WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY
600 Fifth Street, NW, Washington, DC 20001-2651
AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

1. AMENDMENT/MODIFICATION Amendment No. 004	2. EFFECTIVE DATE (Same as block 17)
3. ISSUED BY PURCHASING SECTION Office of Procurement and Materials Charmyne Reid – (202) 962-1476	4. ADMINISTERED BY (If other than block 3)

5. CONTRACTOR NAME AND ADDRESS	6. FORM TYPE (Check only one)
	X Amendment Of Solicitation No. CQ18131 Date 2/28/18 (See block 7)
(Street, city, county, state, and Zip Code)	☐ MODIFICATION OF CONTRACT NO. Date _____ (See block 9)

7. ☒ **THIS BLOCK APPLIES ONLY TO AMENDMENTS OF SOLICITATIONS**
The above numbered solicitation is amended as set forth in block 10. The hour and date specified for receipt of Offers ☐ is extended, ■ is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation, or as amended, by one of the following methods; (a) By signing and returning __1__ copies of this amendment; (b) by acknowledging receipt of this amendment on each copy of the offer submitted; or (c) by separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE ISSUING OFFICE PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If, by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided such telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

8. ACCOUNTING AND APPROPRIATION DATA (If required)

9. THIS BLOCK APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS
☐   This Change Order is issued pursuant to _____
The Changes set forth in block 10 are made to the above numbered contract/order.
☐   The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data, etc.) set forth in block 10.
☐   Supplemental Agreement is entered into pursuant to authority of It modifies the above numbered contract as set forth in block 10.

10. DESCRIPTION OF AMENDMENT/MODIFICATION

      1. This Amendment transmits Clarifications and Interpretations to RFP CQ18131.

Except as provided herein, all terms and conditions of the document referenced in block 6, as heretofore changed, remain unchanged and in full force and effect.

11. ☐ CONTRACTOR/OFFEROR IS REQUIRED TO SIGN THIS MODIFICATION AND RETURN _____ COPIES TO ISSUING OFFICE.	☐ CONTRACTOR/OFFEROR IS NOT REQUIRED TO SIGN THIS DOCUMENT
12. NAME OF CONTRACTOR/OFFICE BY _____ (Signature of person authorized to sign)	15. WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY BY *Charmyne D. Reid* (Signature of Contracting Officer)
13. NAME AND TITLE OF SIGNER (Type or print)	14. DATE SIGNED	16. NAME OF CONTRACTING OFFICER (Type or print) Charmyne D. Reid	17. DATE SIGNED March 24, 2018

Washington Area Transit Authority (WMATA)
RFP CQ18131_ Implementation Hyperion Planning & Budgeting System
Amendment 004

Questions

Q107. Has any of the WMATA personnel been trained on Hyperion or at least introduced to core functionality?

A. **Training for WMATA's IT and business super users is being planned/scheduled.**

Q108. Current Process Challenges-We were able to gauge the following pain points, as it relates to your current budgeting process. Can you confirm if these are the only issues OR do you have other issues around data quality, integrity, accuracy etc.?

- Concerns with the usability

- User interface

- Adaptation to a rapidly changing organizational structure

- Lack of effective analytical tools.

A. **The pain points mentioned are accurate, although not exhaustive. As is typical with implementations such as this, other challenges pertaining to data quality, integrity, and accuracy will be uncovered and will need to be addressed accordingly.**

Q109. End to End Process Flow- Can you share with us the end-to-end functional process flow, starting from the first input to the final output, spanning your planning process / areas / functions, as it is relevant to the proposed Hyperion solution?

A. **Please refer to the FY2019 - Proposed Budget Book - Appendix D**

https://www.wmata.com/about/records/public_docs/upload/FY2019-Proposed-Budget-Book-12-12-2017-Final.pdf.

Q110. Consolidation- While this project is about implementing a Budgeting solution, we would like to know if you have any existing solutions in place to handle Financial Consolidation. Please clarify how you handle that today.

A. **We currently use (PeopleSoft) nVision for standard reporting and consolidation.**

Q111. Process Scope- Do you also need the ability to handle Long Range Planning?

A. **Yes, we do need the ability to handle long range planning for both capital and operating.**

Q112. Process Scope- Do you also need the ability to handle Rolling forecasting?

A. **Yes, we do need the ability to handle a 12 month fiscal year rolling forecast.**

Q113. Method Scope- Do you do Driver-based Budgeting?

