



**UC HASTINGS**  
COLLEGE OF THE LAW  
EST. 1878

**SIGN AND RETURN WITH YOUR RFP RESPONSE**

**Addendum 1 – New Due Date & Questions and Answers**

**RFP #78-0002 Budgeting Software**

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RFP #78-0002 is hereby Amended to incorporate the following questions, answers, and clarifications:

**NEW DUE DATE:**

RESPONSES ARE NOW DUE JUNE 25, 2018.

Q1: Please reference Page 4 of RFP Section B. Mandatory Technical Requirements for data integration.

Is there a Windows Server available where a Windows service can be installed?

A1: No. Any additional hardware or software requirements necessary for the implementation and integrations should be outlined in the vendor proposal. Assistance from Hastings IT staff should not be expected. Our version of UniData and the Colleague system run on Red Hat Enterprise Linux. Hastings IT staff have developed interfaces to the UniData databases via the Java UniObjects libraries, also running on Linux. IT staff uses Linux with the Colleague applications and have minimal experience with any Windows interfaces.

Q2: Does UC Hastings already own a Rocket JDBC for accessing UniData sources that can be used on a Windows Server.

A2: No. Any additional hardware or software requirements necessary for the implementation and integrations should be outlined in the vendor proposal. (See above).

- Q3: Page 4; Section B: Do you require individual responses to each of the Mandatory Technical Requirements? This is currently not listed in the Guidelines for Submittal.
- A3: Proposals should indicate compliance with mandatory technical requirements.
- Q4: Page 5; Section C: Do you require individual responses to each of the General Requirements? This is currently not listed in the Guidelines for Submittal.
- A4: Proposals should clearly and concisely indicate responses to general requirements.
- Q5: Page 6; Section C.3: Does UC Hastings have any existing reporting system in use that will need data exported to from the Budgeting Software?
- A5: No.
- Q6: Does data from the Budgeting Software need to be sent back to the ERP system? If yes, please elaborate on the level of detail.
- A6: Yes. The intent is to use the Budgeting Software as a tool to develop annual budgets through a series of tasks, and to process budget changes, with activity posted through to the Colleague ERP General Ledger files at the account (fund-program-object) level, ideally with as many entry lines per account as needed to provide sufficient detail (e.g., salaries and benefits by employee, contracts by vendor).
- Q7: Can the College detail the number of integrations and source systems expected to be needed to source and provide data to and from the budget system?
- A7: Ellucian Colleague GL data, PPS (UC-System) Personnel Payroll data, future PeopleSoft HR Payroll data. Salesforce compatibility desired by not required.
- Q8: Do you have a project management office in place and will you be assigning a full time or part time project manager to this project?
- A8: Limited Budget Office staff and Information Systems staff resources will be available to implement this project. Project management should be provided by the vendor in the proposal. Specifically, anything requiring more than 10% of FTE Hastings time should be included in vendors proposal for adequate resource planning.

Q9: At what level of the fund hierarchy is the annual budgeting done? Do you budget at All Funds or at a higher level?

A9: Hastings budgets at the fund-program-object level with self-balancing programs (i.e., each program has its own set of asset, liability, income and expense accounts). We budget at the account (fund-program-object) level.

Q10: Do you require the use of any specific tracking tools to be used during testing cycles of the project?

A10: Nothing beyond what was outlined in the RFP.

Q11: Is there any interest or need to review current state processes and provide process or methodology improvement recommendations? If yes, please detail what areas of the budgeting and planning process this is required for?

A11: The College seeks to automate manual processes, reduce redundancies, reduce the possibility of user error, increase accuracy, expand forecasting abilities, and enhance financial reporting. A review of current-state processes is expected and recommendations for improvements should be considered welcome.

Q12: Please provide details for any significant changes taking place in the finance and/or accounting organization that may impact this project? (e.g. new chart of accounts, ERP implementations etc., budget methodology change)

A12: New Peoplesoft HR Payroll implementation expected 12/2019. Testing to begin as soon as 8/2018. Active recruitments for a new Controller and a new HR Director are happening now, may result in organizational changes.

Q13: Can the College provide the expected breakdown by user by the following usage?

A13:

- A. Administrator: 3 part-time (1 Budget Office, 2 IT Office)
- B. Frequent Input User: 2
- C. Infrequent Input User: 40
- D. Reporting/View Only Use: 50

Q14: Has the College already held any onsite demonstrations with any software vendors within the past 24 months that are being considered and can the College list those platforms out?

