



## ADDENDUM #3

October 27, 2016

TO: PROPOSERS UNDER REQUEST FOR PROPOSAL  
RFP NO. 16-500417

FROM: Department of Purchasing and Contracting, DeKalb County, Georgia  
For additional information, go to:  
<http://yourdekalb.com/purchasing/index.html>.

### ADDENDUM NO. 3

RFP No. 16-500417 "Professional Services for Implementation of Oracle Hyperion Planning and Budgeting Cloud Services for Public Sector" is hereby modified as follows. The following questions were received. Answers provided are in *italic*.

1. Under Section IX, Qualifications, Does the three (3) successful engagements referenced in this section have to match any of the three (3) references the proposer must provide in response to item 3 under section IX Qualification of Proposer and Attachment C?  
  
*A. Yes, one or more should match.*
2. Under Section IX, Qualifications, Can the three (3) references provided in response item 3 Under section IX Qualification of Proposer match the references that proposer provides in attachment C? Do the references provided in response to section 3 under section IX Qualification of Proposer and Attachment C have to be Hyperion Planning and Budgeting reference customer?  
  
*A. Yes, the references must match and yes, they have to be Hyperion reference customers.*
3. Please describe the planning cycles that you support (annual budget, monthly forecast, etc.). How do you initiate your plan? Do you utilize zero-based budgeting or pre-populate the budget with trends from historical data? Who are designated users who will input data into solution (Planners)?

*A. The county performs an annual budget plan with a clean-up at mid-year. The County utilizes a pre-populated budget target; however we would also like to have a robust system flexible enough to accept changes in the process if we choose to move to a zero base budgeting methodology. Designated users may include but not be limited to budget staff along with departmental end-users, to include a few external agency personnel.*

4. Please try to provide samples of all dimensional hierarchies – Entity Structure, Tasks, Projects, etc. Explain your planning process in terms of dimensions that describe your data.

*A. This will be provided during the requirements gathering phase of the project.*

5. How is your chart of accounts, account numbers and cost centers organized? What is the structure? At what level of detail is the consolidation performed?

*A. Expenses are budgeted by Cost Center, Fund, and Object; this does not include Capital and Grant Projects. The County budgets for approximately 550 Expense Accounts, 506 Cost Centers and 80 Funds.*

6. What are the roll-ups or hierarchies in your data? For example, what is your fiscal year? Is it the same as the calendar year or other? Do you require roll-ups for quarters, YTD's, QTD's, etc.? How is your Organization structured?

*A. Please review Item C: Current Business Environment of the RFP.*

7. Do you have alternate roll-ups, e.g. Management or Functional roll-up vs. a responsibility roll-up? Where are these hierarchies maintained?

*A. This will be provided during the requirements gathering phase of the project.*

8. Do you plan at the same account level that you report Actuals? If not, please describe.

*A. Yes the County does.*

9. What are the levels of granularity for the plan in terms of the calendar (annual, quarter, month, week)?

*A. Please review Item C: Current Business Environment of the RFP.*

10. How much historical data do you anticipate that the solution will support (actuals, historical plans, etc.)?

*A. 10 years.*

11. Describe the compensation structure and how you plan comp time. Do you plan for hourly employees, salaried employees, or both? Please describe. Do you use salary grade/type to derive progressions/promotions? Do you plan for overtime? Do you plan for bonuses?

*A. Staff expenses (salaries and benefits) are budgeted by chart field string and position number from PeopleSoft reports and uploaded to PSB or OGL, using Excel as an intermediate process. Departments submit any necessary changes during the annual budget cycle for hourly, salaried, progressions/promotions, overtime and bonuses.*

12. What other compensation and benefits do you plan for? Please describe.

*A. Other examples could include but not be limited to a cost of living adjustments and or pay for performance increases.*

13. Do you use allocation rules to manage the other compensation and/or allocate expenses to General Ledger accounts?

*A. Budgets for employee benefits and salary increases are driven by parameter set definitions set up in PSB.*

14. Do you plan at the position and/or employee level? How do you plan for new positions? Is there a work flow associated with this process? Do you plan employee transfers?

*A. Vacancies are budgeted using either average or starting salary depending on position type. Transfers are not planned.*

15. Please describe how incremental request for compensation and capital asset funding are made and if they are reflected in the plan? Are narrative justification and supporting information required when such requests are made? If so, please describe. Please describe the approval process. Who is involved? Please describe what the funding request could be for.