A. **WMATA uses a variety of budgeting methods to include zero-based as well as driver-based.**

Q114. BI Scope- Can you explicitly confirm that the scope DOES NOT include any work in any of the BI tools, including for any Dashboards development? In other words, all of reporting requirements will be catered to only with Hyperion Financial Reporting and will have very limited/no dashboarding capabilities. Can you confirm if this is indeed your expectation?

A. **The scope of work does include work in BI tools and dashboard development. Please refer to Reference O5 and O114.**

Q115. Method Scope- Do you have requirements to handle non-financial / supplemental data, for the proposed Hyperion budgeting solution?

A. **Please refer to Reference Appendix A - Requirements Tables.**

Q116. Contours - Please clarify:

a) Current planning cycle

b) Number of iterations

c) Planning horizon

A. **WMATA's Operating fiscal year is from July 1 - June 30. Planning typically begins in July for the coming fiscal year. For example, we will begin planning for FY2020 in July 2018 (FY2019). We can create a**

variety of iterations (32) of the budget. Nonetheless, we produce a Proposed Budget and then a final Approved Budget. The operating budget covers one fiscal year. Within the fiscal year, we produce a Year-End forecast on a monthly basis. Additionally, we also maintain a long range plan that covers 3-5 years. The Capital Budget (Capital Improvement Plan) covers 6 years.

WMATA's Capital fiscal year is from July 1 - June 30. Planning typically begins in July for the coming fiscal year. For example, we will begin planning for FY2020 in July 2018 (FY2019). We create a variety of iterations/scenarios of the budget. Nonetheless, we produce a Proposed Budget in the fall/winter and then a final Approved Budget in the winter/spring. The capital budget covers six fiscal year--the planning horizon for forecasts will be ten years. The first year of the budget includes a monthly forecast that is updated quarterly.

Q117. Capital Plan- Do you required a full-fledged Capital Budgeting model to be developed in Hyperion, which needs to address Existing On-going Deprecation, Depreciation Schedule for New Capital, New Capital Expenses, Disposals, Cash Flow impact, Gain & Loss impact etc.

A. **The capital budget team requires a forecasting module that is flexible enough to allow for the creation of new projects/expenses, monthly cash-flow forecasting, and expense/budget information at an activity level, although such functionality to address Existing On-going Deprecation, Depreciation Schedule for New Capital, New Capital Expenses, Disposals, Cash Flow impact, Gain & Loss impact etc. would be an asset.**

Q118. Labor Plan- Do you require a full-fledged detailed Workforce Budgeting to be developed in Hyperion including budgeting for existing employees, new hires, and attritions, for salaried workforce?

A. **Yes, we will require a full-fledged detailed workforce position budget to be developed in Hyperion that maintains granularity at the position and employee level.**

Q119. Organization Structure- What is your Organization Structure? Note that this needs to be maintained in the Entity Hierarchy of the Hyperion Planning applications, and would represent the Entity view with which you roll up numbers and report?

A. **Please see the link below for WMATA's organization chart.**

https://www.wmata.com/about/leadership/org-chart.cfm

Additionally, the successful vendor will be required to sign a Nondisclosure Agreement (NDA) that will facilitate access to more detailed reporting and accounting structures.

Q120. Chart of Accounts- We assume that the current Chart of Accounts will be compatible to the proposed solution and used AS IS. Please confirm our assumption. Give any details around the scale, size and depth of your ERP Chart of Accounts, AND expectations of the chart of accounts structure in Hyperion?

A. **Yes, the current Chart of Accounts will be compatible to the proposed solution and used AS IS.**

Q121. PeopleSoft EPM- There is reference to PeopleSoft EPM in your overall systems landscape. Does is only cater to Workforce-related Planning? Will the proposed Hyperon solution take over the workforce planning function from PSFT EPM? In the future state, what will be the role of PSFT EPM?

A. **PeopleSoft EPM is the Enterprise Data Warehouse (EDW). Yes, Hyperion will take over the workforce planning/budgeting function from PeopleSoft EPM.**

Q122. Allocations- What is the level, frequency and complexity of any kind of Allocations that you plan to do in the proposed Hyperion planning solution?

