DATE: March 3, 2021

SUBJECT: REQUEST FOR PROPOSALS FOR ORACLE ERP CLOUD IMPLEMENTATION SERVICES

Pursuant to the Request for Proposals (RFP), all proposers were to submit any questions regarding this RFP by no later than February 11, 2021. Questions were to be answered in writing, and all questions and responses were to be posted on the Department’s website and www.labavn.org.

Below is a list of questions received from proposers, and the Department’s response:

1. **Q:** Is there an incumbent for this, and if so, who is it?
   
   **A:** For the Oracle ERP Cloud Implementation, there is no incumbent. Currently, there are two firms providing support services for the Harbor Department’s on-premise EBS system:
   
   1. C3 Business Solution - functional consulting services
   2. CherryRoad Technologies - technical consulting services

2. **Q:** It will be helpful if you have a list of registered firms for this effort.

   **A:** At the end of this Q&A document, we will attach a listing of LABAVN registered users who have downloaded documents from this RFP.

3. **Q:** We are a California based certified Minority Business Enterprise firm. Are we eligible to submit responses for this opportunity, or is this opportunity only for SBE [Small Business Enterprise] or VSBE [Very Small Business Enterprise]?

   **A:** All companies who have the required ERP implementation experience, can perform the tasks stated in the Scope of Work, and can meet the administrative requirements stated in the RFP can submit a proposal.

4. **Q:** As we are a California based certified Minority Business Enterprise, can we do subcontracting with any SBE or VSBE firm to qualify for the SBE or VSBE goal?

   **A:** Yes. If the Prime Consultant has both SBE and VSBE certifications, the mandatory 25% SBE and 5% VSBE participation requirements will be deemed as met.
If the Prime Consultant is not a certified SBE or VSBE, the Consultant Description Form must indicate that 25% of the project will be awarded to a certified SBE subconsultant, and 5% will be awarded to a certified VSBE subconsultant. You may award several SBE subconsultant agreements if they total up to 25% of the project.

All firms (whether Prime or subconsultant) must be certified as SBEs or VSBEs on www.labavn.org at the time the proposals are due. **Firms will not receive SBE or VSBE credit if the certification is not reflected on LABAVN.** Refer to the document called “How to add Certifications on LABAVN” for more information.

5. Q: **Should we submit the actual resume of the candidate, or do you need resumes for Key Personnel?**

A: Please refer to Section 3.3.3 of the RFP, which states, “Provide a completed resume for each proposed member of your firm who will be working on the project”. Resumes should also be provided for proposed members of any subconsultant firms who will be working on the project.

6. Q: **Page 8 of the RFP states “Proposers must have experience with implementing at least ten (10) Oracle ERP Cloud migrations, including Oracle EBS to Oracle ERP Cloud migration”. The question is ambiguous; can they be a variety of Oracle On-Premise (PeopleSoft, EBS, JD Edwards, Hyperion) to Cloud, or must all 10 be EBS to Cloud?**

A: Proposals will be evaluated against the criteria shown on the RFP Selection Evaluation Form (Exhibit F). If a proposer’s firm does not have the desired implementation experience stated in the RFP, the evaluation committee will assign an equivalent score in the category of “Firm Qualifications, Experience and References”.

7. Q: **We note that on Page 8 of the RFP is says proposers must have 10 prior implementations of Oracle ERP Cloud.**

   (1) If none of the respondents has 10 or more successful implementations, will you consider firms that have fewer than 10?

   (2) If some of our 10 implementations were older releases of ERP Cloud that were neither capable of supporting clients of the “size and level of complexity” (language from Page 33 of the RFP referring to acceptable references) of the Port, will you still consider those implementations?

   (3) If a firm has 10 referenceable projects of a comparable “size and level of complexity” but they were another ERP, not ERP Cloud, would that be acceptable?

A: Please refer to Question 6.

8. Q: **If a Prime contractor and its Subcontractor partners combined [have] 10 prior implementations of ERP Cloud, will that be acceptable?**

A: Yes.
9. Q: Item 2.3.2 implies the POLA is looking for the [consultant] to provide hardware and software for Cloud ERP and related software products. We were under the understanding that the POLA had already (or was in the process of) contracted with Oracle for SaaS Subscription to ERP Cloud, which would include software, hardware and hosting. Please clarify.

A: The Harbor Department does not have SaaS ERP Cloud Subscription. The awarded consultant will need to provide hardware and software as specified in the RFP Section 2.3.2.

10. Q: We understand from Page 38 that the POLA wants Item 2.3.2 quoted as a Fixed Price, yet SaaS hardware and software components are generally variable-priced based on number of users, amount of disk usage, and other related factors. Please clarify.

A: The proposer should state assumptions for their solution and provide the estimated price based on the number of users, amount of disk usage and requirements indicated in the RFP.

11. Q: Page 2 says that questions are due on February 11th, responses to questions will be posted three (3) weeks later on March 4th, with the final RFP response due on March 18th.

(a) Will responses to some questions be posted prior to March 4th (e.g., as soon as the Port has an answer)?

(b) Once responses are posted, if the answers create more questions, will there be a second opportunity to ask questions prior to the Response Posted deadline of March 4th?

A: (a) No, a partial list of answers will not be posted before March 4th. However, if feasible, the entire list of questions and answers may be posted before March 4th.

(b) No, there will be no second opportunity.

12. Q: We intend to hire a subcontractor for Oracle Cloud Implementation. Are subcontractors required to complete Attachment 2, “Company Background”?