*A. If necessary, department directors' will submit budget transfer to move funding from one category to the next or seek board approval to increase their overall budget. Capital asset budgeting data is collected and captured via an excel spreadsheet during the annual budget process. Yes, departments provide info as an attachment to a budget form or they incorporate the text within the budget form. The details of the approval process will be provided during the requirements gathering phase of the project.*

16. Do you currently conduct detailed capital asset planning/funding? If so, please describe the process. What are the proposed data sources? Who will be responsible for extracting these data sources? Can they be automated? Will the

budget need to be loaded from Hyperion Planning/PBCS back to a source system?

*A. No, the County does not conduct detailed Capital asset planning/funding, however we are looking for solutions. Yes, the system may need to interface with HR, Purchasing and the Accounting systems.*

17. Please describe your reporting needs. Web-based reporting, Excel-based reporting, other? Do you have an inventory of existing/new reports that the solution needs to support? If so, please provide. Is drill-through reporting to a relational component expected for future phases?

*A. All sample reporting needs are included as an attachment in the RFP published. Samples of existing reports are also provided in the RFP. Yes, drill-through reporting will be expected.*

18. For the report on page 21 of the RFP titled "General Ledger Detail", does the County expect this report to be generated from Oracle's PBCS software package? Please clarify requirement.

*A. The County provided a sample list of reporting needs and is requesting prospective vendors to offer existing or customized solutions within PBCS.*

19. For the report on page 22 of the RFP, can the encumbrance data be sourced directly from the County's ERP system?

*A. Yes.*

20. Has Oracle's Hyperion software been licensed? If so, what user-counts and which modules were licensed? If not, please clarify the software listed on page 4 & 5, as those product names refer to the on-premise version of the software rather than the cloud version.

*A. Not at this time, however it will be purchased upon identifying the implementation team. It is the County's intent to only subscribe to Oracle Planning & Budgeting Cloud Services. Page 4 Section II A.1.a should read Planning and Budgeting Cloud Services.*

21. Page 4 lists the requirement to integrate with Active Directory for authentication. Please clarify expectation given PBCS is a Software as a Service offering from Oracle operated out of Oracle data centers.

*A. The intent is to use Microsoft's Active Directory Federation Services (AD FS).*

22. Page 5 describes the requirement for 10 years of history. Please clarify whether:  
(a) all data exists in a single system

- (b) this data uses the current County Chart of Accounts for all years and if not, whether any data conversion is required  
(c) this requirement relates to actuals only or does this request require 10 years of budgets also

*A. Ten years of actuals and budget data is the County's request. Building a separate cube for historical reporting can be entertained during the requirements gathering phase of the project.*

23. Oracle's PBCS product license typically contains two environments: pre-production and production. Is two environments sufficient to meet County needs?

*A. The exact number will be determined as part of the project planning/requirements gathering phase of the project. At a minimum, the County will require a test and production environment.*

24. The RFP notes there are currently 8 users. How many users will Oracle's PBCS software be rolled out to in phase 1? How many users will be required in any anticipated future phases?

*A. 150 user licenses will be purchased and all are anticipated to be used when the system goes on-line.*

25. Is the County conducting any projects that significantly modify or upgrade any of the source systems that will be data sources for this project during the anticipated timeline for this project?

*A. None at this time*

26. Does the County have a listing of resources and roles the County expects to be assigned to the project?

*A. No specific listing has been generated or assigned at this time.*

27. The required documents checklist on page 19 doesn't list RFP Attachment J: Business Service Request Form or Attachment K: Employment Roster. Are these forms required?

*A. Those forms will be required of the winning proposer.*

28. Have any preliminary detailed requirements been gathered by the County?

*A. Not at this time*

29. Have "as-is" budgeting processes been documented?

*A. No "as-is" budgeting has been documented.*

30. Do any County resources have experience with Oracle PBCS and/or Hyperion software, or have any County resources attended software training?

*A. No one with said experience is currently with the County.*

31. Are any legacy systems outside of Oracle products or Excel in place to currently support the budget process?

*A. Yes*

32. Is there a published detailed requirements document?

*A. Not at this time.*

33. Item 1 in the Project Scope section refers to installation components. PBCS is a cloud product and does not require an install. Is the County purchasing the on premise version of Financial Data Quality Management Enterprise Edition (FDMEE) or the cloud version of FDMEE?

*A. The County plans to purchase the cloud version of FDMEE.*

34. Will the County provide a resource to perform the extract of Actuals data from Oracle E-Business Suite V12.1.3 and PeopleSoft HCM V9.1?