A. **From a budgeting perspective there are a variety of allocations that occur to include position distributions, monthly spreads, indirect allocations, modal allocations, and fringe allocations. Additionally, these same allocations are executed on a monthly basis in finalizing actual results.**

Q123. Workflow- What is the expectation regarding Process Approval Workflow?

A. **There will be multi-level approval processes;**

    - Preparer

    - Review

    - Analyst

    - Coordinator

Q124. Users- We understand that the system is expected to cater to 125 users. How many of these would be actual planners and how many would be merely reviewers?

A. **WMATA anticipates – 50 preparers and 15 reviewers.**

Q125. Historical Data Migration-

a.   We see that you want 10 years of history to be loaded into Hyperion. Does this data require significant amount of transformation & cleansing, to be able to load onto proposed Hyperion solution?

b.   Is it only Budget numbers or Actual and Budget?

c.   What will be the start Year of the application?

A. **The data may require significant transformation and cleansing. It will include budget and actuals and is anticipated to start from fiscal year 2008. We aim to go live for the 2021 fiscal year planning cycle.**

Q126. Metadata- Apart from Entities & Accounts, what are other dimensions by which you want to analyze data i.e. customer, product, channel, etc.?

A. **Entities, Accounts, Mode, Fiscal Year, Period, Budget, Actuals, Forecast, Expense/Revenue Categories, Function, Personnel, Non-Personnel, Source, Project, Job Number, as well as other HR/HR Security dimensions.**

Q127. Integration- What is the count of Facts, Dimensions, and Aggregate tables and KPI's? How many of the current tables can be used for new reporting requirement?

A. **Please refer to the below sections of the RFP**

> **- Table 10 - PeopleSoft EPM Metrics**

> **- Table 11 - Enterprise Data Warehouse Metrics**

Q128. Reporting- Please provide more details for - - discuss the different hierarchy structures for internal and external reporting.

A. **Please refer to the response provided for Question 119.**

Q129. Reporting Ref O6 - In the current setup, there are multiple reporting tools involved. Which tool is being considered as Standard? Are there any plans to merge reports of other tools into one?

A. **For budgeting and financial reporting in the current environment, query manager and nVision are used to facilitate reporting and analysis. nVision is the tool used for standard reporting. WMATA remains open to the possibility of achieving economies of scale across reporting needs, capabilities, and tools.**

Q130. Reporting Ref O107- Need more information.

A. **No specific question was asked.**

Q131. General Ref C149- Provide list of manual processes.

A. **For the operating budget reorganizations, reclassifying positions, reprogramming budget, allocating/spreading costs are all manual processes.**

For Capital Budget change tracking, forecasting/budgeting indirect and fringe rates, populating forecasting templates with actual expenses and contract information.

Q132. Is there a need of master data management system for Customer, Supplier & Product?

If yes, what are different sources for customer, supplier, and product data? Is there a requirement to build an interface with the current source & target

systems? Do you have global design for master data for example customer hierarchy, product taxonomy, product design, supplier & attributes etc...Can you please share us quantity of data number of customer & attributes, number of categories, product, attributes, and classes? Need of potential duplication / inconsistent data (Data Cleansing activity)

If No, Please share us your expectation on Master Data Management section (Refer Page 86) what are the deliverables expected for "consolidate & rationalize master data elements for customer" (refer page 86)?

A. **WMATA shall provide a response in a subsequent Amendment.**

Q133. How frequently will the forecast process be executed in the new application?

A. **For the Operating budget, we provide a fiscal year-end forecast for the operating budget on a monthly basis.**

For the Capital budget, the forecast will be updated quarterly--the first two years of the forecast (6-year forecasts) needs to be updated by month. The last 8 years will show the annual forecast only.

Q134. How many future periods/years will be included in the forecast?

A. **For the Operating budget, WMATA has a fiscal year-end forecast on produced on a monthly basis. We also provide a 3-5 year long range plan.**

For the Capital budget, WMATA has a six-year approved budget but the organization plans on a ten-year horizon. The forecast should be able to go out 10-years.

Q135. Will the forecast data be input by month for all budget/forecast years or will some years be forecast only on a total year basis?

A. **For the Operating budget we provide a year-end forecast on the operating budget on a monthly basis. This forecast is done by month. However, the 3-5 year long range plan is by year.**

For the Capital budget, a 6 year Capital Improvement Plan (CIP) is produced. The first two years by month, and the remaining years by total year.

Q136. How long will forecasts be retained before being purged from the environment?