A: Yes.

13. Q: We noted that on Page 8 that off-shore resources will not be permitted to work on the project. Will non-US citizens be permitted to work on the project?

A: Tasks may not be performed off-shore. Some tasks may be performed outside the United States, but onshore, depending on the nature of the task and subject to approval by the Harbor Department. Key project individuals and those performing the tasks need to attend all meetings, as well as be available during our business/operating hours to facilitate a successful implementation and knowledge transfer to Harbor Department staff.

14. Q: Item 2.3.2 implies the POLA is looking for the consulting to provide hardware and software for SymPro as well as Oracle (as we asked in our earlier set of
questions). We were under the understanding that the POLA had already (or was in the process of) contracted with SymPro for their Treasury Management Software, which would include software, hardware, and hosting. Please clarify what you are looking for the System Integrator to provide in the way of hardware and software?

A: The Harbor Department does not have a contract with SymPro. The Harbor Department expects the awarded consultant to provide all software and hardware needed for SymPro implementation.

15. Q: [Our company] is one of SymPro’s business partners. It has always been our understanding that SymPro implements their own products and do not use third-party providers to implement SymPro. Please clarify what the Port expects [the] System Integrator’s role would be working with SymPro on this piece of the overall project, just Project Management?

A: The Harbor Department expects the awarded firm to provide the full solution for SymPro Treasury Management. The firm also needs to implement the interface(s) between SymPro and Oracle ERP Cloud, including the settings and configuration on both systems.

16. Q: Assuming the POLA is looking for someone other than SymPro to implement their Treasury Management Software, there are very few Debt requirements within the Debt and Treasury tab of Appendix A. For purposes of estimating an effort to implement SymPro, please confirm that these 37 items are all the features of SymPro the POLA is requesting be implemented.

A: All the requirements within the Debt and Treasury tab of Appendix A must be implemented. The proposer shall state the assumption(s) for their solution and ensure that the features to be implemented are available for the users.

17. Q: Should [the] vendor bid for both Oracle ERP Implementation and SymPro or can we bid for only Oracle ERP Implementation scope?

A: The consultant needs to bid on the whole Scope of Work of the RFP and provide the complete solution for the Oracle ERP Cloud implementation.

18. Q: Please elaborate on the workforce management process that is currently used in Oracle E-business suite.

A: The Harbor Department does not use Oracle EBS HR module for workforce management. We utilize it only for user login and access, and to facilitate approval workflow.

19. Q: Is it mandatory to have Oracle EBS to Oracle ERP Cloud Migration implementation experience?

A: As stated in Section 2.1 of the RFP, in bold font, “Proposers must have experience with implementing at least ten (10) Oracle ERP Cloud migrations, including Oracle EBS to Oracle ERP Cloud migration”. Please also refer to Questions 6-8.
20. Q: Does the department intend to change the Chart of Accounts structure in its new implementation, or will it leverage the same structure and values/hierarchies from the current application?

A: The Harbor Department will rely on the recommendation of the System Implementer after reviewing our reporting needs. This may include a change in Chart of Accounts or it may not.

21. Q: For some of the solutions to be implemented, such as self-assessed sales tax, there may be a need for purchasing additional software subscriptions from third party vendors that have partnership with Oracle. Is the department open to reviewing these options from a comprehensive solution standpoint in the Project planning phase?

A: Yes. The Harbor Department is open to software subscriptions recommendations.

22. Q: Is the department planning to deploy mobile applications as part of the implementation?

A: Accounting - The Department is planning to deploy mobile Expense application.

A: Finance - Yes, mobile applications should be a consideration in this implementation. Executives, division leaders, and staff are finding that having operational and financial data on demand is quite useful. Mobile applications to the system should include mobile, tablets, and computer access to the database system.

23. Q: How many credit card service providers does the department currently utilize for corporate credit cards and P-cards?

A: The Harbor Department has MasterCard for credit cards and US Bank for procurement card.

24. Q: Does the department have any lease assets? If yes, does the department plan to implement this functionality?

A: We may have capital lease assets, once we implement GASB 87. The Harbor Department also acts as lessor for the real estate properties. Our property management system is Klein as well as the billing system.

25. Q: How many years of data is the department planning to migrate?

A: The Harbor Department will evaluate the data migration strategy that will be recommended by the System Implementer.

26. Q: What is the middleware (integration) platform that the department currently uses for Integration?

A: We do not have a middleware platform for ERP integration. The Department EBS Interfaces use file transfer protocols, and Oracle procedures/packages.

27. Q: As part of the implementation, does the department plan to obtain Oracle PaaS (Platform as a Service) license?

A: No. The consultant shall provide all software/subscription/hosting licenses required for the migration project.
28. Q: If one does not have 10 Oracle ERP cloud implementations, is that a disqualification or a reduction in points?
   A: Proposers lacking the minimum Oracle ERP implementation experience described in the RFP will be scored accordingly for “Firm Qualifications, Experience and References” (see Exhibit F). Please also refer to Questions 6-8.

29. Q: Will non-US North American resources be permitted?
   A: Please refer to Question 13.

30. Q: Due to the pandemic, what is the policy regarding working remotely?
   A: Please refer to Section 2.1 of the RFP, which states, “Services provided on-site are subject to all current Los Angeles County Department of Public Health Order and all City of Los Angeles COVID-19-related Orders and Ordinances applicable at the time. The selected consultant may be able to perform some tasks described in the RFP’s Scope of Work from off-site, depending on the nature of the task and subject to the approval by the Harbor Department. Remote access may be provided for approved off-site work.”

