

THE PORT AUTHORITY OF NY & NJ
PROCUREMENT DEPARTMENT
TWO MONTGOMERY STREET, 3RD FLOOR
JERSEY CITY, NJ 07302

Date: January 28, 2014

ADDENDUM #1

To prospective Proposers to Request for Proposals (RFP) # 36081: Application Management Services for the Port Authority of New York and New Jersey's Budget Preparation System

Proposals due February 11, 2014, no later than 2:00 PM

QUESTIONS AND ANSWERS

The following information is made available in response to questions submitted by prospective Proposers to the Port Authority of New York and New Jersey's (the "Port Authority" or the "Authority") RFP for Application Management Services for the Port Authority of New York and New Jersey's Budget Preparation System. It addresses only those questions that the Port Authority has deemed to require additional information and/or clarification. The fact that information has not been supplied with respect to any questions asked by a Proposer does not mean or imply anything (nor should it be deemed to have any meaning, construction or implication) with respect to the terms and provisions of the Request for RFP, which will be construed without reference to such questions.

The Port Authority makes no representations, warranties or guarantees that the information contained herein is accurate, complete or timely or that such information accurately represents the conditions that would be encountered during the performance of the Contract. The furnishing of such information by the Port Authority shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each Proposer, by submitting its proposal, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever. Accordingly, nothing contained herein and no representation, statement or promise, of the Port Authority, its Commissioners, officers, agents, representatives, or employees, orally or in writing, shall impair or limit the effect of the warranties of the Proposer required by this RFP and any resulting contract and the Proposer agrees that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever.

	Question/Request	Answer
1	Must proposers have contracts with government agencies in providing the type of services defined in the RFP?	No.
2	Where will the services be performed?	It is anticipated that services will be performed initially at the Port Authority's offices at 233 Park Avenue South, in midtown Manhattan. However, services may be relocated to another Port Authority facility during the term of the contract resulting from the RFP.