A. **Approximately 2-5 years.**

Q137. Will the forecast include a complete income statement or only partial (e.g., through gross margin)?

A. **The forecast will include a complete income statement.**

Q138. Will revenue and expense amounts be calculated based on drivers and/or historical trends or will the values be input/uploaded to the application?

A. **As it pertains to forecasting, revenue and expense amounts will be calculated based on a combination of methods to include drivers, historical trends, as well as input values.**

Q139. For any driver-based values, is there a need to support "topside" functionality to adjust these amounts without adjusting the underlying driver values?

A. **In some cases, there may be a need to support topside functionality to adjust amounts without adjusting the underlying driver values.**

Q140. Will the forecast include a full or partial balance sheet? If yes, will this data be input or are calculations required to derive the data based on forecasted balance sheet data based on historical actual data and forecasted activity?

A. **No, the forecast will not include a full or partial balance sheet.**

Q141. Will the forecast include a full or partial statement of cash flows? If yes, will this data be input or are calculations required to derive the data based on balance sheet and income statement?

A. **No, the forecast will not include a full or partial statement of cash flows.**

Q142. Is intercompany activity forecasted? If so, does the system need to eliminate these amounts?

A. **This question is not applicable.**

Q143. How many years of historical actual data are required?

A. **Please refer to the response provided for Question 125.**

Q144. Is there any historical forecast data that needs to be converted and loaded from the previous forecasting process/system?

A. **WMATA currently uses Excel for forecasting. There is no historical forecast data that needs to be converted and loaded from the previous forecasting process/system.**

Q145. Is foreign currency translation a requirement? How many different currencies are needed? How many reporting currencies are desired? Is there a need to perform "constant currency" analysis (actual at budget rates, etc.)?

A. **No, there is no foreign currency translation requirement.**

Q146. Will forecasted projects include both capital and expense projects?

A. **Forecasts will be required for both operating and capital budgets.**

Q147. Approximately how many projects are currently tracked?

A. **Approximately 200.**

Q148. Approximately how many new projects originate during the annual budget process?

A. **Approximately 10 to 20. This will increase as major projects end.**

Q149. Will Hyperion be used only to model budget/forecast projects or will actual data for existing projects be loaded for reporting and analysis?

A. **Please refer to the response provided for Question 125.**

Q150. What types of reports will be required specifically for project-level budget/forecast/actual data?

A. **Expense reports by activity, variance reports, contract expenditure reports, labor reports.**

Q151. Will new capital assets be forecasted at an asset level or an aggregate level (e.g., Furniture and Fixtures)?

A. **The asset level.**

Q152. Will Hyperion be used only to model budgeted/forecasted capital assets or will actual data for existing assets be loaded for reporting and analysis?

A. **Actual data is needed to inform a forecast/budget. Actual data will be required.**

Q153. If detail for existing assets will be loaded, approximately how many assets/categories exist currently?

A. **6 categories of assets/21 programs (sub-categories) each project fit into a sub-program. WMATA is currently overhauling asset management and asset hierarchies. Expect this will change and get more detailed.**

Q154. What types of reports will be required specifically for asset-level budget/forecast/actual data?

A. **Expense reports by activity, variance reports, contract expenditure reports, labor reports**

Q155. Will the Workforce module include detail for named employees or only at a job/position level?

A. **The workforce module will include named employees and job/position information.**

Q156. Will Hyperion be used to manage existing employees (merit increases, transfers, etc) or only to forecast new positions to be added?

A. **No, Hyperion will be used for position budgeting.**

Q157. What source system will provide the detail of existing employees/jobs to be loaded to Hyperion?

A. **PeopleSoft HCM will provide detailS of existing positions/employees.**

Q158. Approximately how many active employees currently exist?

A. **WMATA has over 12,000 position control numbers (PCNs). In some cases, some PCNs are stacked, meaning a single PCN can have multiple employees.**

Q159. Other than base salary, merit increases and annual bonus, what other types of compensation and benefits will need to be calculated?

A. **Step increases, Cost of Living Adjustments (COLA).**

Q160. What types of reports will be required specifically for employee-level budget/forecast/actual data?