31. Q: What do you expect in terms of support for your current system while the upgrade is being performed?
   A: Please refer to RFP Section 2.3.5.

32. Q: Will you sign an End User License Agreement directly with Oracle?
   A: The selected System Implementer will need to provide hardware and software as specified in RFP section 2.3.2. The Harbor Department’s goal is to have one single agreement.

33. Q: The 10 ERP Cloud migration requirement, in combination with the 8% Local Business Enterprise (LBE) preference, seems to highly favor a very limited number of firms for this project. We understand the need for 10 ERP Cloud customers to ensure a deep level of expertise to support a project of this scale. The 8% LBE preference is very narrow, however. In an effort to increase competition and secure the best value for the City of Los Angeles Harbor Department, would ITD consider eliminating the 8% LBE preference?
   A: No. All companies who have the required ERP implementation experience, can perform the tasks stated in the Scope of Work, and can meet the administrative requirements stated in the RFP can submit a proposal. There is not a requirement that a company be certified as an LBE in order to submit a proposal. Therefore, the number of firms who may respond is not “very narrow” because of the application of the Local Business Preference Program.

   The purpose of awarding an LBE preference is to support an increase in jobs and expenditures within the local and regional private sector, particularly given the complexity and scope of this project.

   Companies who are certified LBEs, and who submit responsive proposals, will have an additional 8% of the total possible evaluation points added to their scores. All qualified proposers have an opportunity to score competitively on their
proposals based on the criteria listed in the RFP (see Section 3.2, and Exhibit F), without receiving any additional points through the application of an LBE preference.

Finally, please note that consultants who do not qualify as an LBE may receive a maximum 5% preference for identifying and utilizing LBE subconsultants. Please refer to Exhibit B.

34. Q: Would you consider resources from neighboring North American countries?
   A: Please refer to Question 13.

35. Q: What percentage of time [of the] LA Port’s internal resources time will be allocated to this effort?
   A: 25% - 30% of super users; 5 - 10 Full-time Business Systems Analysts; 3 - 4 IT Professionals.

36. Q: Do you currently leverage a Sales and Use Tax vendor (i.e. Vertex, etc.)?
   A: No.

37. Q: Can you provide the specific black-out periods where internal resources or system resources will not be available?
   A: We do not have specific black-out periods. However, employees have scheduled regular days off (RDO) that will vary depending on the employee.

38. Q: Can you provide clarity between duration of contract award (3 years) vs. Oracle Cloud go live date set for July 2022?
   A: The awarded contract will include the implementation timeframe and the post-implementation support (please refer to RFP Section 2.3.3).

39. Q: Do you currently procure and pay for a project directly or procure material as common inventory and then issue to projects?
   A: Project materials are acquired both by directly procuring from vendors and by issuance from the Harbor Department’s Warehouse.

40. Q: Can you provide the current state security architecture (firewalls, load balancers, gateways, etc.)?
   A: We have firewalls, dmz, and reverse proxy.

41. Q: Is the Segregation of Duties framework in scope for this engagement?
   A: Yes.

42. Q: Do you have an enterprise identity solution that Oracle Cloud ERP will be integrated with Single Sign On, birthright provisioning, and Role assignment?
   A: Microsoft ADFS.

43. Q: Are you looking for assistance in configuring MFA for all users?
A: Yes, for administrators and access to sensitive data. MFA for all users will require further discussion and assessment in the discovery session engagement.

44. Q: Can you provide expected in scope EPM modules? We are not counting PBCS as we assume that the current module will only require the CoA updates and updated integrations with future state ERP. After reading through the RFP Section 2.3.1.1, FS03, we expect FCCS, Close Manager, ARCS, EPRCS/CAFR and possibly building Projects and Capital functionality into existing PBCS application to be in scope for this ERP implementation.

A: Please refer to Question 45.

45. Q: Can you provide a ranking of the EPM in scope modules from highest priority to lowest, and if any are considered a “nice to have” but not in scope for [the] initial ERP implementation?

A: We would like to move into the EPM Enterprise Product, to access all applicable products as priority order listed below.

1. Planning (we have PBCS) would like to add Position Budgeting within Planning, also update planning to Financials to utilize new Budget Revision Functionality and increase compatibility throughout EPM.

2. Cost Management - to create allocations for Capital Allocations and Activity Based Reporting for P&L by various activities and lines of business.

3. Narrative Reporting – Can begin on Budget Reporting and move to CAFR reporting when Cloud ERP goes live.

4. Performance Enhancer

5. Account Reconciliation

6. Enterprise Data Management

7. Financial Consolidation & Close

We would like 1-3, while 4-7 are desirable as part of EPM enterprise, but would be “nice” to have compared to 1-3. The Department will consider the recommendations of proposers to utilize EPM product for business transformation.

46. Q: What is your current system for Consolidation and Account Reconciliation?

A: The Harbor Department does not have a need to consolidate. All Account Reconciliations are done manually.

47. Q: Would the 10 years of GL balances (TS06) be expected across all EPM modules provided for your in scope modules from the EPM scoping questions?

A: Yes.

48. Q: Are you expecting the implementation partner to support your current PBCS cloud application as part of this ERP implementation (referencing Section 2.3.5 which only addresses EBS, and not existing PBCS technology)? As it
relates to a 24x7 monitoring system, would this mean that you would be open to an offshore support model?

A: For an offshore support model, please refer to Question 13. Support of existing PBCS should be included.