*A. It is the intent of the County to have staff representation from HR, IT, Budget and Finance.*

35. Our experience tells us that loading 10 years of historical data is generally more than is needed. Is the County committed to providing and validating 10 years of history?

*A. Yes.*

36. What is the expectation of the training sessions referenced in item 11 of the Project Scope section of the RFP? Are these informal sessions or will documentation be required?

*A. Documentation is required*

37. Item 2 of the Deliverables section reads more like formal training in PBCS. Is that the County's expectation?

*A. Yes.*

38. Does the County utilize a forecast process? If so, how often do you forecast?

*A. Forecasting is completed as needed (monthly, quarterly, and annually)*

39. How many participants will be part of the core team? It is recommended that the core team take admin training prior to the start of the project. Is the County open to training prior to project kickoff?

*A. At minimum four areas will be represented (IT, HR, Budget, & Accounting), the final number will be determined at a later date. Yes, The County is open to training prior to kickoff.*

40. The RFP states 20 Financial Reports are anticipated to be built within PBCS. Will these be 20 unique reports?

*A. The County is seeking to use out of the box reporting tools from PBCS along with customization*

41. Does the County have details behind the type/number of calculations required?

*A. Not at this time.*

42. Does the County have different benefit plans? If so, how many?

*A. The county has approximately three benefits plans.*

43. For the majority of positions, are staffing costs based on steps and grades? If not, can you explain how position costs are calculated?

*A. Staff expenses (salaries and benefits) are budgeted by chart field string and position number from PeopleSoft reports.*

44. Does the County have multiple unions?

*A. N/A*

45. Do salary increases take place on contract anniversary, hire anniversary, or last raise anniversary?

*A. Historically it has been handled on an annual anniversary date established by HR.*

46. How benefits are allocated... do employees have home departments, can employee be covered under multiple contracts (i.e. a person who has two part time jobs that are covered by different contracts)?

*A. Benefits are typically assigned to an employee's home department.*

47. Will PBCS calculate hours wages for non-exempt staff?

*A. If the functionality exist, it should be explored as an option to departments with part-time staff.*

48. Is Capital budgeting in scope for this project?

*A. Yes*

49. Please clarify the 'budget process' scope of this project – it is understood to be for the Operating Budgeting, inclusive of personnel (i.e. position) budgeting.

*A. Please see attachment title Budget plan and Process, pulled from the annual budget book (<http://www.dekalbcountyga.gov/finance/pdf/2016BudgetDoc.pdf>)*

50. Please confirm if Capital Budgeting or any other budgeting functions are to be included or designate them as 'future phases'.

*A. Capital Budgeting should be included.*

51. Is there a specific percentage of the work that the County requires is allotted to any LSBE participant?

*A. LSBE participation should be at least 20%.*

52. Please clarify the use of "bonus points" in the Proposal Evaluation Criteria. Specifically, for "Optional Interview for Shortlisted Firms", does this mean that all shortlisted firms will receive 20 additional points in scoring? How do these additional bonus points set some shortlisted firms apart from others?

*A. Bonus point will be assigned to firms that are shortlisted and they will be evaluated during the interview process and awarded a maximum of 20 points.*

53. The RFP states, "...all information submitted in response to this invitation or request to be a public record that will be disclosed upon request...". The RFP also requires financial statements from the responding firm. As a privately-held company, we keep our financial statements confidential. Will the County please clarify if the submitted financial statements would be disclosed as public record, as well?

*A. The County is governed under Georgia Law O.C.G.A §50-18-70 et seq.*

54. Regarding the anticipated project timeline, does the County have an anticipated project start date and/or a preferred deployment date?

*A. No anticipated start date has been discussed at this time, however it is the County's desire to use PBCS for the FY18 budget planning cycle.*

55. Are Attachments J, K, L, M, and N required to be submitted with the proposal? None of these are listed in the 'Required Documents Checklist' on pg. 19 of the RFP.

*A. Those forms are required only from the winning proposer.*

56. Please clarify the County's intended solution for implementation as solely "Oracle Planning and Budgeting Cloud Service" (PBCS). Also, please confirm the user base as approximately 150 distinct users.