A. **Position reports by PCN, by department, active/vacant, employees, job code, union codes.**

Q161. Which of the following types of analysis will be performed in Strategic Modeling:

>Mergers/Acquisitions
>Changes in Capital Structure
>Debt Paydown Scenarios
>Stock Repurchases
>Upside/Downside Versions of Baseline Forecast
>New Product Line/Division
>Other

A. **• Mergers/Acquisitions**

• Changes in Capital Structure

• Upside/Downside Versions of Baseline Forecast

• New Product Line/Division

Q162. Approximately how many users would have access to the Strategic Modeling module?

A. **Approximately 20-25 OMBS staff (Operating, Capital, FP&A).**

Q163. Would the analysis performed in Strategic Modeling be done at a different level of detail compared to the other modules (e.g., summarized account/entity level, etc.)

A. **No, this is not required.**

Q164. After the budget/forecast process is complete, do the consolidated results from Hyperion need to be sent to any other system for reporting?

A. **The budgeting, forecasting, and reporting should be done in Hyperion. There may be the need to have reports posted to WMATA's intranet.**

Q165. Are multiple/different hierarchies required to produce the desired reports?

A. **Yes, WMATA has multiple layers within its hierarchy/organizational structure that require reporting.**

Q166. Are samples/mock-ups of desired reports available?

A. **Yes, we can provide samples of Operating and Capital budget reports, forecasts, and actual results.**

Q167. In addition to the benefits stated in the RFP, can you please elaborate on the benefits expected from this project? Has a Benefits Realization Plan been established for this project? If so will you please share the plan?

A. **A benefits realization plan has not been established. Nonetheless, WMATA seeks to simplify, streamline, and significantly improve the efficiency and ease of budget planning, formulation, justification, and execution, reporting and analysis. We seek to spend less time performing technical/data mining work and spend the majority of our time performing substantive analysis. We seek a system that facilitates drill-down transparency/visibility across the spectrum between granularity and high level consolidations, especially with respect to position budgeting.**

Q168. For the WMATA positions aligned to the project what percent of the individual's time would be spent on the project? (Project Officers, Function leads, other team members?)

A. **WMATA anticipates up to 75%.**

Q169. The RFP mentions daily transaction data being interfaced to the Hyperion Planning System / EPM. Please explain the need for daily data within Hyperion?

A. **EPM is currently updated daily. This should be consistent in the new environment, if not real time.**

Q170. Requirement O82 states "Support of mobile applications." Please elaborate?

A. **The ability to access information remotely, from multiple devices.**

Q171. Requirement C125 states that the system must have the "Ability to tie Actuals to Contracts". Please elaborate on your expectations?

A. **Current reports show contract expenses by category--i.e. Construction. The request is to be able to see a level deeper. The construction expense was for XYZ contract rather than a generic construction cost in a project that may have multiple construction contracts.**

Q172. Please describe the manual process that are anticipated to be automated in the new Hyperion Planning System?

A. **Please refer to the response provided for Question 131.**

Q173. Do you conduct a periodic forecast? If so, what is the forecast cycle?

A. **Please refer to the response provided for Question 133.**

Q174. Do you budget by employee and position?

A. **Yes, we budget by employee and position.**

Q175.10 years of historical data is typically more than we load to the system. Is there a business requirement for this much historical data?

A. **Yes, we receive a variety of inquiries from internal and external stakeholders requesting historical information.**

Q176. Has WMATA seen any demos of Budgeting software prior to the RFP? Which software packages or vendors were demonstrated?

A. **Yes, WMATA has seen a demo of the Budgeting software. Essbase, Planning, SmartView, and Financial Reporting were demonstrated.**

Q177. At WMATA, how is planning and budgeting done currently? E.g.: Excel or any other EPM tools?

A. **Planning and budgeting is currently done using a combination of EPM, Excel, Query Manager, and nVision.**

Q178. Are there any other business areas that you perform planning and budgeting?

A. **We perform planning and budgeting for all of WMATA.**

Q179. What is your Organizational Fiscal Year Calendar?

A. **Please refer to the response provided for Question 116.**

Q180. What is the frequency of the planning cycle? Monthly or quarterly?

A. **For the Operating budget, the planning cycle is continuous. We prepare an unofficial draft budget, which evolves into the Proposed Budget and finally the Approved Budget is completed and approved by the Board. This cycle begins in July and ends in March of the following year. Throughout the year, as business changes or operational dynamics occur we update forecast and upon Board approval we may be required to make changes to the budget.**

For the Capital budget, the planning cycle is continuous. We prepare an unofficial draft budget, which evolves into the Proposed Budget and finally the Approved Budget is completed and approved by the Board. This cycle begins in July and ends in March of the following year. Throughout the year, as project schedules change, new needs are identified, priorities shift update forecast and upon Board approval we may be required to make changes to the budget.