49. Q: Only the quarterly update process is listed in the RFP, but would you want the monthly update process to be defined for EPM in addition to the quarterly process for ERP?

A: Yes

50. Q: Do you have an existing subscription agreement in place for SymPro, SaaS, vendor hosted solutions, and Adobe Sign/DocuSign, or are you expecting the proposer to source as new?

A: We currently do not have subscription agreements with any of the above vendors. The awarded consultant shall provide subscriptions as specified in Section 2.3.2 of the RFP.

51. Q: Would the Port consider offshore resources if the Port’s data is kept onshore?

A: Please refer to Question 13.

52. Q: Are all users centrally located in Los Angeles? If no, where and what is the number or percentage of the overall impacted users?

A: Most users (except vendors) are located in the Los Angeles area.

53. Q: Do you expect headcount and/or organizational changes (reduction, adjust or increase)? If so, when?

A: We do not expect any significant changes at this point.

54. Q: Based on previous implementations (internal and/or externally impacted), describe the successes and challenges the team faced to drive adoption and enablement?

A: Proposer shall state the assumption for their solution. Further discussion will be conducted in the discovery session for awarded firm.

55. Q: Can you provide dedicated project resources to develop and deploy learning, adoption and enablement activities (i.e. Learning Materials, Communications, Change Champion Meetings, etc.)?

A: No.

56. Q: Do you plan to purchase educational materials and/or services from Oracle and SymPro?

A: The System Implementer shall provide all educational services and material needed for training as specified in RFP Section 2.3.1.5

57. Q: Does your Oracle e-Business Suite include Oracle User Productivity Kit (UPK) content? If yes, do you intend to use it in the future?
A: The Department has EBS UPK content, but does not intend to use it in the future.

58. Q: What tools are available for delivering onsite or virtual educational sessions, meetings, etc.? Are their virtual tools available to enable learner interactions (i.e. whiteboarding, scanner, mobile devices, surveying)?

A: The Harbor Department currently uses Microsoft Teams for meetings. We expect the proposers to recommend and list out all tools required to deliver the training specified in the RFP Section 2.3.1.5.

59. Q: Are you expecting an external facing portal for partners (suppliers, vendors and customers) to use for invoice submissions, payments, access to current and historical related documentation?

A: The Harbor Department will consider the recommendation of the System Implementer with respect to these items.

60. Q: What are the estimated number of users for Suppliers, Vendors, Customers, Financial Institutions, etc.?

A: Please refer to Operation Statistics in RFP Section 2.2 and Question 80.

61. Q: For any external partner communications, is there a dedicated Communications team?

A: There will be a dedicated point of contact for communication.

62. Q: The RFP states that remote work arrangements may be provided. Is the intent to have resources on site?

A: Yes. As stated in Section 2.1, “Services provided on-site are subject to all current Los Angeles County Department of Public Health Officer Orders and all City of Los Angeles COVID-19-related Orders and Ordinances applicable at the time.”

Also in the same section, the RFP states that “Key project individuals and those performing the tasks must attend all meetings…”, which would include any meetings held on site.

Lastly, Section 2.3.1.5 of the RFP indicates that classroom training sessions “must be delivered by an instructor on-site”.

63. Q: The RFP states that integration from MaintStar is to be maintained to Projects while Inventory integration is to be standard functionality. Has there been any consideration for replacing MaintStar with an Oracle Product that can directly drive inventory transactions and integrate to Projects?

A: No.

64. Q: Can samples of documents and process flows be provided to provide clarification as to business processes to support estimating efforts? As an example, is there a process flow available regarding Capital projects and how the A-500 form is used?

A: No, the sample documents and process flow will be available after the System Implementer is selected and the project commences. For purposes of estimating
level of effort, the proposer may use its own assumptions based on their experience with similar clients.

65. Q: Can you please describe the back-end process for manual Funding Pattern Adjustments? The RFP indicates current state for Grants Accounting Funding Patterns are used to automatically split for some but not for all. There are some where Funding Patterns are not used and adjustments have to be managed manually on the back end.

A: The funding patterns for these projects are manually tracked in Excel.

66. Q: Can you please clarify the statement Project/Grant Accounting information must be manually entered on all transactions? Are users not entering the standard Project/Org/Expenditure Type/Task (POET) information?

A: This is true for projects that were initially created as “Non-Sponsored”. Eventually, the Harbor Department was able to get a grant for these projects. However, Oracle EBS does not let us change the project type from “Non-sponsored” to “Sponsored” once the project has already started spending. We do not have this issue, when projects are created as “Sponsored”.

67. Q: Is the intent of ERP Implementation to also fold PICS system into Projects?

A: No.

68. Q: What is the driver to have Payroll costs processed as miscellaneous transactions rather than labor transactions?

A: The Harbor Department will consider the recommendation of the System Implementer on this matter.

69. Q: What are the typical issues with Projects to GL Reconciliation?

A: Unreconciled items; Supplier Cost Adjustments; Credit Memos directly coded to CIP GL account, but not coded to Project, Task, Expenditure Type and Org.

70. Q: How many projects are managed via Grants?

A: Between 5 to 15 projects are grant-funded per year.

71. Q: How many Capital Projects are currently active?

A: Please refer to “Operating Statistics” on Page 20 of the RFP.

72. Q: How many Capital Projects are typically initiated in a year?

A: It varies.

73. Q: How many allocations are performed on Grants Projects?

A: One per month of overhead allocation across capital projects.