*A. It is the County's intent to implement Oracle Planning and Budgeting Cloud Service. It is the County's intent to obtain approximately 150 user licenses.*

57. For the anticipated "Oracle Planning and Budgeting Cloud Service" (PBCS) subscriptions, has the County considered extra subscriptions to allow for additional environments? Base subscriptions provide 2 environments: Production and Non-Prod/TEST. Extra subscriptions are possible for a second set of environments (e.g. DEV and Sandbox).

*A. It is the County's intent to obtain approximately 150 user licenses, this number should be sufficient to cover all environments.*

58. Can the County provide details of their anticipated team (resource roles, skills and allocation to project)?

*A. It is the County's intent to have representation from HR, IT, Budget & Finance.*

59. Can the County provide a flowchart or schedule of the County's budget process/calendar?

*A. Yes, Please see attachment titled, Budget Planning – Chart, pulled from the annual budget book  
(<http://www.dekalbcountyga.gov/finance/pdf/2016BudgetDoc.pdf>).*

60. If capital budgeting is within scope, how many capital projects on average are budgeted?

*A. The County's FY2016 CIP schedule shows approximately 38 capital projects funded. This amount fluctuates yearly and may greatly increase in future years.*

61. How many versions of budget does the County have during the budget cycle? Please provide names of the versions.

*A. At minimum three. Requested, Recommended, & Approved. The County has other informal versions that will need to be incorporated.*

62. As an Oracle Platinum Partner, we are authorized to resell the Planning and Budgeting Cloud Services subscription. Would DeKalb County prefer that we quote the software subscription in our proposal?

*A. Yes, you can list it under additional service.*

63. It is our understanding that this current RFP (No. 16-500417) is a re-release of a previous RFP from 2015 (No. 15-500373). Why did the County cancel the previous procurement engagement related to RFP No. 15-500373?

*A. The previous RFP was cancelled for budgetary reasons*

64. Has the county seen demo of Oracle Hyperion Public Sector Planning and Budgeting Suite?

*A. Yes*

65. Can you provide a list of products/licenses bought by DeKalb County?

*A. The County's current business information systems are Oracle E-Business Suite V12.1.3 and PeopleSoft Human Capital Management V9.1.*

66. What main Reporting Strategies are in scope (i.e IPSAS , Multi GAAP, etc.)?

*A. Please review Page 4, Section II Scope of Service. Paragraph 1 states "The primary objective of this project is to streamline the budget preparation process and to enhance the County's ability to track and manage budgets in real-time."*

67. Are there any audit trail requirements?

*A. Yes, this will be provided during the requirements gathering phase of the project.*

68. How are scorecards and reports used during this process?

*A. Departments are responsible for submitting their performance measurements as part of the budget process.*

69. Identify the reports currently being produced and distributed for a PBF budget, and differences (if any) between plans, budgets, and forecasts?

*A. Please review page 4 Section C paragraph 2 of the RFP which reads "The County develops quarterly and monthly budget to actual comparisons and projections for presentation to the Board of Commissioners. These reports are currently created in excel and the data is exported from Oracle. The County also creates a five-year financial forecast using Excel."*

70. Is there an existing reporting solution in place?

*A. Yes there is.*

71. Does County want proposer to call out separate line items for Implementation, Integration, Data Migration or wants an all-inclusive cost?

*A. Please review Attachment G Page 44 – 45.*

72. Describe the different steps of the consolidation process, from the collection of the information to the audit of the financial statements?

*A. Please see the attachment titled, Budget Plan and Process, pulled from the annual budget book.*

<http://www.dekalbcountyga.gov/finance/pdf/2016BudgetDoc.pdf>

73. Describe the different submissions required for your reporting and consolidation process.

*A. Please see the attachment titled, Budget Plan and Process, pulled from the annual budget book.*

<http://www.dekalbcountyga.gov/finance/pdf/2016BudgetDoc.pdf>

74. What is the high-level process that county performs during its reporting review cycle?

*A. Please see attachment titled, Budget Planning, pulled from the annual budget book (<http://www.dekalbcountyga.gov/finance/pdf/2016BudgetDoc.pdf>)*

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

*A. Representation from County staff will include but not be limited to staff from HR, IT, Budget, & Finance.*

76. How many of your employees will participate on the project team?

*A. At a minimum, one person from each area.*

77. What roles will your team play on the project team?

*A. They are the subject matter experts for their assigned areas.*

78. 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?

*A. Level of experience is equivalent to novice*

79. 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)?