Q181. Is there a defined forecast and budget approval process? If so, can you provide an overview?

A. **For the Operating budget, there is a forecast review process. As each month closes we incorporate actual results. We layer adjustments onto the budget for future months, based on department feedback, as well as intel we receive from other sources. Once department forecasts are updated, the forecast is consolidated, reviewed, and analyzed before it becomes final.**

Q182. Is the Chart of Accounts (COA) the same across all entities (Y/N)? If no, would you please identify the main differences and describe how those COAs are mapped to the core group COA.

A. **The Chart of Accounts are the same across all entities.**

Q183. Can you provide a description of the organization structure, e.g., Corporate, Divisions - Regions, Operation Units?

A. **Please refer to the response provided for Question 119.**

Q184. At what level of Region/Entity/department/division is budgeting & forecasting done?

A. **For the Operating budget, budgeting is done at the account, department, mode, operating unit levels. Forecasting is done at the department/office level by expense/revenue category and then rolled-up to the WMATA level.**

For the Capital budget, budgeting and forecasting is at the project activity level by month. Activities are rolled into projects, rolled into programs, and then rolled into categories.

Q185. At what level of detail is budgeting done for the account codes?

A. **Please refer to the response provided for Question 184.**

Q186. Does WMATA use budget control and position control in PeopleSoft?

A. **WMATA uses position control in PeopleSoft.**

Q187. Does WMATA perform bottom-up or top-down forecasting across the organizational structure, or any other parameters, such as Rail, Bus, etc.

A. **WMATA performs bottom-up and top-down forecasting/budgeting across the organizational structure for both Operating and Capital. This facilitates modal roll-ups, as well as program and project roll-ups.**

Q188. Are there any "off-line" models (e.g., Excel, Access, other models) to prepare budgets/forecasts? Would they need to be systemized?

A. **Yes, we currently have an off-line Excel forecasting tool/model. Ideally, we seek something more robust.**

Q189. How many reports exist in the current budgeting and forecasting process?

A. **WMATA shall provide a response in a subsequent Amendment.**

Q190. Would you be able to share any templates to show the planning and reporting process?

A. **Yes, we would you be able to share such templates.**

Q191. Are there any process documents that can be shared?

A. **Yes, there are process documents that can be shared.**

Q192. How do you track KPI's and performance metrics with Supply Chain?

A. **This question is not applicable.**

Q193. Will HCM be are starting point for workforce planning?

A.   Yes, HCM will be the starting point for workforce planning.

Q194. Will we require approved requisitions, before they can be added to the expected headcount forecast?

A.   WMATA does not understand the question as the question is not clear.

Q195. How many accounts comprise the chart of accounts?

A.   There are 1249 active accounts that make up the general ledger.

Q196. How do you distinguish between business units, departments, and other key dimensions within data string?

A.   Organizational structure consists of modes (BUS, RAIL, ACCS), operating units (01, 02, 10, etc.), acronyms, budget centers, cost centers, account, function, period, year, budget reference, source; Revenue, Expense, Subsidy.

Q197. Can you provide an example of your data string and how the details contained therein translate to reporting?

A.   Dept. - Account - Account Description - OU - Function Fund Code - Period - Budget Reference.

Q198. How are statistical accounts tracked within the existing environment? Offline? Incorporated into the Chart of Accounts?

A.   Incorporated into the Chart of Accounts, but they are inactive.

Q199. Has the chart of accounts been finalized?

A.   The Chart of Accounts is finalized.

Q200. Do you have documented business processes and workflow diagrams within the organization?

A.   Yes, in some instances.

Q201. How many business units do you track?

A.   Please refer to the response provided for Question 119. Also, see the attached organization chart and department hierarchy.

Q202. How many departments are part of the annual operating plan process?

A. **Please refer to the response provided for Question 119. Also, see the attached organization chart and department hierarchy.**

Q203. How many business process owners are used in the planning process?

A. **WMATA has multiple business process owners that are used in the planning process.**

Q204. How many business owners do you expect to have the ability to write reports?

A. **WMATA has multiple business owners that have the ability to write reports. All users will have the ability to write reports.**

Q205. How are the planning activities segregated across the different business units?

