Budget and Planning System (BPS) Implementation Using Oracle Planning and Budgeting Cloud Services

Requirements Document

Prepared by: Huron Consulting Group

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DOCUMENT HISTORY

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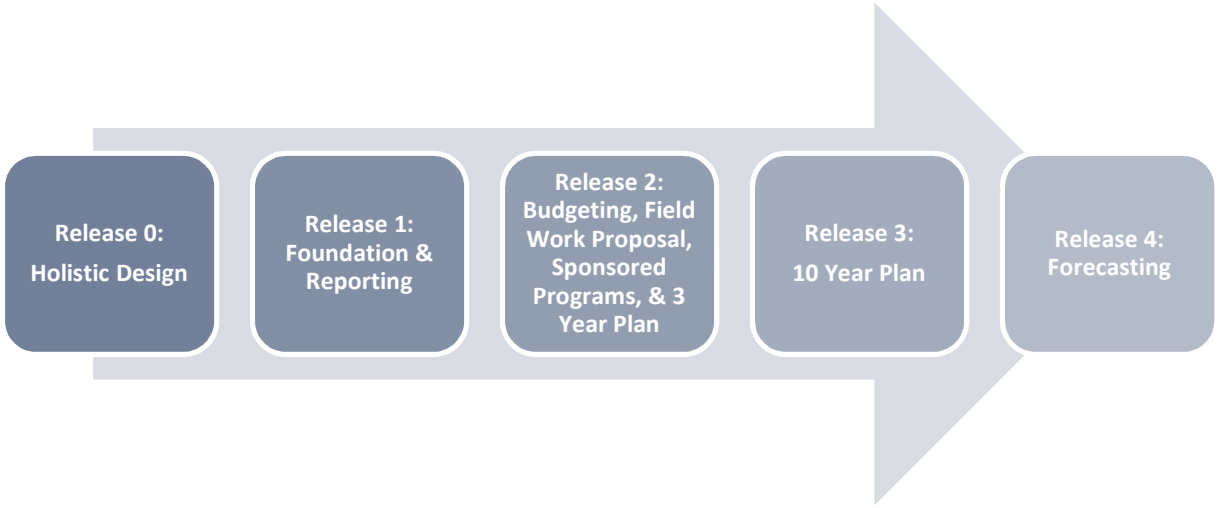
1 INTRODUCTION

Fermi National Accelerator Laboratory ("Fermilab") has engaged Huron Consulting Group ("Huron") to assist in the development of a lab-wide budgeting and planning system (BPS) using Oracle Planning and Budgeting Cloud Services (PBCS). The planning, budgeting and reporting tool will improve and streamline the process of collecting budgets, running analytics, reporting of results, and strategic decision making for Fermilab. This document will explain the project plan and requirements gathered during discovery sessions conducted from October 26, 2015 to January 7, 2016. These discovery sessions consisted of interviews, workgroup meetings, and business discussions with Fermilab personnel. The purpose of this document is to capture specific detailed requirements that will serve as a basis for the project's design

1.1 PROJECT DESCRIPTION

This project was initiated by Fermilab due to management's desire to provide a lab-wide platform upon which annual budgets, forecasts, and near-term and long range financial plans will be developed and managed. By implementing PBCS, Fermilab will be able to meet the need of more insightful, accurate and timely planning. Each section of this document will list specific requirements that will align with how the system will be designed.

The project will be implemented in five releases, with each release focusing on a specific business process as outlined below:



The BPS implementation of PBCS includes the requirements, design, build, testing, training and deployment of new budgeting and forecasting processes and application. The anticipated go-live date for Release 1 is targeted for May 13th, 2016. The overall timeline and go live dates for the subsequent releases (1-4) will be finalized by the end of the design phase in Release 0. Note that per discussion with Fermilab, Huron recommends moving Sponsored Programs

to Release 2, which is reflected in the diagram above. Use of the system will be phased in over the releases indicated above. We anticipate that the first budget fiscal year that will be developed using the new system will be FY18.