A14: Yes. Adaptive Insights and Centage Budget Maestro. These demos were conducted as market research for UCH, and were not part of a competitive process.

Q15: Will the college contract separately for services and software or is it a requirement for there to be one contract?

A15: Any additional services necessary for the implementation and integrations not covered by the software provider should be outlined in the vendor proposal. Separate contracts are allowed.

Q16: *intentionally blank*

A16: *intentionally blank*

Q17: What is the expected composition of your organization's project team for this initiative?

A17: The vendor should outline in its proposal what it believes would be reasonable staffing and project member composition to successfully implement the product within the next fiscal year.

Q18: How many of your employees will participate on the project team?

A18: Primary contact will be one Budget Officer; IT resources and up to five additional employees may be called upon for participation. Project management should be provided by the vendor in the proposal. Specifically, anything requiring more than 10% of FTE Hastings time should be included in vendor's proposal for adequate resource planning.

Q19: What roles will your team play on the project team?

A19: The Budget Officer will be available to discuss current budget development, budget adjustment, budget reporting, and planning and forecasting assumptions, processes, methodologies, and schedules. The Budget Officer can define the General Ledger account structure, position budgeting needs, and expected reporting capabilities. The Budget Officer and a small team will assist with workflow definition, data validation, dashboard and reporting designs.

IT will assist in user authentication and testing as needed, and provide consultation on the composition of the Colleague environment. The Colleague system is hosted and managed by Ellucian (in the "cloud") – and as such, some facilitation between Hastings and Colleague would be needed.

Q20: 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.

A20: The Budget Officer has been at Hastings using Ellucian Colleague Financials and Excel for budget development, planning and forecasting for over 20 years. The Budget Officer has no experience with this type of initiative and limited exposure to the expected technologies.

IT representatives are UniData and Ellucian experts, and have experience in installing and configuring Windows servers; however, the UniData and the Ellucian system (Colleague) are running on Linux servers. The staff familiar with Windows servers and those with Linux/UniData experience are two different groups within our IT Department.

Administration of the Colleague servers has been turned over to Ellucian and their agents would need to perform any and all required set-up and configuration of servers and software. The vendor should be prepared to commit resources to interfacing directly with Ellucian for all system administration to minimize the impact on Hastings IT staff.

If specific expertise is required for a successful implementation of the vendor's product, that should be outlined in the vendor's proposal.

Q21: 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)?

A21: Limited Budget Office staff and Information Systems staff resources will be available to implement this project. A small group of end-user representatives will be asked for input and limited testing during implementation (assume no more than five hours total, a group of five individuals). Project management should be provided by the vendor in the proposal. Specifically, anything requiring more than 10% of FTE Hastings time should be included in vendor's proposal for adequate resource planning.

Q22: What is the ideal timing for the implementation to start and end? What is the target launch date for end users?

A22: Ideally the Budgeting Software can be used for developing the 2019-20 annual budget and multi-year forecast model update, a process that currently begins in April for the fiscal year beginning July 1 and reporting to the Board in August; vendors should propose a start date with this target. One possibility for launching to end users is as a tool for the 2018-19 midyear budget review, a less intensive process that revises annual budgets and currently begins in December for reporting to the Board in February.

- Q23: Does UC Hastings seek to review its budget process as part of the scope of the project? Does it seek vendor assistance in the process review?
- A23: The College seeks to automate manual processes, reduce redundancies, reduce the possibility of user error, increase accuracy, expand forecasting abilities, and enhance financial reporting. A review of current-state processes is expected and recommendations for improvements should be considered welcome.
- Q24: B.2.c – What is meant by “space override management”?
- A24: If there is a limit to the amount of server or data space that is allocated for the product, there should be (through administrator-authenticated means) the ability to monitor space capacity and respond accordingly.
- Q25: Is the existing Ellucian Colleague system an on-premise or cloud deployment?
- A25: The Colleague system is hosted and managed by Ellucian (in the “cloud”).
- Q26: Section C.1.c – what is the volume (# and amount of dollars per year) of Grants? Please describe additional details regarding the grants planning process and the requirements for the budget software implementation. Would this scope be included in initial or future phase?
- A26: In 2016-17 grant and contract revenues were \$2.0 million from federal, state and private funders for 15-20 separate projects/programs; in 2015-16 revenues were \$1.8 million. The budgeting software should allow budgeting and viewing of grant project periods that differ from the standard July-June fiscal year. Grant planning occurs internally at various and sporadic times during the year but the budgeting requirement follows standard College guidelines (i.e., fiscal year budget and midyear adjustment at the account level). Currently a Grant Management System of workflows is being developed in Salesforce; compatibility would be ideal but not required. The ability to budget and view grant revenues and expenditures for the life of the grant is the primary objective of the new system during the initial phase.