A. **Please refer to the response provided for Question 119.**

Q206. Do you require top down, bottoms up budgeting approach?

A. **For the Operating budget, in some cases, yes, we require top-down and bottoms up budgeting approached.**

For the Capital budget, budgeting is done from the bottom up. Tools that allow for top-down analysis/scenario building would be helpful.

Q207. Would you like to incorporate planning thresholds, based on high-level targets?

A. **WMATA envision having the flexibility to incorporate planning thresholds.**

Q208. Does WAMTA's organizational structure account for the centralized shared service structure?

A. **Yes, it does.**

Q209. Does WAMTA engage in allocating centralized costs to business units?

A. **Yes, WMATA does.**

Q210. If Yes, what type of allocations drivers are used to spread these costs to the business units?

A. **Please refer to the response provided for Question 122.**

Q211. When does the WMATA Annual Planning process begin?

A. **WMATA's planning process begins in July.**

Q212. How is the planning process broken down in accordance with the organizational structure? By Rail line, By Transportation Type,

Rail Line

Red Line>Glenmont / Shady Grove

Orange Line> New Carrollton / Vienna

Blue Line> Franconia-Springfield / Largo Town Center

Green Line> Branch Ave / Greenbelt

YL Yellow Line> Huntington / Mt Vernon Sq / Fort Totten

Silver Line> Wiehle-Reston East / Largo Town Center

Bus> By Regional Line

District of Columbia

Montgomery County, Maryland

Prince George's County, Maryland

Shirlington Transit Center

Takoma Langley Crossroads Transit Center

Virginia

Parking Facilities - 44 Locations> Break-out?

36 Stations for Reserved?

General public> Do you use certain revenue drivers, based on historical data and attendance?

Do you track parking by parking space type based on historical occupancy (bikes, motorcycles, other)?

What type of drivers does WMATA use for increased demand and/or decreased demand? How do scheduled events impact your revenue driver calculations? Do you apply a seasonal formula, based on past history?

A. **Please refer to the response provided for Question 196.**

Q213. How many versions or iterations of the Plan are required before finalizing the plan?

A. **Up to 36.**

Q214. How long are each of the financial cycles?

a. Plan - Strategic Plan

b. Plan - Annual Operating Plan

c. Forecast

A. **Plan - Strategic Plan - 3 - 4 weeks;**

Plan - Annual Operating Plan - July – March;

Forecast - Monthly (2-3 days).

Q215. What frequency will you expect to refresh automatic data loads, daily, weekly, monthly, quarterly, for the following financial cycles?

a. Actual

b. Plan

c. Forecast

d. Strategic Plan

A. **WMATA expects automatic daily load refreshers to occur daily.**

Q216. Does WMATA expect to employ a rolling forecast model? If yes, what type of rolling forecast model would you like to employ?

a. Calendar Year Forecast?

b. Perpetual 12 Month Rolling forecast?

c.   Perpetual 18 Month Rolling forecast?

A.   No, the Operating budget has a 12 month fiscal year forecast that is revised monthly.

The Capital budget has a perpetual 8-quarter rolling forecast. First 4 quarters monthly.

Q217. How often is the 5-year strategic plan updated?

A.   The strategic plan is updated annually.

Q218. If a rolling forecast is selected is there interest to integrate this information with strategic 5-year plan?

A.   For the Operating budget, no.

For the Capital budget, yes, a 6 and 10 year plan integration is ideal.

Q219. Do you have any financial levers and/or drivers currently employed that drive the foundation for the 5-year strategic plan?

A.   Services levels, Revenue, Ridership, GM goal/initiatives, capital improvement plan, maintenance schedules, etc.

Q220. Does WMATA use the 5-year plan as a starting point for Annual operating plan targets?

A.   No, WMATA does not.

Q221. Which financial cycles would WMATA expect to adopt a hybrid model of manual and automated processes?

a.   Actual - Full automation

b.   Plan -Hybrid (Manual and automated)

c.   Forecast - Hybrid (Manual and automated)

A.   Actual - Full automation

Plan -Hybrid (Manual and automated)

Forecast - Hybrid (Manual and automated)

Q222. When does the WMATA Annual Planning process begin?

A. **WMATA's annual planning process begins in July.**

Q223. How is the planning process broken down in accordance with the organizational structure? By Rail line, By Transportation Type,

A. **Please refer to the response provided for Question 196.**

Q224. How many versions or iterations of the Plan are required before finalizing the plan?