1.2 PROJECT GOALS

Fermilab's leadership recognizes the need to implement a lab-wide budgeting and reporting system to aid in the development and review of operational (i.e. divisions, sections) and project generated budgets. The purpose of this project is to replace the current disparate manual processes with an automated solution utilizing Oracle PBCS. Fermilab desires a Budgeting and Planning System (BPS) that can provide the following key capabilities:

- Support standardized processes to improve budget efficiency and transparency.
- Integrate operations and project resource allocation (by role), assignment and utilization planning (by name) with budget formulation.
- Provide a single source of truth for lab-wide budget data and information.
- Improve efficiency, allowing for higher quality budgets in a shorter cycle.
- Provide more timely response to customers (DOE/OHEP and others).
- Provide enterprise-wide visibility into resource planning information including views by project as well as organization.
- Support standard budgeting processes across the lab.
- Enable "what-if" scenario planning capability and versioning.
- Serve as a common source of performance information that could be published to FermiDash.
- Provide more efficient matching of project labor needs with available labor.
- Provide the ability to implement rolling forecasts.

1.3 REQUIREMENTS REVIEW

The Requirements documentation is the basis upon which Fermilab's Planning and Budgeting System will be built. Sign-off on Requirements is a key milestone, meaning, all necessary requirements have been communicated and captured and are agreed upon by Huron and Fermilab. Sign-off does not mean another requirement can't be added in the future as the project team learns new things; it simply represents a formal milestone that bridges the project team to the next phase of the project – Design.

For more details on the Requirements and Design phases of this project, please refer to Appendix 2.

1.4 STAKEHOLDERS

The stakeholders and end users of the BPS solution include, but are not limited to, Fermilab Budget Office, users involved in the budgeting and planning process and the appropriate management and executives for reporting and analysis. Each group will be end users or consumers of the data produced by the BPS application. Listed below are the identified stakeholders for the BPS solution.

Fermilab Role	Resources	Role Description
Steering Committee	Cindy Conger, CFO Julie Marsh, IT Project Manger Bill Boroski, Program Manager, Office of Enterprise Architecture Head Denise Keiner, Budget Officer Tim Chapman, Deputy Budget Officer Mark Kaletka, Deputy Division Head of Computing Division	• Attend & participate in periodic meetings • Review & advise on overall Project progress • Discuss external Client changes and impact to Project • Provide overall issue resolution
Project Sponsor	Cindy Conger, CFO	• Provide overall direction to project team • Sign-off on all key decisions and deliverables • Participate in key interview/working sessions • Provide targeted subject matter expertise
Project Management	Julie Marsh, IT Project Manger Bill Boroski, Program Manager, Office of Enterprise Architecture Head	• Provide day-to-day project management/governance • Liaison for overall project • Communicate external Client changes to Project Team • Coordinate work streams • Track and resolve project issues and risks • Provide internal Client status & budget reports
Functional Project Team	Denise Keiner, Budget Officer Tim Chapman, Deputy Budget Officer Dan Garrett, Functional Analyst	• Define the overarching application functionality & design • Lead and/or participate in interviews and workshops • Provide guidance for administrative components of applications (Security, Process Controls) • Support data format & integration discussions • Provide targeted expertise to the team as required

Technical Team	Mark Kaletka, Deputy Division Head of Computing Division Santo Campione, Information Systems Department Head Michael Rosier, Enterprise Services Operations Department Head Venu Bijumalla, Finance Applications Group Leader Udaya Manikonda, Enterprise Applications Lead Wei Gao, Finance Applications Laura Stover, Business Applications Sriram Sankaranarayanan, Finance Applications	• Coordinate technical requirements with the Project Team (technical activities & resources) • Liaise between Functional team (hardware requirements, software versioning, etc.) • Coordinate & facilitate integrations with source & target systems

Please note that it is very important for Fermilab to proactively ensure end user buy-in and adoption of the new tools and processes that will be put into place on this project. Based on Huron's implementation experience, implementing process change successfully throughout an organization requires all stakeholders and end users to be aligned and onboard – this needs to be mandated by the Fermilab Project Sponsors/Core Team. People are a key aspect of the "People, Process, and Technology" focus on an implementation. This will need to be a key focus for Fermilab throughout the engagement and especially during the deployment phase of the project with the "train the trainer approach" during rollout training to all end users. The Fermilab core team and project sponsors will ultimately be responsible for ensuring buy-in and adoption of the new tools and processes from the end users and key stakeholders, with Organizational Change Management (OCM) guidance provided by Huron.