74. Q: What types of costs are allocated or expected to be allocated in Projects?

A: Overhead.

75. Q: Can you please elaborate on your current process for capturing Invested Capital?
A: The current process in capturing all investments and bonds in the ERP – Treasury Module is by creating a “DEAL” under “Negotiable Instruments”. The negotiable instrument function has two main sub-parts which are discounted securities and fixed income securities.

Specific funds are entered under Discounted Securities. The Office of Finance provides the details for the reinvestments for these funds. The bonds, and debt service reserve fund are entered under Fixed Income Securities.

Before any deal is created, first there are some prerequisites that need to be established: Setting up Company Profile such as POLA. Creating a Product type which is a user-defined attribute to distinguish the investment or bond. Setting the journal structure to define the General Ledger accounts that are used to generate accounting entries. After the prerequisites, a deal can then be created. In order to create a deal, Debt & Treasury follows the ERP Treasury Superuser instructions provided by the Oracle.

76. Q: Can you please provide sample reports for Projects, or at least a population of reports for Projects that would be needed? The RFP states 96 reports, but there is not [a] breakdown per application.

A: We have about 10-15 reports for Projects. Among the 96 reports, the majority are in Payables and GL. Sample reports will be provided during the discovery session with the awarded consultant.

77. Q: Please share the details of all tickets/Service requests raised by the users over the last 2 years (for example, severity, type, number of minor/major enhancement requests). Please share all tickets and service requests extracts.

A: There was an average of 500 to 550 technical tickets/service requests over the last 2 years. The majority of the requests are system access, custom reports, data extract, patching, bug fix, interface logic changes, etc.

There was an average of 50 to 60 functional tickets/service requests over the last 2 years.

78. Q: Please share the list of the current Oracle EBS extensions and customizations along with a brief description.

A: Current EBS extensions: Loftware printing barcode labels and iExpense Travel Expense Template. Please refer to Section 2.1 of the RFP.

79. Q: Please provide your current SLA and the time zone coverage required for application support.

A: Time zone is Pacific Standard Time. The proposers should state assumptions for their solution based on the requirements listed in the RFP.

80. Q: What is the current user count by module within current Oracle EBS?

A: Please refer to “User Count per Module (Application)” attachment for details. Please be advised that the report was generated as of Feb 18, 2021 and is subject to change.
81. Q: The RFP mentions the total contract period as three years, and the implementation timeframe as one year. Please confirm that the vendor will provide ongoing support for the remaining duration of the contract.

   A: Confirmed.

82. Q: Are there any specific constraints (user availability/blackout periods/target go-live dates) we need to consider while defining the project plan?

   A: Please refer to Question 37.

83. Q: What are your current integration middleware and ETL tools? Do you intend to change it to Oracle’s latest on cloud middleware/ETL?

   A: We do not have integration middleware nor ETL tools. The Harbor Department will consider the recommendation of the System Implementer on this matter.

84. Q: We envisage that [the] overall implementation approach is to maximize the use of standard features based on modern best practices built-in within Oracle SaaS. What is the preferred option for [the] Port of Los Angeles if some of the critical requirements cannot be met through the standard out of the box SaaS functionality (develop extensions using PaaS for SaaS, Business process changes, etc.)?

   A: The Harbor Department prefers a business transformative process from the System Implementers. The Department expects proposers to recommend all possible solutions with specific pros/cons, assumptions as well as project scope, timeline and cost impact for further evaluation.

85. Q: Do you use Federal Accounting? Is your subledger accounting customized in existing Oracle EBS R12.1.3?

   A: The Harbor Department does not use Federal Accounting. Yes, we have some customized subledger accounting rules in Oracle EBS.

86. Q: Do you envisage major change in your current Chart of Accounts? If yes, will this be a part of the scope for this implementation?

   A: Please refer to Question 20.

87. Q: Referring to RFP Section 2.3.4, what is your current data warehouse? Do you intend to move to Oracle’s latest on cloud data warehouse?

   A: Currently we do not have a data warehouse. The Harbor Department is open to the recommendations of the System Implementer.

88. Q: For historical data hosting on cloud data, has [the] Port of Los Angeles finalized any specific solution for this, or vendors are required to recommend one?

   A: The proposers are expected to recommend the solution based on the requirements specified in Section 2.3.4 of the RFP.
89. Q: Is a blend of live instructor-led training and digital, self-paced training for the project team acceptable?
   A: Please refer to Section 2.3.1.5 of the RFP. The Harbor Department prefers on-site instructor-led training. However, on-line and self-paced training sessions shall also be available.

90. Q: Where live instructor-led training is proposed, and given the current COVID-19 situation, is live virtual class training (via web conferencing capabilities) acceptable?
   A: Please refer to Section 2.3.1.5 of the RFP. Virtual training must be delivered by an instructor on-site, and training shall also be available as on-line computer-based training sessions.

91. Q: What is the size of the planned Port of LA project team? Can planned project team sizes be estimated based on cloud functionalities (e.g. Financials, Project and Grants, Warehouse Inventory and Cost Management, Planning and Budgeting, etc.)?
   A: Please refer to Question 35.

92. Q: Does the Port of LA have an existing Learning and Development team? If so, what is the size of that team?
   A: No.

93. Q: How has the Port of LA historically trained its end users?
   A: The super users train the end users. The Department does not have a formal training model. The proposers shall recommend the approach for user training and user adoption as specified in Section 2.3.1.5 of the RFP.