A. **Please refer to the response provided for Question 213.**

Q225. How long are each of the financial cycles?

a. Plan - Strategic Plan

b. Plan - Annual Operating Plan

c. Forecast

A. **Please refer to the response provided for Question 214.**

Q226. What frequency will you expect to refresh automatic data loads, daily, weekly, monthly, quarterly and/or Annually for the following financial cycles?

a. Actual

b. Plan

c. Forecast

d. Strategic Plan

A. **Actual - Daily**

Plan - Daily

Forecast - Monthly

Q227. Which financial cycles would WMATA expect to adopt a hybrid model of manual and automated processes?

a. Actual - Full automation

b. Plan -Hybrid (Manual and automated)

c. Forecast - Hybrid (Manual and automated)

A. **Please refer to the response provided for Question 221.**

Q228. Requirements call for a revenue cube to analyze revenue by transit mode along with ridership? Will they want opex also segregated by transit mode? Or if they don't have that breakdown would they allocate costs by transit mode?

A. **Yes, revenue should be broken out by mode, department, account, and revenue category.**

Q229. Requirement calls for Providing financial analysis for labor negotiations. To be able to handle these negotiations accurately, will they need workforce analysis with salaries by employee or job?

A. **Workforce analysis would be by salaries, employee, job code, and union.**

Q230. Does Requirement include Train-the –trainer approach to training, or will it be end user training?

A. **Please refer to the responses provided for Questions 109 through 113.**

Q231. Post Implementation support – is the 30 day requirement, business days or calendar days?

A. **The 30 day requirement is Business days.**

Q232. Page 86 - Anticipated benefits of the program-Please describe the manual activities and reconciliations that are currently done in existing planning applications and processes.

A. **Please refer to the response provided for Question 167.**

Q233. Page 87- WMATA's Desired End State/ Future State-Please let us know about the current Annual Budget and monthly forecast cycle at WMATA. Please provide some insights around how many days/ months does it take from start to sign-off.

A. **Please refer to the response provided for Question 116.**

Q234. Page 88 - SI responsibility-We understand that the SI is expected to determine the optimal system design. However, please clarify if the SI is also expected to provide business consultancy services like defining

functional planning process. Alternatively, is the SI responsibility more around the technical side of the implementation?

A.   At this time, WMATA does not expect the SI to provide business consultancy services.

Q235.Page 115 - Appendix A - Requirements table-Please let us know any specific regulatory or statutory compliances that has to be met by planning system.

A.   Service levels, subsidy calculation, CBAs

Q236.Page 115 - Appendix A - Requirements table-Please confirm expectations around how often does data need to be refreshed from PeopleSoft to Hyperion.

A.   WMATA expects the data to be refreshed daily.

Q237.Page 115 - Appendix A - Requirements table-Please provide any additional insights into requirements around approvals and workflows. Specific examples with counts, approval levels and types will help.

A.   Please refer to the response provided for Questions 123 and 124.

Q238.Page 115 - Appendix A - Requirements table-Please explain how many levels of iterations are planned for allocations and if any allocation is being/to be posted back to PeopleSoft?

A.   Up to 36 iterations and yes, we will write back to PeopleSoft.

Q239.Page 95 - Project Scope Details "Based on documents shared, we see that the below planning modules are needed:

- Financial Planning

- Workforce planning

- Capital Budgeting

- Project Financial Planning

- Strategic Planning

Please confirm our understanding

Also please confirm if planning to be done at Profit & Loss and at Balance Sheet level.

A. **Planning is to be done at the P&L level for operating and at the project level for Capital.**

Q240. Page 115 - Appendix A - Requirements table-"Please confirm if Actuals data load from PeopleSoft to Planning application can be assumed to happen on a monthly basis, and if minimum granularity for planning process is assumed as month.

A. **WMATA envisions maximum flexibility to allow scheduled and/or ad-hoc data loads.**

Q241. Page 115 - Appendix A - Requirements table-How many planning/budgeting/forecasting scenarios are there in current system and how many are planned in new solution?

A. **Please refer to the response provided for Question 213.**

Q242. Page 115 - Appendix A - Requirements table-How many planning/budgeting/forecasting scenarios are there in current system and how many are planned in new solution?

A. **Please refer to the response provided for Question 213.**

END OF AMENDMENT 004