3	<p>What is the total number of tickets resolved in the last year under each of the following categories (identified on these category are based on the details shared on page 77 section 2.0).</p> <ol style="list-style-type: none"> 1. Production support* 2. Security* 3. Computer operations* 4. End user support* 5. AMS services* 6. Database administration services* <p>*separately for Hyperion, Oracle and SDR application category</p> <p>Moreover:</p> <p>a. Outside the tickets created by Level 1 Helpdesk/service desk, what percentage of work is assigned through email & phone requests?</p> <p>b. In terms of percentage, what is the average monthly volume of tickets per severity (high/medium/low)?</p> <p>c. What is the current total number of open bugs or backlog tickets?</p>	<p>While the number of tickets for the requested categories is not available, the annual number of tickets (for 2013) for the following areas were as follows:</p> <p>Call support: 530; Incidents: 67; Work orders: 14.</p> <p>Additional information:</p> <table border="0"> <tr> <td>1. Production support</td> <td style="text-align: right;">15%</td> </tr> <tr> <td>2. Security</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>3. Computer operations</td> <td style="text-align: right;">5%</td> </tr> <tr> <td>4. End user support</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>5. Running Jobs</td> <td style="text-align: right;">15%</td> </tr> <tr> <td>6. Database administration services</td> <td style="text-align: right;">15%</td> </tr> <tr> <td>7. Application Maintenance Support</td> <td style="text-align: right;">15%</td> </tr> </table> <p>Call Support by Month and Priority</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Month</th> <th>High</th> <th>Medium</th> <th>Low</th> </tr> </thead> <tbody> <tr><td>2013</td><td>1</td><td>1</td><td>13</td><td>22</td></tr> <tr><td>2013</td><td>2</td><td>2</td><td>13</td><td>14</td></tr> <tr><td>2013</td><td>3</td><td>2</td><td>11</td><td>16</td></tr> <tr><td>2013</td><td>4</td><td>1</td><td>24</td><td>24</td></tr> <tr><td>2013</td><td>5</td><td>2</td><td>20</td><td>25</td></tr> <tr><td>2013</td><td>6</td><td>0</td><td>22</td><td>24</td></tr> <tr><td>2013</td><td>7</td><td>0</td><td>42</td><td>18</td></tr> <tr><td>2013</td><td>8</td><td>1</td><td>36</td><td>25</td></tr> <tr><td>2013</td><td>9</td><td>0</td><td>22</td><td>27</td></tr> <tr><td>2013</td><td>10</td><td>0</td><td>42</td><td>31</td></tr> <tr><td>2013</td><td>11</td><td>0</td><td>22</td><td>12</td></tr> <tr><td>2013</td><td>12</td><td>0</td><td>6</td><td>11</td></tr> </tbody> </table> <p>Incident by Month and Priority</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Month</th> <th>High</th> <th>Medium</th> <th>Low</th> </tr> </thead> <tbody> <tr><td>2013</td><td>1</td><td>2</td><td>0</td><td>6</td></tr> <tr><td>2013</td><td>2</td><td>3</td><td>0</td><td>11</td></tr> <tr><td>2013</td><td>3</td><td>2</td><td>1</td><td>0</td></tr> <tr><td>2013</td><td>4</td><td>5</td><td>3</td><td>0</td></tr> <tr><td>2013</td><td>5</td><td>10</td><td>5</td><td>1</td></tr> </tbody> </table>	1. Production support	15%	2. Security	10%	3. Computer operations	5%	4. End user support	25%	5. Running Jobs	15%	6. Database administration services	15%	7. Application Maintenance Support	15%	Year	Month	High	Medium	Low	2013	1	1	13	22	2013	2	2	13	14	2013	3	2	11	16	2013	4	1	24	24	2013	5	2	20	25	2013	6	0	22	24	2013	7	0	42	18	2013	8	1	36	25	2013	9	0	22	27	2013	10	0	42	31	2013	11	0	22	12	2013	12	0	6	11	Year	Month	High	Medium	Low	2013	1	2	0	6	2013	2	3	0	11	2013	3	2	1	0	2013	4	5	3	0	2013	5	10	5	1
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4	<p>What is the average number of modifications and fixes raised per month/quarter for Hyperion, Oracle and SDR based applications, during the last year?</p>	<p>The average number of modifications and fixes per month is approximately 45. The modifications and fixes pertain to Hyperion- and Oracle-based technology. There have been no modifications to the SDR application in the last two years.</p>																																			
5	<p>What is the number of reports currently existing for each of the following technologies?</p> <ol style="list-style-type: none"> Hyperion Financial Reporting; Hyperion Web Analysis; SmartView / Excel based reports (If any); SDR total reports. <p>What is the average number reports developed per month/quarter?</p> <p>Moreover, what is the average number of tickets created around these reports?</p>	<ul style="list-style-type: none"> Hyperion Financial Reporting: 198 reports Books: 126 Reports Batches: 53 Reports Hyperion Web analysis: 34 Reports EXCEL Templates – All Hyperion reports have exporting functionality. Also, approximately 50 users have access to essbase excel add-in. SmartView is not currently available to users. SDR – 14 reports <p>At this time, the Authority does not have information related to the average number of reports per month/quarter.</p> <p>The average annual number of tickets is approximately 4% of annual tickets associated with modifications/fixes for reports.</p>																																			
6	<p>What is the total number of FTE resources (employee and contractor) currently performing services in the following categories?</p> <ol style="list-style-type: none"> Production support; Security; Computer operations; End user support; AMS services; Database administration services. <p>In case of shared resources, indicate the percentage of time spent across the activities. If available, share the details by application component level.</p>	<p>The current contractor employs and provides three FTE resources, who provide all categories of support.</p>																																			
7	<p>As per our understanding, "Outside the modifications which are covered in Support</p>	<p>"For all application enhancements, the Contractor must provide estimates and project plan/schedules</p>																																			