94. Q: Approximately how many end users will be trained for each functional area?
   A: Please refer to Section 2.3.1.5 of the RFP, and Question 80.

95. Q: The RFP states on Page 8 that off-shore resources will not be permitted on this project. Is the use of Landed Global Resources allowed, i.e. non-US resources performing work in the United States?
   A: Please refer to Question 13.

96. Q: What is the Primary Currency in EBS, and which other currencies are in scope? Do you have Reporting and Secondary Ledgers?
   A: USD only. No other currency. The Harbor Department does not have any secondary ledger.

97. Q: Do you currently use the Oracle iExpenses module? If not, explain if any other T&E module is being used.
   A: Yes, the Harbor Department uses Oracle iExpense.

98. Q: Reporting tools within Oracle ERP and EPM and MS Office are currently utilized to create Reports – which tools are used, and why are Oracle reports not used?
A: The Department does use Oracle Reports within GL, Payables, Receivables, and others. We utilize both Standard Oracle Reports and Custom Oracle reports known as FSG reports. However, many times we do use other tools for more detailed analysis. We will use SQL to extract data from Oracle and then use other tools for purposes of analysis, presentation, and detailed formatting. The primary outside tools to process the data within Oracle ERP are Excel and Tableau.

The reason why these tools are used in lieu of Oracle ERP reports is that they allow for enhanced ability to drill within the intersections of various dimensions. Ideally, for adhoc analysis or reports, forms could be used but the ease of use is the main deterrent. It’s hard to create a form within the module and export for ad hoc use. We also utilize PBCS forms and Report Studio to create reports (mainly for budgeting purposes).

99. Q: What current EBS Reports tools/Standards/Custom EBS reports or Applications (like Discoverer) are in use?
A: BI Publisher and Oracle Report Builder.

100. Q: What is the Project’s primary location?
A: The work will be done both on site (425 S. Palos Verdes Street in San Pedro, California) and offsite, depending on the phase of the project. When the project starts, we anticipate that the consultant will be on site for 5 days per week, Monday through Friday; after approximately 3 months, it will be 3 days per week. This schedule is tentative and is subject to change according to COVID-19 City and County guidelines in place at the time.

101. Q: Does the Harbor Department have IT/technical/functional SMEs who can provide knowledge on the Project, and are they located at the same primary location?
A: Yes, the majority of the SMEs will be located at the primary location.

102. Q: Can the Harbor Department please provide the EBS documentation from the previous implementation and from any custom development?
A: Information will be provided in the discovery session with the awarded firm. The proposers should state assumptions for their solution based on the requirements listed in the RFP.

103. Q: Do you have any Bolt-on or Custom applications on EBS? Please specify.
A: Please refer to Question 78.

104. Q: Do you have customizations done on Standard Oracle Forms? Please provide details of all customizations.
A: Please refer to the attached list titled “Form Personalization”. Please note that the data is only for informational purposes and is subject to change.

105. Q: For data migration, how much history is intended to be converted?
A: Please refer to Question 25.
106. Q: Will the Chart of Accounts structure change as a result of migrating from EBS to ERP Cloud (currently 5 segments)?
A: Please refer to Question 20.

107. Q: Do you have any custom responsibilities (for application Modules)?
A: Yes.

108. Q: Do you intend to keep EBS available after the migration? If so, for how long, and does it have to be supported until its retirement?
A: The Harbor Department will consider the recommendation of the System Implementer to ensure a smooth transition to the Oracle ERP Cloud.

109. Q: What is the current organization set-up (ledgers, OUs, Orgs)? Can you provide a diagram?
A: One Ledger, one Operating Unit and one Inventory Organization.

110. Q: Can you clarify the challenge associated with the reconciliation process followed and [the] issues faced (Oracle EBS version R12.1.3 provides reports to reconciliation)?
A: Finance - Challenges in the reconciliation process include: dimension rollup categorization, dimension drill down, extracting data by child dimension; tying to financials generated within the system; reconciliation of verifying the information in modules to the GL.
A: Accounting - Beginning Balances were not properly established; some of the reconciling items are results of incorrect auto-accounting rules; because of the elapsed time and employee turnover, current staff are unable to identify and resolve those reconciling items; all Account Reconciliations are done manually.

111. Q: Can you clarify the auditing issues faced in Oracle EBS version R12.1.3, mentioned as a challenge?
A: The data extraction process is time consuming. Seeded Oracle reports do not provide all data required by auditors. Therefore, we create custom queries or custom reports.

112. Q: Can you please provide a list of tasks/processes for which manual Excel spreadsheets are used?
A: Below are a few examples:
1. Overhead Allocation to CIP Calculations
2. Activity Based Reporting for various P&L Reporting - headcount
3. Tracking of contract information (dates awarded, firm, expiration date, amount, etc.), and dollars awarded to Minority, Small, Women and Local Business enterprises.

The complete list will be provided to the selected System Implementer.
113. Q: [Can you please provide a list of] processes for which approvals are managed outside of Oracle EBS?
   A: Below are a few examples:
      - Funds Availability Checks for new Contracts
      - Contract initiation, Request for Proposals and Bids processes, and Contract execution for certain types of contracts

      The Harbor Department expects all related processes to be discussed with the selected System Implementer and will consider their recommendations.

114. Q: Regarding TIN Matching and Verification through IRS website manually, can an automated process be explored or are there compliance issues?
   A: Yes, the Harbor Department will consider any automation that will result in business process transformation.