Refer to Appendix 3 for Huron project team's roles and responsibilities.

1.5 USER ROLES

The future users of the BPS application will include a variety of users that will directly plan and forecast within the applications, as well as users who will simply be consumers of the data. The proposed user roles are outlined below:

PBCS Role	Role Description	Fermilab Role
Identity Domain Administration	This role creates users and assigns user roles	Technical Administrator

PBCS Role	Role Description	Fermilab Role
Service Administrator	This role can perform all functional activities of the Power User, Planner and View User, as well as all application maintenance. Application maintenance includes, but is not limited to, ensuring dimensionality is aligned within source systems, maintaining data forms, business rules, and reports. This Service Administrator also ensures metadata is kept in sync between the Hyperion Applications.	System Administrator, Technical Administrator
Power User	Power Users write Business Rules (calculations), create reports, enter and modify data entries and adjustments for appropriate groups.	Budget Office
Planner	End Users input Planning data into Hyperion Planning via Web Forms and access the data via Hyperion reporting tools (Financial Reports and Smart View).	FFMs, Project Managers, Department Managers, B&R Owners May also include a subset of Senior Management responsible for approving budgets
View User	Read-Only users access the applications for reporting and analysis purposes using Financial Reports and Smart View.	Division & Section Heads, Senior Management

Fermilab will have additional staff that are involved in the budget process but will not have direct access to the system. These individuals will have access to budget information through reports that will be generated and either emailed or placed in a central repository. In addition, staff such as Group Leaders will be able to submit their budget information via off-line Excel templates.

1.6 TRAINING APPROACH

The budgeting and reporting process in BPS will be rolled out to approximately 250 users for data entry and reporting at Fermilab over time (note that Huron and Fermilab are discussing users as part of design and are trying to decrease the user count where appropriate). Select end users will interact with the budget system for report querying (querying and viewing data only) either through Smart View in MS Office and/or Hyperion Financial Reports. The training approach as discussed between Huron and Fermilab is the "train the trainer approach." Huron will train the core project team on Fermilab's application and in turn, the core Fermilab budget team will provide training to the larger group of users. Going forward in the future, Fermilab Budget office will have the knowledge to train new users of the BPS system and this is important for Fermilab to have this in-house knowledge and experience with training as new users are added to the BPS (Oracle PBCS) system. The following training workshops will be conducted with the Fermilab core project team during the implementation that covers Fermilab's specific applications and core processes.

- *User Acceptance Testing and Training Sessions* – this will be the most important training sessions for Fermilab as the core project team will be hands on testing and simulating in the system with guidance from Huron. This will allow Fermilab to become more familiar with the system given the focus of hands on training in these workshop sessions.
- *Final Training Sessions* – The focus of deployment is end-user and admin training. Huron will create training documentation for the client to reference post-implementation and provide final end user and administrative training to the Fermilab core budgeting team. The Fermilab team will, in turn, train end users campus wide.

Fermilab and Huron can discuss additional options if Fermilab would like additional classroom training. A more formal training plan will be finalized at the end of Release 0.

1.7 PLANNING AND BUDGETING CLOUD SERVICE (PBCS) OVERVIEW

PBCS is a centralized, web-based budgeting and planning solution that drives collaborative event-based operational planning processes throughout the lab for a wide range of financial, operational, and project needs. It enables a complete and closed-loop planning process that drives continuous business improvement. Decision makers and managers can communicate the course of action and collaborate with budget holders to optimize the budgeting process. PBCS leverages a multi-dimensional data structure for data collection, aggregation, and analysis. PBCS contains robust calculation functionality and financial and time intelligence to allow for powerful analytic capabilities for end users.