	<p>scope (Section 3.2), Enhancement work detailed out in section 3.3 will be executed by the same supplier but estimates/cost will be outside the cost of this proposal", Can you confirm our understanding.</p> <p>In addition, what was the average total effort (in person hours) of all enhancement requests in the last year?</p>	<p>and obtain Authority approval prior to initiating" the enhancement. Pricing for implementing the approved enhancement shall be indexed to the hourly rates provided in Sections 1.B (Miscellaneous Tasks) of the Contractor (selected proposer's) Cost Proposal, as accepted by the Authority.</p> <p>In 2013, there were no enhancements to BudgetPro.</p>																		
8	<p>How is data transformed to load interface files/ source data to BudgetPro? What tools are used to load the metadata (dimensions and hierarchy)/data (e.g. ODI etc)? Are they loaded using automated batch script? If yes, provide the total jobs and the frequency to be monitored.</p>	<p>Inbound/outbound data interfaces are based on generation of flat files from source systems. Data load processing is performed using Oracle Data load utilities, SQL Scripts, load rules, ESSBASE commands, and automated batch jobs.</p> <p>The approximated batch- and ESSCMD-related estimates and their frequency are as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Esscmd</th> <th>Batch</th> </tr> </thead> <tbody> <tr> <td>Annual</td> <td>17</td> <td>18</td> </tr> <tr> <td>Monthly</td> <td>18</td> <td>25</td> </tr> <tr> <td>Daily</td> <td>26</td> <td>20</td> </tr> <tr> <td>Weekly</td> <td>10</td> <td>10</td> </tr> <tr> <td>Special</td> <td>120</td> <td>85</td> </tr> </tbody> </table> <p>Note that sql, views and other codes are not included in the above numbers.</p>		Esscmd	Batch	Annual	17	18	Monthly	18	25	Daily	26	20	Weekly	10	10	Special	120	85
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9	<p>What is level of documentation for each of the areas below are available for the applications and databases mentioned in the scope of work?</p> <p>A. Application Manual; b. User Requirements; c. System Requirement specification; d. Test cases; e. List of known errors; f. Standard operating procedures;</p> <p>Are all these documents available in a central repository?</p>	<p>Documentation for application's technical and user requirements, system requirements, UATs, DBs and operating procedures are available in a central repository.</p>																		
10	<p>Confirm that the scope of Database Administration includes Oracle data support for Hyperion applications and SDR applications only.</p>	<p>The scope of Database Administration refers to all databases associated and specific to BudgetPRO, which includes database support for Oracle ESSBASE databases for Hyperion applications and Oracle RDBMS for metadata, and the SDR application.</p>																		
11	<p>We understand SDR is a custom application built using Java/Oracle. Provide more details to understand the size of the application and support scope.</p>	<p>SDR is an acronym for Supporting Details Report. It is a reporting utility used by budget preparers for reporting on detail data entered into the system below level 0.</p>																		

		SDR is fully integrated into the Hyperion environment. It is considered a reporting application requiring minimal maintenance.
12	Is there a High Availability solution implemented for critical databases and applications? If so, what were the specific tools or software used?	No.
13	What tools are being used to support your database environment? What database activities are automated?	The tools are Oracle Enterprise Manager, Sqlplus, Sql*Loader, Sql Developer. Activities related to standard database administration are automated.
14	What is the estimated average annual growth in database size over next 3 years?	Approximately 30%.
15	Which team performs Middleware (Weblogic) system administration? Is administration and application support performed by same team?	Except system administration for the operating system, the Contractor providing AMS services for BudgetPRO is responsible for maintaining and administering the Budget PRO environments (underlying software, applications and databases). These services shall include middleware (Weblogic) and application software (Hyperion EPM) administration.
16	Are there are pain points related to the current Hyperion and SDR environments? If so, what are they? Also, what are the performance issues in current database environments and applications?	The Port Authority may provide the requested information only to the Contractor (i.e. selected proposer).
17	What are the high-level objectives for this RFP? What are the driving factors for this RFP?	The objective is to obtain proposals from firms interested in providing application management services for the Authority's Budget Preparation System.
18	Does the current contractor supporting BudgetPro provide all services from onsite at a Port Authority facility or onsite and offsite or offshore? In terms of staffing alternatives mentioned in this RFP, does offsite option includes offshore or only near-shore/US geography?	The current contractor provides onsite support at the Port Authority offices in midtown Manhattan. Proposers shall use their own discretion in determining whether certain services can be provided offsite. Proposers shall convey such determination in their proposals.
19	What is the Service Level Agreement (SLA) for support services by ticket severity, by weekday vs. weekend. Are there unique SLAs for specific applications or the database?	See Section 11 (pp 33-35) of Attachment B of the RFP.
20	What tool is used for the Inbound/Outbound interfaces from SAP and PeopleSoft?	NFS Windows services for Unix.
21	How is metadata managed across the Planning and Essbase applications? Is EPMA used?	Metadata is managed across the Planning and Essbase applications using standard Hyperion rules. Yes, EPMA is used.
22	How many people currently support the Hyperion applications? Shall the contractor assume all of them are not Port Authority employees?	See the answer to question 6, above.

