts finalized or in any state of redesign? Dependent on PeopleSoft Upgrade implementation.
16) Categorize the number and type of accounts current budgeted for University Hospital: TBD during design
    a) Driver-based
    b) Allocations
    c) Input
    d) Other
17) Categorize the number and type of accounts current budgeted for the Practice Plan: TBD
    a) Driver-based
b) Allocations
c) Input
d) Other

18) Categorize the number and type of accounts current budgeted for Business Affairs:
   TBD
   a) Driver-based
   b) Allocations
   c) Input
   d) Other

19) Are the calculation methods referenced above vetted or is redesign desired? TBD
   Please indicate for each:
   a) University Hospital
   b) Practice Plan
   c) Business Affairs

12. Are chart string values supported by trees in PeopleSoft? Yes but subject to change. For example, account and department trees that would be replicated in Hyperion Planning.

13. How many PeopleSoft business units will be supported? Two Are the Hospital, Practice Plan and Business Affairs store in different business units in PeopleSoft? Yes. Hospital one and everything else is the other business units.

14. Are department numbers standardized across business unit, or unique? Yes

15. Indicate number of years of historical actual GL data load. TBD

16. How many separate data files are anticipated to support calculations or other metrics? TBD

17. Do you plan by other components of the business such as products, segments, services, etc? Yes, also functional group, service line, department head, site of service. If so how many parts of that business are there? TBD

18. Describe the data integration requirements related to planning; TBD
   a. Number of source systems
   b. Frequency of data uploads
   c. Automation requirements

19. How many end-users do you anticipate working in the system? 400+

20. Can you describe your requirements related to end-user training? On-project, Oracle onsite, and third party

21. Do you have a change management process? Yes Will you need change management assistance. No

Project Management
Who is/are the Executive Sponsors (VP or C-Level) of this project? VP level
Who is/are the Product Owners responsible for the success of the project? VP level
Has an internal project team been establish including a project manager for this initiative? Yes
Please list an approximate user count for each of the hospital and academic departments involved in the project: Total 400+
   • Academic Affairs
   • Health System Affairs (Practice Plan and Hospital)
   • Business Affairs
Operational Planning
Do you use a calendar year or fiscal year? September – August If a fiscal year is used, please define it. At what level of detail do you currently budget and/or forecast? Employee position and account, category level.
When does the budget cycle start and end? Starts in January and Ends in June.
Will department owners in any of the academic departments be allowed to directly input their budget and/or forecast? Yes
How many years of history (actual, budget, and/or forecast data) do you plan to load into Hyperion. TBD
The RFP indicates a desire to rely heavily on the Healthcare Starter kit as the foundation for the solution. How closely does your “future” state planning and forecasting process (data integration, revenue and expense planning, workforce planning, capex planning, etc.) align with the functionality provided in the starter kit? TBD
Does your forecasting process start with the establishment of company level financial goals by executive management? Yes Please describe the high level process. TBD
Do these targets extend to the academic departments or cost center level? Yes
How frequently do you forecast and what is the length of the “Outlook” (12 month, 12 month rolling, 4 quarter rolling, etc.)? Annually for 2 years for budget outlook; could change based on the requirements.
What does the forecast include? TBD Revenue, Operational Expenses, and Workforce, Capex? Yes Are both the hospital and physician practices using EPIC? Yes If so, please describe briefly. Is there a Data Warehouse system that contains the EPIC data? Yes
Do you have any non-standard reporting periods or requirements? Yes, TBD Please describe.

Workforce Planning
Please describe your current workforce/labor planning process. Manual Please include if the planning is completed at an employee/position/job basis, which operational expense items are included, and if it includes FTE/Headcount analysis. Employee/position level
What are the key drivers of your labor and or workforce planning? TBD Examples could include employee classifications, bonus plans, projects, other compensation elements which drive labor costs. (all of those apply)
How often is labor/workforce analysis performed – annually with the budget or also with the forecast? Annually for budget and projection but reported on going outside of Hyperion; would like for this to be done more in Hyperion.