- Q27: Section C.1.c – Please describe additional details regarding the tuition planning process and the requirements for the budget software implementation. Would this scope be included in initial or future phase?
- A27: Currently, tuition revenues are budgeted by cohort by program (i.e., by class of student and degree type), each with their own gross tuition and tuition discount levels. The multi-year budget forecast model should allow various tuition, tuition discount and retention rate assumptions by cohort by program. These should be included in the initial scope as defined in the RFP.
- Q28: Section C.1.c – What is the typical amount, or a range, of annual capital expenditures? Please describe additional details regarding the capital planning process and the requirements for the budget software implementation. Would this scope be included in initial or future phase?
- A28: Annual capital expenditures varies. A range of projects extend from Tenant Improvement activities at a minimum of \$1 million to major capital (third party, for planning) of up to \$400 million for new building construction and rehabilitation of existing facilities. Budget systems for both TI and major capital are intended for financial planning only. The ability to budget and view capital revenues and expenditures for the life of the project is the primary objective of the new system during the initial phase.
- Q29: Is the long range forecasting managed by all 50 users or a small group (~5 users) in the central finance/budget office?
- A29: Currently, the long range forecasting is managed by the Budget Officer with input from the Chief Financial Officer.
- Q30: C.1.e – Is the “long-range multi-year forecasting” a continuation of the latest budget with assumptions and user inputs driving future years? Does this primarily focus on revenue & expense accounts, or does it incorporate balance sheet accounts as well?
- A30: Yes, currently the future year forecasts use the current year budget as the basis. Various assumptions and inputs drive projections of revenues and expenses but do not incorporate balance sheet accounts. As outlined in the RFP, the budget software should have the ability to generate projected cash flow and balance sheet statements for various budget forecast assumptions.

Q31: C.2.a – Can you provide additional detail on the requirement for modeling tuition, fees and discounts? Are there multiple tuition rates? What level are you planning at? Student? Cohort? Program?

A31: Currently, tuition revenues are budgeted by cohort by program (i.e., by class of student and degree type), each with their own gross tuition and tuition discount levels. The multi-year budget forecast model should allow various tuition, tuition discount and retention rate assumptions by cohort by program.

Q32: With regard to the UC Hastings standard UCH agreement, does UC Hastings require specific amendments, if any, to each template specific term and condition? Or is a general statement about having potential exceptions and that we would negotiate the terms and conditions in good faith with UC Hastings together with a copy of the bidder's standard contract acceptable?

A32: Including the sample agreement with mark-ups with your proposal is not required. The sample agreement is provided as a courtesy. UCH will negotiate the agreement with the apparent awardee.

Q33: Is there currently an incumbent for this effort?

A33: No incumbent.

Q34: Times New Roman, 12 pt. font acceptable? And 10pt. font for tables and graphics?

A34: There are no restrictions related to font style or size. Firms should be discerning and reasonable with their submission.

Q35: *intentionally blank*

A35: *intentionally blank*

Q36: Are there any page limits for any sections of responses or page restrictions for submitted resumes?

A36: There are no restrictions related to pages. Firms should be discerning and reasonable with their submission.



Q37: Can the dept. advise if the pricing volume should be submitted within an Excel Spreadsheet for or in Word Format (in tables)?

A37: Excel is preferred but not required.

Q38: To align project scope, approach and timing with UC HASTINGS requirements, we would like visibility into a more detailed schedule for how and when the annual financial planning process is conducted...

Can UC HASTINGS provide a timeline or schedule that shows when key sub processes occur (annual financial planning, public sector/workforce planning, revenue planning, and expense planning)?

A38: The annual revenue and expense budget process currently begins in April for the fiscal year beginning July 1. Budgets for personnel costs (salaries and benefits) are to reflect position status as of July 1. The multi-year forecast model is updated based on the new annual budget. Both the annual budget and forecast update are reported to the Board in August. A midyear budget review process that revises annual budgets currently begins in December, is the basis for a forecast update, and both are reported to the Board in February. Auxiliary enterprise annual budget development begins in April for the fiscal year beginning July 1 and report to the Board in May. Scholarship and grant planning begins in November for the fiscal year beginning July 1.