23	How much documentation exists for the current Hyperion applications?	See the answer to question 9, above.
24	What is the practice for migrating application changes between environments? Is there a formal, documented process?	There is a documented process for application changes. The Port Authority will provide the requested information only to the Contractor (i.e. selected proposer).
25	Is there a delineation of the types of changes made directly in production versus things that have to flow through Development (i.e. hierarchy changes – can these be made directly in production?)?	All changes require authorization from the Authority. The majority of change requests flow through development for proper testing to ensure no negative effects. However, some change requests (e.g. adding new accounts, assigning security, minor changes to hierarchy) can be made directly in production.
26	What operating system is Essbase and Planning running on? Windows, UNIX, Linux?	All servers are running OS Windows 2008 R2 in 64bit-mode
27	What level of experience (number of years with Hyperion) does the Port Authority’s Level 1 experience individuals have? How many of these individuals support the organization?	Level 1 users have an average of 5 years experience using Hyperion tools. Approximately four people support the organization.
28	Does the Port Authority have a tracking system that the contractor will use to track service requests, or will contractor provide such system?	The Authority expects the Contractor to provide such tracking system.
29	What tools are used for automation?	Standard Hyperion tools such loadRules, businessRules, calScripts, ESSBASE commands, MAXL, etc. Automation also includes standard Windows scheduler for batch processing and SMTP services for notification via MS Outlook regarding processing status and FDR Upstream for backup processing.
30	What are the target hours of Support?	Monday through Friday, 8:00 AM to 5:00 PM (page 92 of the RFP).
31	Provide an overview of the current Hyperion Application design: a. Provide the number of Applications and Plan Types; b. Provide the number of Essbase Cubes, both BSO and ASO; c. How long does it take to calculate all on the cube? What is the estimated timing to calculate each cube? d. Is incremental calculation logic implemented with Planning using business rules or through a calculation manager? e. What is the number of Financial Reports? f. What is the number of Planning Web Forms?	See Attachment C (Description of BudgetPro and the Authority’s Technical Infrastructure) for a general description of BudgetPro. The Port Authority will provide more granular detail only to the Contractor (i.e. selected proposer).

	<p>g. What is the number of Essbase calculation scripts in use today? What is the process flow of Essbase and Planning Calculations?</p> <p>h. Is Essbase Integration Services or Essbase Studio in use?</p>	
32	<p>A. Provide Hyperion architecture diagrams (including server inventory) for production, disaster recovery and non-production environments.</p> <p>B. Also, how many named (vs. concurrent as provided in the RFP) users access each environment today?</p>	<p>A. See the answer to question 31, above.</p> <p>B. Named users total approximately 250 users. There are approximately 200 concurrent users who use each environment during certain periods of the budget cycle.</p>
33	What is the Authority's current recovery time objective and recovery point objective for its Hyperion disaster recovery solution?	The Contractor providing AMS support for Budget PRO would be responsible for the recovery of the system within time deadlines establish by the Authority at time of disaster declaration.
34	Does the existing production environment include load balancing and SSL?	At present, no load balancing is used. A secondary environment symmetrical to production environment is available for switchover.
35	What types of planning does Hyperion cover (Examples: Financial Planning, Activity Based Costing, Project Based Planning, Departmental Plans, Capital Planning, Salary/Headcount, Strategic Planning, Balance Sheet Planning, Cash Flow Planning etc.) Briefly describe each.	Refer to Attachment C of the RFP.
36	For Salary and Labor Planning: Is budgeting and forecasting done by employee and by position.	Labor planning is performed by position.
37	Provide a copy of the current budgeting/forecasting process flows and Financial Planning and Reporting schedule	The Port Authority may provide the requested information only to the Contractor (i.e. selected proposer).
38	Is Public Sector Planning and Budgeting Implemented? Are any pre-built Hyperion Planning modules, such as Workforce and CapEx, in use today?	Public Sector Planning and Budgeting is not Implemented yet. No pre-built Hyperion Planning modules are used. All modules are Hyperion-based custom modules.
39	Is both Budgeting and Forecasting handled within Planning? If yes, is budgeting an annual process, but forecasting is done monthly?	Multi-year budgeting is handled within Planning. At present, long-term forecasting is handled within ESSBASE.
40	Are any cost allocations performed within Hyperion? If yes, describe and share examples on volume and the number of allocations in place.	There several allocation processes (e.g. Overhead allocation, Spread Allocation, Labor Allocation, Forecast Allocation, Overtime Allocation). The Port Authority may provide further information only to the Contractor (i.e. selected proposer).
41	Is any reporting or calculations done offline in Excel that you wish to incorporate into Hyperion? Any reporting challenges or pain points.	There are multiple excel add-in spreadsheets used for reporting. The Port Authority will provide further information only to the Contractor (i.e. selected proposer).
42	What are the custom functions referred to in the RFP?	BudgetPRO applications are custom Hyperion applications. No pre-built Hyperion applications are