Capital Expenditure (CapEx) Planning
How are you tracking/managing the CapEX currently? PS Asset Management Please describe the process.
What other operational systems be required to feed capital details to Hyperion? PS Asset Management; TBD If so, please describe these systems and their role in the CapEx process.
How often is capital analysis performed – annually with the budget or also with the forecast? Mostly with the budget

RFP related questions
In Section 1.4 Guiding Principles, one bullet states a target for loading actuals and budget information into Hyperion as September 1, 2016 and another states a tentative go-live date of January 1, 2017. Please explain how these two dates complement one another. September 2016 for data reporting and analysis. January 2017 for next fiscal year budgeting process. For example, is the plan to get all prior year and current year actual data in Hyperion by September, but not use Hyperion for monthly performance analysis and financial reporting until January 1, 2017? No What activities do you envision between September 1, 2016 and January 1, 2017 to complete the implementation? Development, Testing and Training for Go-Live.
In Section 5.1.1.2, we didn’t notice the Hyperion Planning product listed. Can we assume it is in scope and you are not planning on an Essbase only solution? Yes Planning is currently used.
If the question above is true, how do you plan to leverage Essbase Plus for the Hyperion Implementation? Essbase Plus will be used for reporting and analysis.
In Section 5.1.2 Conversions and Interfaces, Do all of the institutions involved use the systems listed in this section, so there is a common chart of accounts for the entire organization? Yes

For each of the systems listed in this section can you inform us which systems are planned to drive the meta-data? TBD For each meta-data item listed please list the estimated number of members for each.

For the data sources listed in this section, can you map these data sources to the systems listed above? TBD

Of the meta-data and data items identified above, can you indicate which items should be automated or manually. TBD

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you open to a phased approach for budgeting and forecasting solutions by area - Academic, Hospital and Business areas?</td>
<td>Yes</td>
</tr>
<tr>
<td>If you wanted to tackle one area first, which would it be?</td>
<td>TBD</td>
</tr>
<tr>
<td>Or planning to implement all 3 areas in parallel?</td>
<td>TBD</td>
</tr>
<tr>
<td>Is grant planning and forecasting included in scope?</td>
<td>Yes</td>
</tr>
<tr>
<td>Can we confirm - is budgeting and forecasting for the Research area out of scope for this effort?</td>
<td>No</td>
</tr>
<tr>
<td>When do you plan to make a decision on implementation partner?</td>
<td>End November first of December</td>
</tr>
<tr>
<td>What is the earliest start date of the project?</td>
<td>January 2016</td>
</tr>
<tr>
<td>Does this project scope include Annual Budget and Forecast (if Forecast, Quarterly?, Monthly?, Rolling Forecast?)?</td>
<td>Yes</td>
</tr>
<tr>
<td>Any requirements / design for driver based Planning?</td>
<td>Yes</td>
</tr>
<tr>
<td>Is the annual budget process / forecast process defined (we’ll follow current processes) or will this new solution be a completely new way of budgeting/forecasting for UT Southwestern?</td>
<td>TBD (e.g. today you are doing a bottoms up detailed annual budget and would like to switch to a driver based budget) also would like to look at best practices</td>
</tr>
<tr>
<td>We are assuming the budgeting/forecasting process is very different between the academic centers and patient care centers. Is this correct?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will that continue to be the same or is UT Southwestern looking for some standardization in planning?</td>
<td>TBD</td>
</tr>
<tr>
<td>For example, Can we standardize how we plan capex using Capex module?</td>
<td>TBD</td>
</tr>
<tr>
<td>Can we standardize how we plan workforce using WFP module?</td>
<td>TBD</td>
</tr>
<tr>
<td>Is employee level planning required?</td>
<td>Yes</td>
</tr>
<tr>
<td>Or could job code level planning be potentially implemented?</td>
<td>Yes</td>
</tr>
<tr>
<td>Can planning for other expenses (e.g. SGA) be standardized?</td>
<td>TBD</td>
</tr>
<tr>
<td>Have you guys reviewed Capex/WFP/Health Starter Kit to determine if its application design will meet UT Southwestern requirements?</td>
<td>Yes as a starting point.</td>
</tr>
<tr>
<td>Have you determined if customization will be required?</td>
<td>Yes</td>
</tr>
<tr>
<td>If so, how much? TBD Or will this be part of the project?</td>
<td>TBD</td>
</tr>
<tr>
<td>Do you perform allocations in your budget or forecast (or would you like to)?</td>
<td>Yes</td>
</tr>
<tr>
<td>If so, what kind? TBD (overhead, state appropriations, etc)</td>
<td></td>
</tr>
<tr>
<td>Do requirements include drill-thru functionality back to source data?</td>
<td>Yes</td>
</tr>
<tr>
<td>What is the number of reports produced for the budget cycle?</td>
<td>30+</td>
</tr>
<tr>
<td>What is the number of reports produced for the forecast cycle?</td>
<td>TBD</td>
</tr>
<tr>
<td>Do they differ? TBD How are they prepared?</td>
<td>TBD</td>
</tr>
<tr>
<td>How many users for academic centers and patient care centers?</td>
<td>400+</td>
</tr>
<tr>
<td>Any complex security requirements? TBD</td>
<td></td>
</tr>
<tr>
<td>Will you want to implement approvals process for budgets and forecasts?</td>
<td>Yes</td>
</tr>
<tr>
<td>If so, will approvals follow the entity structure (e.g. department/center to division to institution) or is it a more complex matrix based approval process?</td>
<td>TBD</td>
</tr>
<tr>
<td>What is the annual budget / forecasting cycle / dates-calendar?</td>
<td>Varies by year</td>
</tr>
</tbody>
</table>
Do standard hierarchies exist (e.g. account structure, entity structure)? Yes to some extent. Where do they reside? PeopleSoft Can we leverage hierarchies built in current Hyperion solution? Yes How often do your structures/hierarchies change? Frequently (i.e. Adding, deleting, reorganization of organizational structure, etc.) - will we need to include a solution to help manage these activities? Yes