The capabilities and key features of PBCS are outlined below:

Financial Process:

- Operational and project budgeting
- Resource budgeting

Business Process:

- Bottom-up budgeting
- Top-down planning
- Allocations from years/quarters to months
- End user web forms for budget submission
- Variance analysis

Key Features:

- Low level of detail
- Bottom-up plan
- Large set of users
- Tasks list and workflow to guide planners through the planning process

1.7.1 WEB FORMS

PBCS provides the ability to create web forms that are configurable to meet specific business needs. These forms are used to support budget entry and review. They provide the ability to eliminate disparate Excel spreadsheets and increase efficiency while maintaining data integrity.

In addition to data entry, web forms also provide users with the ability to provide comments and supporting detail, and attach documentation when requesting budget for initiatives during the budgeting process. End users will have the ability to add comments to cells within the budgeting web form. Comments and supporting detail are able to be reported on as well in Financial Reports.

1.7.2 TASK LISTS/WORKFLOW

Task lists guide end users through the planning process by directing them through specific tasks in a prioritized order. Using task lists help end users work independently and reduces unnecessary burden on administrators to provide assistance to users regarding the flow of inputting their data. Workflow typically works in conjunction with task list to guide the end user budgeting process. Workflow has pre-built functionality to allow users to perform submission, review, and approval.

1.7.3 REPORTING SOLUTIONS

Hyperion Smart View and Hyperion Financial Reports will be used for ad hoc end users reporting and pre-defined management style reporting, respectively.

Hyperion Smart View

Hyperion Smart View is a Microsoft Office add-in that allows users to interact with Planning data in real-time. Smart View is typically used for ad hoc analysis of data and will allow users to 'slice and dice' data based on the multi-dimensional structures within Planning. This reporting tool through Excel will help users with user-friendly ad hoc data querying and allows users to perform drill-down into members based on the parent-child relationship. In addition, data can be dynamically linked to Microsoft PowerPoint and Word to automate the data updates for presentations and documents.

Hyperion Financial Reports

Hyperion Financial Reports ('HFR') provides the ability to generate highly formatted, book-quality financial and management reports. These pre-defined reports can be set to be delivered at once or scheduled for later distribution. This will streamline the reporting process thereby enhancing Fermilab's financial management and control. Multiple output options are available including via the web, PDF and Microsoft Office. In addition, users have the ability to put in annotations and commentary on the report to justify the numbers. Reports that will be designed and built using HFR will be determined during the Design phase of the project.

2 PROJECT APPROACH

2.1 REQUIREMENTS GATHERING

Discovery Sessions consisting of interviews, workgroup meetings, and business discussions were conducted by Huron from October 26th, 2015 to January 7th, 2016. These discovery sessions were used to understand and gather requirements related to the current budgeting process, current process pain points and future process improvements. The following Fermilab staff/groups participated in these sessions:

- Divisions & Sections
  - FFMs
  - Division Heads
- Project Staff
  - Sponsored Programs Personnel
  - Primavera Projects Personnel
  - Non-Primavera Projects Personnel
- Budget Office Staff
- Senior Management
- Working Groups
  - Resource Working Group
  - Level of Budgeting Working Group

2.2 SCOPE

The BPS will deliver an integrated budget and planning capability that will unite strategic and resource planning with budget formulation and serve as the single version of the truth for reporting for the lab. As part of budget formulation, the BPS will support resource allocation and loading to plan appropriate staffing across operations and projects. Additionally, this solution will result in a more effective and efficient budget formulation process; provide increased budget transparency and lab-wide visibility; facilitate improved analysis and forecasting; and enable scenario development.

The scope of the Requirements phase was determined by the following activities:

- Meetings with key stakeholders to gather needs, wants and pain points around the planning process.
- Extrapolation of requirements from kickoff and requirements meetings for purpose of drafting a comprehensive requirements document.
- Comprehensive process overview to identify the planning inputs and associated outputs to produce necessary reporting.