Q39: Are the future year budgets at the same granular detail as the current budget year?

A39: Currently, the multi-year budget model is not as granular in detail as the current annual budget; revenue and expenditure categories are consolidated when assumptions can be applied to groupings in the forecast model.

Q40: Does UC HASTINGS execute forecasting? If so, how frequently, and with what timing do forecasting cycles occur?

A40: Currently, the budget model is used for formal reporting to the Board of forecasting updates twice per fiscal year – based on the beginning budget and again using the midyear revised current year budget. Additionally, the model has been used to develop various what-if scenarios throughout the year as a complementary decision-making tool.

- Q41: How many data entry (data collection) templates does UC HASTINGS currently use in the budgeting and/ forecasting process?
- A41: Currently, Hastings uses one data collection template (Excel spreadsheet) for annual beginning budgets and midyear revised budgets.
- Q42: Are there any requirements to collect data and report on a weekly or daily basis? If so, please elaborate on the specific data collection and reporting requirements.
- A42: The online budgeting solution should collect Colleague general ledger data daily to provide for current reporting of revenue and expense activity (i.e., budget status reports) to end users by program by account, in summary and with transaction detail.
- Q43: *intentionally blank*
- A43: *intentionally blank*
- Q44: How many different types of allocations are there? If possible, can you please describe how these allocations are currently performed?
- A44: Currently, all revenue and expense allocations for annual budgets are made at the account (fund-program-object) level. General unrestricted revenues are currently centrally budgeted by the Budget Office; grant and program revenues and all expenditure budgets are allocated by account based on input from Budget Managers. Capital project budgets are developed by the Chief Financial Officer.
- Q45: Does the application need to support planning and reporting for the Balance Sheet? If so, are there any calculations required to support the Balance Sheet?
- A45: As outlined in the RFP, the budget software should have the ability to generate projected cash flow and balance sheet statements for various budget forecast assumptions. This would require an understand of how revenue and expense activities flow to the balance sheet.
- Q46: Is the workforce planning process consistent across the entire organization? Can UC HASTINGS provide an overview of its current workforce planning process?
- A46: Workforce budgeting varies based on funding source and position type. Currently, annual personnel costs for college-funded regular faculty and staff is based on position status as of July 1 (i.e., established positions by employee at their current rate). Temporary help, overtime, student wages, stipends and provisions for salary adjustments are budgeted in pools (i.e., no detail by employee).

Q47: Is there a requirement to include historical actual data by named employee?

A47: No.

Q48: Are employee costs split to multiple projects, funds or cost centers?

A48: Not always, but often.

Q49: Does UC HASTINGS have a requirement to automatically update metadata (new accounts, new entities, etc.) to the proposed application?

A49: The online budgeting system should possess functionality providing real time or nightly updates to system data from the Ellucian Colleague general ledger.

Q50: Please provide a description of the key chart fields in the source systems you feel will integrate with the proposed application. For example, the Position dimension from HR, and the Accounting Flex-field from GL, and your current Capital Management systems.

A50: Reference C.2.d for position budgeting attributes. From the General Ledger, activity at the account (fund-program-object) level including transaction-level detail (date, record source and reference number, description and transaction amount) – this includes grants and capital project accounts.

Q51: Where are the primary hierarchies stored? For example, the Department and Account hierarchies that would be needed in the Hyperion Planning – are these stored / defined in Oracle GL or are they in a data warehouse? Please outline for all hierarchies that UC HASTINGS thinks it would think need.

A51: The Ellucian Colleague general ledger is the main source of record; these files include fund, program, and object codes as well as definition of reporting hierarchies (division and budget manager).

Q52: Does UC HASTINGS expect that the vendor will provide comprehensive change management?

A52: The solution provider must be able to supply a dedicated team of implementation and training experts and describe the suggested approach and method. It is also desired that the vendor conducts end-user training on how to use the application.

From the IT perspective, we would expect the vendor to provide full documentation (user's and administrator's documents) and code for the project – especially if it is not anticipated that on-going support and maintenance will be contracted for with the vendor. If a custom application is created, it usually falls upon Hastings IT to maintain once the vendor has departed, turned over or abandoned a product.

X \_\_\_\_\_  
Bidder acknowledgement of Addendum 1  
SIGN AND RETURN WITH YOUR RFP RESPONSE

\_\_\_\_\_  
Name of authorized signer

\_\_\_\_\_  
Date

Sincerely,

Darryl Sweet, CPSM, C.P.M.  
Director of Business Services  
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