How often do your structures/hierarchies change? Frequently (i.e. Adding, deleting, reorganization of organizational structure, etc.)

What is the existing technology environment (Unix, Msft, AIX, Oracle, Exalytics, etc.)? Linux Should we include infrastructure assessment and recommendations for architecture and hardware? Yes Should we include installation and configuration? Yes for FDMEE How many environments are required (e.g. Dev, Test, Prod)? Four

How many dedicated resources will UT Southwestern provide to the project? Five Will these resources be the future “admins” for each component? Yes Will we have one UTSouthwestern resource per component (e.g. Essbase, Planning, Reporting, FDQM) to work side by side with consultants during implementation? TBD

What is the expected start date for the project? January 2016
What is the scope of the planning process and historical duration that the planning cycle takes? – e.g. Long Range Planning (3 months), Annual Planning (6 months), Forecasting (1 week, monthly)? Long Range – 6 years, Annual – 12 months, Forecasting – rolling 12 monthly
When is the budgeting cycle for FY18 expected to start? October 2016
What is the expected user count for the enhanced Hyperion Planning application? TBD
How many data exports are expected between Hyperion Planning and other enterprise systems? TBD
How much historical data is expected to be in the system at go live? TBD
What is the total number of reports expected to be developed for the project? TBD
Does the current Hyperion Planning application perform headcount planning? Yes If yes, is this completed at the Employee Name level or job code level? Employee
What is the preferred deployment approach? TBD Will it be a single go-live for all departments and centers, or will there be a staggered deployment for Academic, Acute, etc.? TBD If staggered, what is the sequence? TBD
Can you provide us with some understanding of the existing Hyperion configuration, particularly dimensions and approximate member count in each dimension? Is there documentation you can provide on the current configuration? (e.g. Outline export or screenshots) See Below

### Expense Application

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Type</th>
<th>Members in Dimension</th>
<th>Members Stored</th>
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<td>1687</td>
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<td>A_Period</td>
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<td>13</td>
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<td>A_Scenario</td>
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<td>11</td>
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<tr>
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### Position Application

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### Other Compensation Application

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### Transfer Application

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<tr>
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<tr>
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