Process overview includes:

- Process flow charts that document the movement of information from source to report in the future state planning process. This includes system identification and functional process linkage ('High Level' mapping).
- Process flow charts that document the movement of information to and from Fermilab's ERP systems (i.e. Workday, EBS, Kronos, Primavera, MISER) in the future state planning process.
- Identification of reporting requirements to support the new process.

Based on the discovery sessions the BPS solution will be structured using three databases (plan types) that serve specific functions and contain unique data elements. The specific databases will be used to support the resource request process, total operational budgeting and top down planning. The final details of each of these databases will be finalized during the design phase of the project.

High level items identified as in scope for this implementation are:

- Resource Request and Budgeting Database
    - Hierarchies and dimensions required to support the resourcing process
    - Task lists, web forms and reports that support the request, scenario modeling, approval and ongoing monitoring and forecasting of resource utilization and funding
    - Specific business rules that support logic to calculate the cost of resources and FTE to hours conversions. The specific calculations and the logic will be determined during the design phase.

- Operational Budgeting Database
    - Hierarchies and dimensions required to support the core budget process for operations and projects, including sponsored programs, (M&S and aggregated SWF), forecasting and 3 Year Plans, including scenario modeling
    - Task lists, web forms, workflow and reports that support the budget input, approval, monitoring and forecasting of budgets
    - Specific business rules that support the budget process such as the calculation of indirect and charge back rates. This includes both the calculation of annual provisional rates by the Budget Office as well as the application of indirect rates by Divisions. The specific calculations and the logic will be determined during the design phase.
- Top Down Planning Database
    - Hierarchies and dimensions required to support the 10-year strategic budget plan
    - Web forms and reports that support data entry and analysis
    - Specific business rules that support the 10-year strategic budget plan. The specific calculations and the logic will be determined during the design phase.
- Historical Reporting and Output Documents
    - Importing of actuals with the ability to drill through to source flat files for details.
    - PowerPoint and Word templates to support the inclusion of budget information in the proposal documents for LDRD, FWP, WFO, director's reserve, etc.
- Metadata and data integration
    - Import process for metadata and data from Workday, Kronos, EBS, Primavera, Microsoft Project and formatted .CSV based templates to BPS.
    - Export process of finalized budget data from BPS to MISER, utilizing standard cloud extract feature/function
- Training workshops, testing sessions, and Conference Room Pilots
- End user training documentation

- BPS design and system documentation

2.3 OUT OF SCOPE/NOT ADDRESSED BY BPS

The following items were determined during the requirements process to be either out of scope for this project (not address by BPS) or no longer required. These items will not be included in the design and build phase of the project.

No.	Requirement Name	Requirement Description	Use Case
158	Budget.Travelform	The solution shall allow the ability to keep track of travel form information (Who is traveling (named resource), Where are they traveling, and Nature of travel (Conference, Collaboration Meeting, and Operations)).	N/A
159	Budget.AccountingAccruals	The solution shall allow the ability to control accounting accruals and swings.	N/A
160	Budget.Currency.NonUSD	The solution shall allow the ability to incorporate non-USD currency when resources are budgeted outside of the US (i.e. CERN).	N/A
161	Budget.AssetManagement	The solution shall allow the ability to capture information about asset ownership, asset replacement, depreciation, etc..	N/A
162	Integration.Cobra	The solution shall provide a pre-built interface to the Cobra system v5.1 to transfer cost of resources.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

No.	Requirement Name	Requirement Description	Use Case
163	Data.Skills	The solution shall import or integrate employee skill data from Workday for use in Resource planning (this will be a 1 employee to many skills relationship).	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
164	Data.Import.MISER	The solution will allow the ability to import actuals from MISER.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

3 FUNCTIONAL REQUIREMENTS

3.1 GENERAL PROCESS OVERVIEW

3.1.1 ELIMINATE OR REDUCE EXCEL SHEET INPUTS

Excel spreadsheet need to be eliminated where possible. End users will instead input and submit data via web forms or Smartview templates in BPS. This will allow for a controlled process, consistency in the data submissions and visibility into specific budgets.