*A. Please review Page 5 Section B Item 1, which states "Vendor must provide a project plan and schedule, including estimated number of County staff needed and staff time needed to ensure success of the project."*

80. Where are these project team members located?

*A. The project team members are located locally.*

81. What roles does your team expect consultants to play on the project team?

*A. Each proposer should provide their recommendation based on a reasonable rationale such as a best practice or experience.*

82. Does your team expect that consulting project team members will be 100% allocated to this project over the duration of the project?

*A. No the County does not.*

83. 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)?

*A. We expect work to be performed on-site as well as off-site.*

84. Does your team have any expectation regarding consulting rates (minimums and maximums) for roles on this project?

*A. Not at this time.*

85. 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?

*A. No, the County does not.*

86. 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?

*A. Yes, the County is open to this approach.*

87. Is the County purchasing Planning and Budgeting Cloud Service (PBCS), Oracle's cloud based planning product, or Public Sector Planning and Budgeting (PSPB), the on-premise product? "PBCS for Public Sector" does not yet exist as a cloud offering, but all of the functionality needed exists in PBCS. While Performance Architects has experience in both PBCS and PSPB, answering this question will help us provide a more accurate services estimate.

*A. It is the County's intent to subscribe to Oracle Planning & Budgeting Cloud Service.*

88. Please clarify if Public Sector Budgeting module is an E- Business Suite module, or the Oracle Hyperion Public Sector Planning and Budgeting (PSPB) module referred to in the previous question.

*A. Public Sector Budgeting module E-Business*

89. How is data currently extracted from the County's current business information systems (Oracle E-Business Suite V12.1.3 and PeopleSoft Human Capital Management V9.1) to feed the current models?

*A. Current process includes a combination of pre-formatted queries and report data extracted and imported into excel.*

90. Will the County be able to provide text files (if needed) in a pre-determined format to load into PBCS?

*A. This will be determined during the requirements gathering phase of the project.*

91. Has a subscription to PBCS already been obtained? If not, will a subscription be obtained for the Enterprise edition or the Planning and Budgeting Cloud Services standard edition?

*A. No, a subscription has not been obtained. The Oracle Sales Rep never made a distinction during the discussion about Oracle Planning & Budgeting Cloud Service.*

92. Is any currency conversion currently being calculated?

*A. The County is not aware of a need.*

93. The RFP states that Expenses are budgeted by Cost Center, Fund, and Object; this does not include Capital and Grant Projects. Are Capital and Grant Projects in scope for this implementation?

*A. Only Capital is part of the implementation scope.*

94. Is the intent to stay with one annual budget (completed between September and February) and one mid-year adjustment in July, or is more frequent forecasting desired?

*A. More frequent forecasting may be needed to meet long range strategic needs.*

95. It is noted in the RFP that enhancements to the five-year forecast are desired; are the quarterly and monthly projections also in scope for this PBCS implementation? If so, please comment on the level of detail desired. For example, is it the same as the annual budget?

*A. Yes, and the level of detail will be determined during the requirements gathering phase of the project.*

96. All County budget owners have access to Budget Overview. Will the user community remain the same in PBCS?

*A. No, it will not.*

97. What percentage of users has experience working with the existing Hyperion Planning Public Sector instance?

*A. Zero percent*

98. Are budgets and forecasts conducted at the same levels or is the forecast at a higher level?

*A. Some forecasting is need based so it can be granular of high level.*

99. Can you describe the level of granularity that is planned for labor benefit expenses? For example, in total as a % of compensation or are some expenses planned separately, such as medical or others?

*A. This will be provided during the requirements gathering phase of the project.*

100. Do you intent to implement the capital expenditure planning module?

*A. Yes.*

101. Do you plan by projects?

*A. The County began FY2016 with a manual schedule, saved in excel for planned Capital project activities.*

102. Is there a requirement to integrate plan data downstream to any receiving applications or databases? Examples may include posting it back to the G/L or sending to a data warehouse.

*A. This will be determined during the requirements phase. There may be a need to send information back to Oracle EBS and PeopleSoft.*

103. On previous RFP's you have requested Certified LSBE's, WBE's and MBE's. In this RFP, there is only LSBE's. Since we are a certified can we submit as a WBE and receive similar weight as an LSBE?

*A. You can submit a response but your WBE will not carry any weight towards the LSBE program.*

104. Can we have complete chart field structure?

*A. The chart field structure will be determined as part of the project planning/requirements gathering phase of the project.*

105. What is the purpose of Object chart field?

*A. This is an upload sheet created to pre-populate Oracle Public Sector Budgeting system with mass data.*

106. Can we get an example of changes to budget in decision package?

*A. This is a narrative field describing major factors of why a department's budget increases/decreases from one year to the next.*

107. Would the County be open to suggestions of potential reductions in project scope in order to lower implementation costs?