115. Q: How is tax managed?
   A: The Harbor Department utilizes Oracle EBS Tax for sales tax. However, it does not perform self-assessment. A custom report is used to identify invoices from out of state vendors that were not taxed and determine the department’s tax application.

116. Q: Please explain the reason why Oracle receivables is not utilized for AR Invoicing.
   A: The Harbor Department utilizes an external system, Klein, as its property management and billing system.

117. Q: What are the top 3-5 pain points driving this project?
   A: 1. Desire for better reporting capabilities, including dashboard and user specific workbench reporting
      2. Improved User Interface
      3. Improved ability to drill into expense details
      4. Increased access to more reporting functions, less manual tracking of information, automate procure to payment process for all contract types

      Please refer to Page 9 of the RFP for current business processes and challenges.

118. Q: Can you expand on your plans for the future OC version; specifically, is it version 20B?
   A: The Harbor Department is open to the recommendation of the System Implementer.

119. Q: For Appendix A, PJ-9-GL: Please provide your current Org structure (ledgers, legal entities, operating units, inventory organizations).
   A: One Ledger; one Legal Entity – The Port of Los Angeles; one Operating Unit; one Inventory Organization.
120. Q: For Appendix A, PJ-11-AP: Please provide the details of the current check printing process. Please specify country and bank names.
   A: The Harbor Department does not print checks. It uses the City of LA's FMS system to print the checks.

121. Q: For Appendix A, PJ-15-AR: Please provide the details of the customer invoice process. How many invoice print formats are being used currently?
   A: The Harbor Department uses an external system, Klein, as its property management and billing system. There is no invoice print format defined in Oracle EBS.

122. Q: For Appendix A, AP-115: Please provide details of [the] “produce mailing labels” requirement.
   A: The selected consultant will be provided with the details of this requirement.

123. Q: Please confirm if Contract Management solution is required to support contract/Grant based billing, or will you continue to integrate with KleinPort Billing System for project and grant billing requirements?
   A: Yes, the Harbor Department expects to use Oracle Cloud grant billing functionality.

124. Q: For Appendix A, PJ-7.00: Please elaborate [on] the requirement to integrate Project with Synergen maintenance management for job costing.
   A: The selected consultant will be provided with the details of this requirement.

125. Q: For Appendix A, PJ-137.00: What kind of metrics are used now for reporting purposes, and how are they measured? What are the statistical details you would want to track on the project?
   A: The selected consultant will be provided with these details.

126. Q: For Appendix A, PJ-85.00: Please provide the details of the current processes followed to maintain data for closed project[s].
   A: The selected consultant will be provided with the details of this requirement.

127. Q: For RFP Section 2.3.4, what is the current data archiving solution in place? What is the current tool that is used to migrate data from Oracle DB to MS Sql Server?
   A: There is no current data archiving solution. The Department is open to the recommendations of the System Implementer based on the requirements listed in the RFP.

128. Q: For RFP Section 2.3.4, would [the] Port of LA like to migrate SQL Server to Cloud, or is it open for any new solution in Cloud?
   A: The Harbor Department is open to the recommendations of the System Implementer based on the requirements listed in the RFP.

129. Q: For RFP Section 2.3.4, for current EBS 12.1.3 to be archived, is the expectation to just migrate DB to cloud or specific set of data?
A: The Harbor Department would like to archive the entire database based on the requirements specified in RFP Section 2.3.4.

130. Q: For RFP Section 2.3.4, do we have any Reporting solution in place or do you expect us to build new reports to extract data from MS SQL and EBS?

A: The Harbor Department expects the recommendations of the System Implementer to be based on the requirements listed in the RFP.

131. Q: We assume EBS and MS SQL Server data is in on prem servers. Is [the Harbor Department] open for migrating the historical data to the cloud (OCI)?

A: The Harbor Department is open to the recommendations of the System Implementer.

132. Q: For RFP Section 2.3.4, are there any consideration[s] for the future data warehouse like Oracle FAW or Custom Cloud Data Warehouse?

A: The Harbor Department is open to the recommendations of the System Implementer.

133. Q: For RFP Section 2.3.4, is there any integration requirement between legacy data moved to Cloud Data warehouse and Oracle ERP cloud?

A: The Harbor Department is open to the recommendations of the System Implementer.

134. Q: For RFP Section 2.3.4, please provide details of your current support team structure: DBA’s count, infrastructure team count, technical and functional team count.

A: Current support Oracle EBS team structure:

We have 1 DBA, 3 Programmer Analysts, 1 Systems Programmer (25%) for infrastructure support, 1 consultant DBA/Oracle EBS Developer and 2 functional consultants.

The Harbor Department Helpdesk receives service requests and assigns to technical IT staff for investigation. IT staff reaches out to super users and consultants for assistance if needed during the process.

135. Q: Please share historical ticket/incident volumes.

A: Please refer to Question 77.

136. Q: Please provide the details of Severity 1 tickets/incidents which [were] raised in the last 3 months?

A: In the last 3 months, we had one Severity 1 incident involving Workflow mailer issue.

137. Q: Please share the details of the current Service level agreements structure for Support services.

A: Proposers should state assumptions for their solution based on the requirements listed in the RFP.
138. Q: For RFP Section 2.3.5, we currently assume that L1 Helpdesk is out of scope of services. Please confirm.
   A: Confirmed.

139. Q: For RFP Section 2.3.1.2, TS03, is the COA same between EBS and PBCS? Will the fusion upgrade impact the PBCS metadata structure?
   A: It is the same. If during the project the COA is changed, then yes, the metadata structure in PBCS will have to be updated to accommodate the new COA.