3.1.2 MORE CONTROLLED BUDGETING PROCESS

User will submit budget through a controlled workflow process with security restrictions; allowing a defined entry point based on a user's security restrictions. Budgets will be submitted using web forms. The web forms can be incorporated into task lists, which provide users with a systematic guide through the budget process.

3.1.3 STANDARDIZE BUDGETING PROCESS

Fermilab requires a standardized and streamlined budgeting process. A foundation of consistency and standardization will facilitate the achievement of Fermilab's "One Lab" goal.

3.1.4 VARIANCE ANALYSIS AND BUDGET COMPARISON

The new Planning system needs to have the ability to efficiently perform variance analysis between different scenarios in reports. Users need to be able to perform analysis and comparisons between actual and budgeted data to understand how much has been spent and how much is remaining for the budgeted year. This will allow for a more proactive management of expenses and allow for planning of fluctuations in funding.

3.1.5 VERSIONING

A process needs to be put in place in BPS to store and track different versions of the budget based on iterations of the plan throughout the budgeting cycle. This will allow for tracking of changes and will enable reference back to previously created versions throughout the budgeting cycle.

3.1.6 WHAT-IF ANALYSIS

Users need to be able to create new 'slices' of the data, change inputs and evaluate the resulting impact in reports or ad hoc analysis.

3.1.7 USER-FRIENDLY AD HOC AND STANDARD REPORTING CAPABILITIES

Users need the ability to interact with budgeted and actual data in a user-friendly tool.

3.1.8 SINGLE SOURCE OF OPERATIONAL AND RESOURCING BUDGETING

Users need the ability to have visibility into the budget process for the lab. Projects need to be able to make resource requests and calculate costs based on those requests. Divisions need to be able to have visibility into how their resources are being used and make decisions on resource funding at a detailed resource level. Detailed resource plans need to be aggregated and the associated aggregated cost loaded into the overall budget.