*A. Yes.*

108. Would the County be willing to take on additional responsibility for reporting, training, business process guide development, and other documentation in order to lower implementation costs? Would the County be open to performing Position based (Position not Employee level of detail) budgeting in an offline

Microsoft Excel model initially and then developing Position based budgeting in Hyperion PBCS Cloud Service in the future?

*A. No to both questions.*

109. Would the County be willing to limit the volume of historical data to be loaded to two years instead of the requested 10 years of data?

*A. Ten years of actuals and budget data is the County's request. Building a separate history cube for historical reporting can be entertained during the requirements gathering phase of the project.*

110. Is there a budgetary range for this project?

*A. Not at this time.*

111. Does the County have an anticipated start date for this project?

*A. Not at this time.*

112. Is there any requirement to 'write-back' the finalized Hyperion Planning data into other source systems (e.g., back to Oracle EBS or PeopleSoft HCM)?

*A. This will be determined during the requirements phase. There may be a need to send information back to both applications.*

113. Where on-premise installation is requirement, could you please outline the applicable technical architecture standards required (e.g., load balancing, application server clustering, Single Sign On enabling, extent of SSL encryption required, etc.)?

*A. It is the County's intent to implement Oracle Planning & Budgeting Cloud Service only.*

114. Could you please outline DeKalb's System Development Life Cycle (SDLC) standards when rolling out new software – specifically, do you expect internal DeKalb IT resources to handle the technical installation and configuration of Hyperion Planning (applicable only for on-premise variant) for certain technical environments (e.g., production and disaster recovery environments)?

*A. The County does not anticipate installing any components on premise.*

115. Would it be possible to provide us technical architecture diagrams of DeKalb's Oracle EBS and PeopleSoft HCM instance(s)?

*A. No, both environments are N-Tier environments. For EBS, the environment is ALX and for PeopleSoft, the environment is ALX & Windows.*

116. Would it be possible for our non-local resources to obtain secured remote access to the appropriate required computing resources?

*A. Yes, we can provide remote access to non-local resources.*

117. It is our understanding that the DeKalb County Budget Book(s) are a blend of financial data and narrative reporting. Do you expect the Oracle Hyperion Planning solution to be able to generate such reports?

*A. Yes, or at least a hybrid solution.*

118. Where are the 10 years of historic data required for conversion currently stored? Does this include budget and actual financial data? Are the narratives found in the Budget Book(s) part of the data conversion scope? What period of 'comparability' is expected (i.e., the structure in which Hyperion Planning adopts could differ significantly from the current structures and/or reporting structures may have changed in the course of the past 10 years)?

*A. Oracle E-Business Suite V12.1.3 and or PeopleSoft Human Capital Management V9.1. Yes, it includes budget and actual financial data. No narratives are provided and staff will assist in the data mapping during the implementation process.*

119. Could you please further define or provide examples of "Changes to Budget in Decision" referred to in the Budget templates? Are these considered 're-forecast'/budget revision requests midway through the fiscal year?

*A. This is a narrative describing major factors of why a departments' budget increase/decrease from one year to the next.*

120. There is only mention of on-site hands-on training for 10 analysts adopting a train the trainer approach. Could you please provide us a user count by stakeholder type?

*A. It is the County's intent to obtain 150 user licenses. Each prospective vendor must provide a plan and schedule on how users are trained to include the development of training material for future training needs.*

121. On p.4 of 66 it mentions "expand five-year forecasting capabilities" – could you please provide additional details around the expectations/requirements? Is this to configure the system to store the forecast plan only and related calculations and process remaining status quo or is there an expectation to also re-engineer the process and incorporate calculations and approvals for forecast details?

*A. Five -year forecasting capabilities does not exist in the current system and the functionality is needed in the system that will be implemented. The County is open to re-engineering the process.*

122. On p.4 of 66 it mentions “better forecast personnel cost” – could you please provide additional details around the expectations/requirements?

*A. There is a need to calculate various increases such as cost of living adjustments and/or pay raises.*

123. On p.4 of 66 it mentions “improve budget to reporting and analysis” – could you please provide additional details around the expectations/requirements (e.g., what are the identified opportunities for improvement?)