140. Q: For RFP Section 2.3.1.2, TS03, would the PBCS Cloud continue in the existing infrastructure, or [are you] planning to move to Government Cloud along with Oracle ERP Cloud?
   A: The Harbor Department is open to the recommendations of the System Implementer.

141. Q: For RFP Section 2.3.1.2, TS03, is there any future roadmap or plan to migrate to EPBCS to utilize integrated Workforce and other modules?
   A: No, we would like to move to EPM Enterprise, and update our PBCS to be able to utilize new budget revision functionality and add position budgeting functionality.

142. Q: For Appendix D, please elaborate on SSO requirements and if ADFS is expected to be [the identity] provider for Oracle ERP cloud.
   A: We have Microsoft ADFS and expect this to be the identity provider. We are also open to the recommendations of the System Implementer.

143. Q: For Appendix B, please provide the details of the middleware technology (JAVA/DB procedures/SOA) being used in [the] current system for interfaces.
   A: Please refer to Question 26.

144. Q: For Appendix B, please provide the details of the average data volume (number of records/file size) of interfaces.
   A: For year 2020, the Department transfers files with average file size between 200 and 250KB, with average number of records between 2000 and 2400.

145. Q: For Appendix B, can you please confirm all the file based interfaces using any FTP server/MFT or attachment on mails?
   A: Most interfaces use SFTP server and/or transfers file as an e-mail attachment, and we also have direct database connection.

146. Q: For Appendix B, IN-001 (CITI AIR) and IN-002 (CITI MC): is there any tool being used to convert CDF to XML?
   A: Java program to convert CDF3 to XML.

147. Q: For RFP Section 2.3.1.5, could you please share the detail of the user/super users in [the] proposed system? For example, Purchasing, Finance, etc.
A: Please refer to Questions 80 and 94.

148. Q: Please share the preferred RFP response document format to be used by SI Vendor.
A: Responses should be submitted in PDF format, as stated in Section 3.1. If specific documents are desired in other formats by the ITD (for example, a spreadsheet in Excel format), the proposer will be directly contacted by the Contract Administrator. Other than those specific requests, the proposal submission must be in PDF format.

149. Q: Please provide your overall technical architecture diagram.
A: Please refer to the LAHD Oracle EBS System Diagram on Page 19 of the RFP.

150. Q: Section 4, Standard Contract Provisions, on page 41, states in part “In submitting a proposal, proposer agrees to accept these terms without change. If your firm cannot agree to the following requirements, exactly as set forth below, please do not submit a proposal”. While our firm reasonably anticipates the ability to procure and maintain all of the required insurance coverages specified in Section 4.4, we are not able to provide copies of our firm’s policies to any outside party, nor do our renewal processes allow for the stated requirement of 30-day notice to the City. Our firm does not allow other parties to procure insurance to be charged to our firm. Please confirm whether these exceptions will disqualify our firm from submitting a proposal or whether the City may elect to waive these requirements.
A: Copies of your company’s insurance policies are not required to be submitted with your proposal, but may be required after contract award. For the required submission related to insurance coverage, please refer to Section 3.3.8B of the RFP, and the advisory document titled “Tips for a Successful Proposal Submission”.

As you quoted, proposers who cannot agree to the requirements exactly as set forth in the RFP should not submit a proposal.

The selected consultant will be required to electronically submit proof of insurance compliance prior to the execution of an agreement with the Harbor Department, as stated in Section 4.4.2 of the RFP. Additionally, the selected consultant must process evidence of updated coverage, through Kwik Comply, at least 30 days prior to the expiration of any coverage required for the performance of the agreement.

The Executive Director may elect to purchase insurance coverage to protect the City’s interests if the consultant neglects or fails to secure or maintain the insurance required for the agreement. The cost of such insurance, if elected, would be deducted from the next payment due to the consultant.

151. Q: Will PICS be used as part of the cloud solutions? Meaning, will the PICS system be needed to integrate to [the] cloud, or do we take the PICS system functionality and use Oracle cloud projects?
A: No, PICS will not be used as part of the cloud solution. We expect an interface between PICS and ERP Cloud as stated in the RFP.

152. Q: [Does the] D&T SymPro cloud need to be implemented as part of this project? Is this an upgrade for D&T SymPro from on premise to cloud? Are you expecting the implementer to implement both Oracle Cloud and D&T SymPro Cloud?

A: Please refer to Question 15.

153. Q: Are you expecting us to deliver all the software/subscription/Hosting cost from Oracle, SymPro, CASB and Adobe as part of this proposal?

A: Yes.

154. Q: Is the expectation for us to respond to the Appendix A with comments?

A: No.
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<tr>
<th>Vendor Name</th>
<th>Contact Person</th>
<th>Phone</th>
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<td>TransAmerica Training Management, Inc.</td>
<td>Doug O'Keefe</td>
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### User Count per Module (Application)

**Report Date:** 2/18/2021

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**Note:** A user can have responsibilities in one or more applications. For this reason, the same user can be counted multiple times if he/she belongs in more than one application (Module).
## Form Personalization

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**Report Date:** 2/18/2021
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<td>Populate the inventory charge account based on the POET information</td>
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<td>Inventory Transactions</td>
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<td>Set required = FALSE for inventory charge account</td>
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<td>Invoice Workbench</td>
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<td>Supplier Site LOV shows Address1 and Address2</td>
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<td>Generate Payment Voucher &amp; assign the Process Flag</td>
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