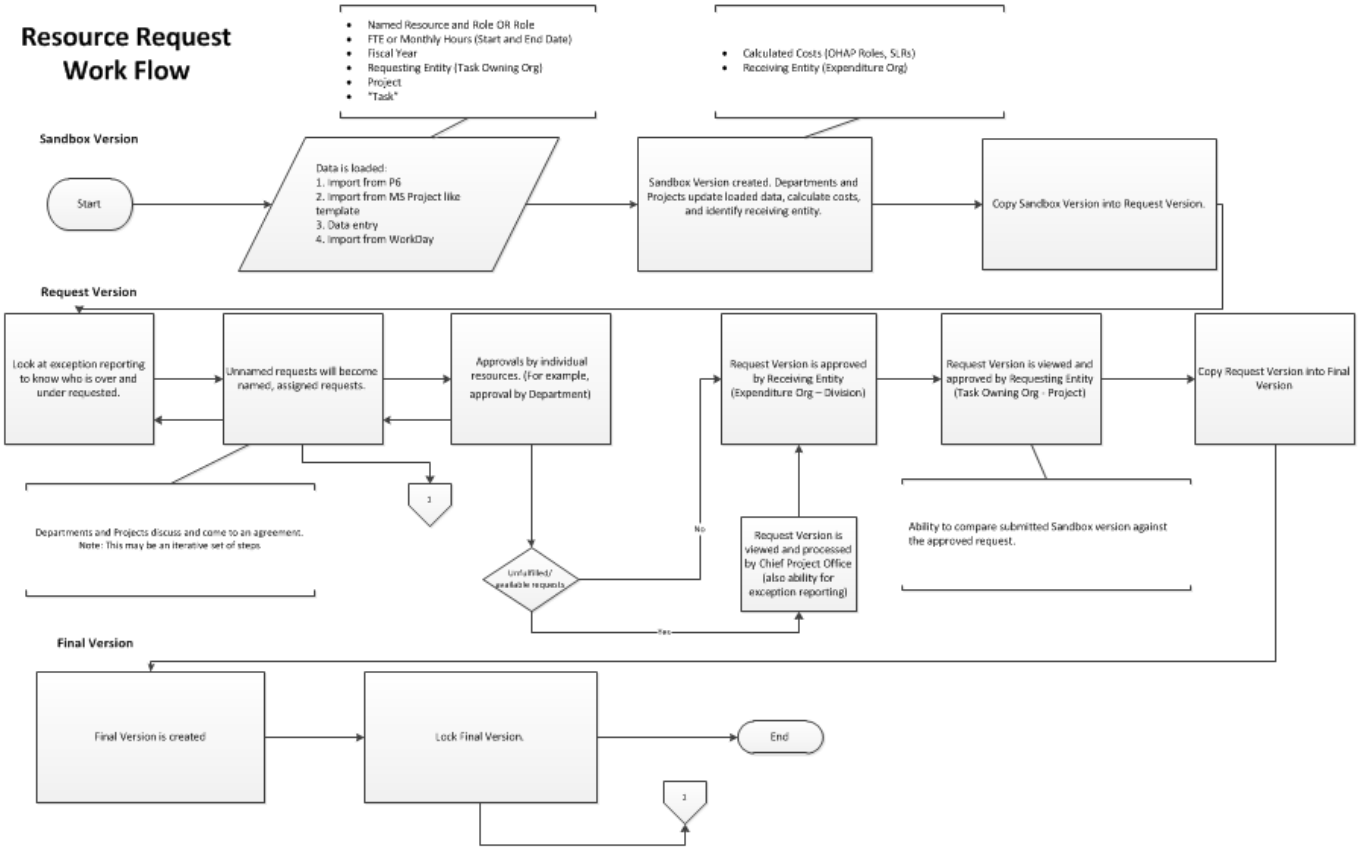
3.2 RESOURCE BUDGETING

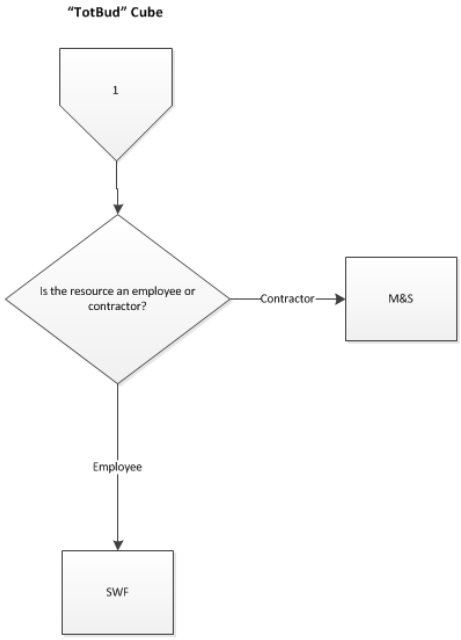
There are a variety of projects and operations that require resource budgeting for both Fermilab employees and contractors. These include 0413 projects, non-0413 projects, Sponsored Programs, Laboratory Directed Research and Development (LDRD), Work for Others (WFO), Early Career Awards (ECA), departmental operations, etc. Fermilab needs the ability to track resource costs and utilization at a granular level across the entire lab. Projects request both named and unnamed resources from multiple Divisions. These requests will also need to contain the projected utilization of the resource during the fiscal year (hours, FTE, months). Divisions are responsible for putting together resource utilization plans for all of their owned resources. This requires the coordination and understanding of what resources are being requested by projects and which resources will be used by the Divisions. Both Projects and Divisions will need the ability to model out several resource utilizations cost versions. Flexibility needs to be provided to allow for the entry of labor rates when Standard Labor Rates do not apply, as in the example of contracted resources.

Once the Resources have been finalized and approved the final calculated aggregated resource cost is then included in the total budgets for both Projects and Divisions. Projects will need to have visibility into the resources that have been approved to work on their respective projects.

Throughout the fiscal year Divisions will need to monitor resource utilization and work with projects to reforecast utilization as applicable. Data will need to be pulled from EBS and possibly Kronos to provide actual information on resource hours and cost.