		used.
43	<p>Provide an overview of the Custom Reporting Solution (Java Based):</p> <p>a. How many reports do they maintain outside of the Customer Reporting solution?</p> <p>b. Are they using Essbase custom defined functions for integration?</p> <p>c. Are they doing something else?</p> <p>d. How many reports are run and supported?</p> <p>e. Who maintains these reports and creates new reporting? Is this part of the staffing request?</p>	The Contractor will be responsible for supporting all reports within BudgetPRO. For additional information at this time, see the answer to question 5, above.
44	What Data sources feed Hyperion? Briefly describe each data source	Data entry forms from Hyperion Planning; Structure flat files from ERP systems (SAP & Peoplesoft); ETL processing source files load on Oracle tables scripts to prepare data formats for data loads into ESSBASE; and EXCEL templates to load data via ESSBASE EXCEL Add-in.
45	What external Systems does Hyperion feed? For example, describe any custom budget or forecast extracts and load processes to a DW or other systems with Hyperion as the source (including the Custom Reporting Solution).	At present, Hyperion feeds external SAP ERP systems with budget data.
46	Is there any integration between Hyperion and GL transaction level detail? If not, is this of interest in the future with new Hyperion versions that allow for GL transaction drill through the ERP source with FDMEE?	There is no direct integration between Hyperion and GL transaction system.
47	Describe the ETL processes to load and refresh Hyperion and tools used, including Oracle Data Integrator, Data Integration Management (DIM), EPMA, DRM, Planning Command Line, SQL, and batch Scripting used.	Inbound/outbound data interfaces are based on the generation of flat files from source systems. Source systems produce standard structure flat files and places on the mounted directory for data exchange. Data load processing is performed using Oracle Data load utilities, SQL Scripts, load rules, ESSBASE commands, and automated Windows batch jobs.
48	Is the HR extract automated or manual load? Describe the employee load process.	HR data extracts from PeopleSoft ERP system are automated. Data load into Hyperion is performed for employee/positions annually, at the beginning of the budget cycle. Data Load follows same method described in the answer to question 47, above.
49	How are dimensional changes handled today? Are dimension updates automated or manual or combination of both? For example, if financial restatements occur, new entities or departments are added, Chart of Accounts change, are these changes automated or are they made manually through Planning and	Dimensional changes are handled in an automated and manual fashion, depending on the nature of the change.

	Essbase?	
50	How frequent do reorganizations or changes to the dimensional structures occur?	The Contractor should expect changes to the dimensional structures due to reorganization.
51	Is there one standardized chart of accounts or are there multiple chart of accounts definitions for reporting? If multiple, what tool is used for mapping and consolidation?	Port Authority's standard chart of accounts definitions are used.
52	Is it possible to get a copy of the Essbase .otl files to review the cube design and dimension structure for each application. If .otl files cannot be shared, provide an overview of the dimension size for standard and custom dimensions, and provide the number of members in each dimension	The Port Authority may provide the requested information only to the Contractor (i.e. selected proposer).
53	How large is Essbase cube in terms of page and index files?	ESSBASE Cubes size is approximately 26GBs.
54	What helpdesk-tracking tool is currently in use?	The current contractor is providing its own tracking and reporting tool. The Authority expects the new Contractor to provide its own helpdesk-tracking tool as part of the AMS services.
55	What level of management is required at the administration level (Database, Windows Servers, Application)? Specifically, will the contractor apply patches and be responsible for Windows server hardware and software?	Except for windows server hardware and operations system administration (including active directory administration and MS security patches) performed by a third party, the Contractor providing AMS services for Budget PRO will be responsible for administering and applying patches for Oracle Database and Hyperion-based underlying software.
56	Does the Authority have a predefined set of test scripts already created for system testing that it will transfer to the contractor or will the contractor need to create new ones?	There is a predefined set of test scripts already available that would be transferred to the Contractor. However, the Contractor may modify them or create new ones upon approval by the Authority.
57	How does the Authority monitor system performance and availability today? What technologies are used and does the Authority own these technologies?	Budget PRO is a Windows-based system. Standard MS Windows monitoring tools are used.
58	What type of testing is done in non-production before promotion to production? Is Life Cycle Management used to migrate Hyperion applications and objects between non-production and production environments? What technologies are used are part of your process?	Hyperion Life Cycle Management is used to the extent possible. However, the Harvest change management tool is also used for version control.
59	Are there peak usage times when additional support or more intensive support is required?	From technical support perspective, the budget preparation cycle covers the following main key areas during the year: April to July for data gathering (approximately 250 budget preparers are involved in this activity); August to December for budget analysis and adjustments (about 50 financial