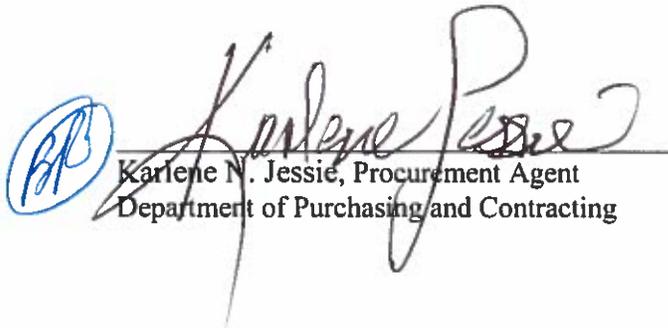
*A. The County’s reporting data is extracted into excel, and the County would like to have real-time data reported with no lag time for end-users in an ad hoc manner.*

124. Do you expect the Hyperion Planning solution to be able to generate actuals payroll reporting by employee?

*A. The County would like to explore this functionality if it exists.*

**125. All other conditions remain in full force and effect.**

**126. Please acknowledge addenda by signing and returning the Addendum form.**



Karlene N. Jessie, Procurement Agent  
Department of Purchasing and Contracting

**ACKNOWLEDGEMENT**

The above Addendum #3 is hereby acknowledged:

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Signature & Title

# 2016 Budget Document - DeKalb County, Georgia

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## **Budget Plan and Process - Narrative**

DeKalb County's budget process is designed to encourage input from, and provide sufficient budgetary information to, the citizens of DeKalb County, department heads, and elected officials as well as the Chief Executive Officer (CEO) and Board of Commissioners (BOC). The budget is adopted annually, and the County uses a calendar fiscal year.

The budget process includes five stages: internal budget preparation, departmental budget preparation, budget review and analysis, BOC review and adoption, and mid-year review.

**Internal Budget Preparation (August).** The budget staff reviews the property tax digest to forecast revenue for the tax funds. The tax funds consist of eight funds (General, Special Tax District Designated Services, Special Tax District Unincorporated, Fire, Debt Service, Special Tax District Debt Service, Hospital, and Police Services) whose revenue is generated through property, sales, or other taxes. The largest tax is from residential and commercial property charges. The budget staff projects the revenue projection conservatively to account for fluctuations in the economy and digest. Based on the revenue projection and fund balance review, the budget staff sets the base budget for each department and elected official. Base budget are dollar amounts based on revenue estimates, County priorities, and known expenditures increases.

Departments may request funding in "base plus" to maintain their same level of service. For additional funding in excess of targets for new projects, department heads and elected officials must submit a program modification or capital project request. Department heads and elected officials must submit a written justification for additional funding for new or increased levels of service.

Revenue projections for a county this large are intricate. Different methods are used for each and every source of funding. For the largest source (property tax), multiple approaches are done from trend analysis to econometric approaches. The most widely used one for smaller items are adjusted trend analyses where known modifications are sometimes entered into the equations.

**Departmental Budget Preparation (September - October).** Budget staff distributes budget instructions to departments and elected officials in developing their budget. The departmental budget requests include a narrative, activity measures data, the departments' missions, goals/objectives, and performance measures. The base budget instructions were distributed to departments and elected officials in mid-September.

DeKalb County uses the traditional "line item" (object of appropriation/expenditure and source of anticipation/revenue) method of budgeting at the departmental level. Budgets are prepared at the cost center level (a level one-step below department) and rolled up to the department level. To comply with state law, DeKalb County adopts a balanced budget, which means budgeted appropriation/expenditures must be equal to budgeted anticipations/revenues.

**Budget Review and Analysis (October - December).** Budget requests were received from departments in mid-October. This year, departments and elected officials generating revenue in the operating tax funds and the non-tax funds were required to submit a revenue request. Budget staff reviews departmental requests and makes recommendations to the CEO. The CEO reviews recommendations and makes modifications, if necessary.

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The capital committee, required per county code (Sec. 2-113), meets and reviews the capital requests from departments and elected officials. The committee generally accepts the priorities of the departments of the departments that have a dedicated source of funding. For tax funds, the committee ranks projects and segregate them into “HOST eligible” and general tax funded projects. Tax funds departments compete for resources.

The CEO meets with department directors to discuss budget requests as necessary. The department directors prepare presentations to explain their need for increased funding and the overall benefit to the stakeholders of the county. From this meeting, the CEO makes final determination of budget requests. The CEO submits a complete budget to the BOC by December 15.