		analysts are involved in this activity)); and January to March for budget reporting and technical preparation for the new budget cycle. The Contractor shall provide adequate level of support throughout the entire budget cycle season.
60	What internal resources will be allocated to application and technical support, if any?	The Port Authority may provide assistance to the Contractor at appropriate times during the budget season. See Sections 1.1 and 1.2 of Attachment D of the RFP for a summary of Authority and Contractor responsibilities.
61	What type of testing strategy do you prefer to use (train-the-trainer, UPK, parallel, user acceptance testing, etc.)? for upgrades and new functionality	For upgrades and new functionality, the preferred testing strategies are parallel and UATs. Train-the-trainer and UPK also used when introducing new modules to the system.
62	Who will be responsible for developing training documentation and delivering training to users?	See Section 7 (Training and User Assistance) on pages 87 and 88 of the RFP. The Contractor shall be responsible for developing training documentation.
63	What is the applicability of the contract checklists? These look generic. If there are potential conflicts with the proposed solution, should they be redlined?	Proposals shall identify any conflicts between the proposed services and the requirements specified in Attachment G: Control Requirement Contract Checklist.
64	How many data entry (data collection) templates does Port Authority currently use in the budgeting and/ forecasting process?	Currently there are 176 Data entry forms in the system.
65	To what extent does Port Authority planning personnel utilize "off-line" models (Excel, Access, other models separate etc.) to prepare budgets/forecasts and subsequently load results to the GL?	Offline EXCEL modules are used by budget preparers throughout the Authority. However, Budget PRO is the central point for budget preparation, submissions and reporting. The Contractor is responsible solely for supporting BudgetPro.
66	How many different types of allocations are currently in the Hyperion applications? How fast does the allocation calculation/business rule run and does the allocation run after the budget/forecast process?	See the answer to question 40, above.
67	Are there targets set for budgeting to which planners need to adhere?	Currently, there are no targets for budgeting define in the system.
68	Is the 'PABudget' application built out of the Hyperion Capex module?	'PABudget' is a custom-built Hyperion planning application. No Hyperion CAPEX module is used.
69	On what Hyperion module is the OMWP application based?	OMWP is a custom-built Hyperion planning application module.
70	If the 'PerfRep' is a Planning application, why is it a Planning application if it is used for reporting purposes?	'PerfRep' is not a Planning application. It is an ESSBASE application used for reporting purposes only.
71	Is the 'PBM Check' a reporting application or a web form within a Planning application?	PBM Check' is a ESSBASE application used to validate data transfers from WFM to PABudget.
72	How many data integration routines do the Port Authority currently have?	There are approximately 105 batch processes, and 130 essbase commands/calculations.

73	How automated are the data integration(s) and how much end user involvement is needed to run the integration(s)?	For the most part, data integration has been automated. However, it requires monitoring and sometimes require manual intervention.
74	Shall the contractor provide comprehensive change management services, or does Port Authority intend to handle change management activities internally?	The Contractor should provide a comprehensive change management plan acceptable to the Authority shortly after commencement of the contract.
75	What is the current change management process?	See the answer to question 74, above.

This communication should be initialed by you and annexed to your proposal upon submission. In case any Proposer fails to conform to these instructions, its proposal will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

CARMEN REIN
GENERAL MANAGER

PROPOSER'S NAME: _____

INITIALED: _____

DATE: _____

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO JAMES SUMMERVILLE:
JSUMMERVILLE@PANYNJ.GOV, 201-395-3454