**Board of Commissioners Review and Adoption (December – February).** The BOC reviews the CEO recommended budget. The recommended budget is published in local newspapers, placed in public libraries and a series of public hearings is conducted at various locations in the county in January for citizen information and input. The BOC utilizes their Finance, Audit, and Budget Committee to examine the budget and make recommendations to the full board. The Budget Resolution in conjunction with the Amendment Letter is the mechanism used to present and approve the budget in February. The Amendment Letter is a detailed explanation of changes to the adopted budget. The Amendment Letter incorporates new projected fund balances and last minute items.

County law (Sec. 17) mandates budget adoption before March 1, even though the County's fiscal year is the calendar year. The Finance Director is authorized to make such expenditures of County funds as are deemed necessary and proper to the continuing operation of the County and its various departments at the then currently approved level of service, until the budget is adopted.

According to the Official Code of Georgia Annotated (36-81-3 (b)),

*Each unit of local government shall adopt and operate under an annual balanced budget for the general fund, each special revenue fund, and each debt service fund in use by the local government.*

**Mid-Year Review (June – July).** After passage of the adopted budget, the budget staff reviews the final property tax digest and fund balances to ensure alignment of current budget levels with projected revenues. The budget staff asks department heads and elected officials for items missed during the adopted budget stage or new items that increase service levels.

The budget staff calculates final millage rates based upon an adjusted budget and adjusted level of revenue and submits adjustments to CEO. The CEO reviews, makes modifications (if necessary), and submits a mid-year budget to the BOC. The amended budget is advertised to the public and is adopted by the BOC in July.

**Basis of Budgeting and Fund Balances.** Historically, the budgets of DeKalb have been reported on a cash basis meaning receipts and disbursements are recorded when cash is received and expenses when they are paid. This structure led to efficiencies in the closing of the month and the year; however, it also caused a gap between the accounting statements and those from the budget/operational areas.

Starting in late 2014, the Finance’s Accounting Division started to improve the way accruals were booked which adjusted the general ledger’s starting fund balance for that year. The budget staff

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used this adjustment as a chance to move to a modified accrual budgeting method to match most accounting transactions. This change will shorten the gap between accounting statements and those that form the budget. Unfortunately, there will be some distortion between year-end 2013 and beginning of the year 2014 in budget reports.

While both systems will use modified accrual, budget will not retain a full GAAP (Generally Accepted Accounting Principles) basis in its financials, instead maintaining a traditional structure used by citizens and the public.

The starting fund balance for each fund will be equivalent to undesignated, unreserved amounts in that fund. All funds designated or reserved will be budgeted as appropriations as to present a true picture of the health of the fund. For the budget passed on February 25, 2016, estimated starting fund balances were used with the plan to adjust to actual amount at mid-year after the 2015 audit is completed.

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## Budget Planning and Implementation Process

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Internal Budget Preparation</b>												
Evaluate and Review 2015 Process	→											
Develop and Test Improvements for 2016 Budget Cycle and Update Training Materials	→	→	→	→	→	→	→	→				
Conduct Budget Training Sessions and Kickoff Meeting								→				
Distribute Salary Projections and Interfund Charges to Elected Officials/ Department Heads								→				
<b>Departmental Budget Preparation</b>												
Department Heads/Elected Officials Submit Program Modifications and Operating/ Capital Improvement Program (CIP) Budget Requests									→			
<b>Budget Review and Analysis</b>												
Audit, Review, and Analyze Program Modifications & CIP Requests										→		
Review Initial Revenue Anticipation										→		
Capital Committee Meetings											→	
Prepare and Submit Operating Budget Recommendations to Chief Executive Officer (CEO)											→	
CEO Submits Recommended Budget to Board of Commissioners (BOC)												→
<b>BOC Review and Adoption</b>												
BOC Reviews Recommended Budget		→										
CEO & BOC Hold Public Hearings & Publish Recommended Budget in Newspaper		→										
BOC Adopts Operating Budget		→										
<b>Mid-Year Review</b>												
Review Final Property Tax Digest and Fund Balance					→							
Department Heads/Elected Officials Submit Amended Budget Requests						→						
Calculate Final Millage Rates, Analyze Budget Requests, and Submit Adjustments to CEO						→						
CEO Submits Amended Budget to BOC						→						
CEO & BOC Holds Public Hearings and Publishes Amended Budget in Newspaper						→						
BOC Reviews and Adopts Amended Budget						→						