The flow chart below outlines the proposed resource request flow.


Resource Request Work Flow
Named Resource and Role OR Role
FTE or Monthly Hours (Start and End Date)
Fiscal Year
Requesting Entity (Task Owning Org)
Project
"Task"
Calculated Costs (OHAP Roles, SLRs)
Receiving Entity (Expenditure Org)
Sandbox Version
Start
Data is loaded:
1. Import from P6
2. Import from MS Project like template
3. Data entry
4. Import from WorkDay
Sandbox Version created. Departments and Projects update loaded data, calculate costs, and identify receiving entity.
Copy Sandbox Version into Request Version.
Request Version
Look at exception reporting to know who is over and under requested.
Unnamed requests will become named, assigned requests.
Approvals by individual resources. (For example, approval by Department)
Request Version is approved by Receiving Entity (Expenditure Org – Division)
Request Version is viewed and approved by Requesting Entity (Task Owning Org - Project)
Copy Request Version into Final Version
1
Departments and Projects discuss and come to an agreement.
Note: This may be an iterative set of steps
No
Request Version is viewed and processed by Chief Project Office (also ability for exception reporting)
Ability to compare submitted Sandbox version against the approved request.
Yes
Final Version
Final Version is created
Lock Final Version.
End
2


"TotBud" Cube
1
Is the resource an employee or contractor?
Contractor
M&S
Employee
SWF

3.2.1 SINGLE SOURCE OF RESOURCING BUDGET INFORMATION

Because Fermilab resources can be staffed across multiple projects and assigned to Division specific activities, having one single, standardized source of resourcing budget information will be important to efficiently and effectively budget salaries, wages, and fringe (SWF) and have a comprehensive, lab-wide view of resourcing utilization.

3.2.2 SIMPLIFIED PROCESS FOR REQUESTING AND APPROVING RESOURCES

Fermilab needs a streamlined and simplified process for requesting and approving resources. This process needs to include the ability for the following capabilities:

- For Projects to request named and unnamed resources
- For Divisions to have a comprehensive view of all resource requests
- For Divisions to review requests, determine named resources to be assigned and approve requested named resources
- For Projects to review the final approved resources by Divisions

3.2.3 TREATMENT OF CONTRACT LABOR JUST LIKE ANY OTHER RESOURCE

In addition to its own labor resources, Fermilab uses contractors to fulfill resource request for projects and also to work on Division-specific tasks. Contract resources are considered a M&S expenses but during the resource negotiation process, they need to be treated like any other resource. Once the contract resource is approved and assigned the appropriate calculations will be executed.

3.2.4 REPORTING

Divisions and Projects both will need insight into their resource data through a combination of standard reports and ad hoc analysis.

Examples of standard reports that will be needed to support the resource request process include the following:

- Visibility into the resources that are over or under requested during the resource negotiation process
- Visibility into resources during the fiscal year that are being over or under utilized by projects

A complete and specific list of all standard reports will be completed during the design phase.

3.2.5 RESOURCE BUDGETING REQUIREMENTS

No.	Requirement Name	Requirement Description	Use Case
1	BudgetPlan.ProjPlan	The solution workflow must allow for project data (from Project Management software) to be added as a planning element with a "pending" status, subject to negotiation prior to approval. (Ability to seed a resource plan using standardized data template from external systems - Primavera, Microsoft Project, Excel, etc.) (See Data.ProjPlan, Integration.MSProject)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-F1 – Fiscal Year with Actuals
2	Data.ProjPlan	The solution must allow data to be imported from common project management applications including Primavera, Microsoft Project, and standardized .csv excel based template (See BudgetPlan.ProjPlan, Integration.MSProject)	UC-F1 – Fiscal Year with Actuals
3	Resource.Alloc	The solution must contain full-featured labor resource allocation functionality that allows resource planning at various resource hierarchical levels (labor category, position, employee name) and various work element hierarchical levels (project, task, activity).	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-F1 – Fiscal Year with Actuals
4	Resource.Rates	The solution must allow for labor resource rates to be configured based on employee labor category.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-B1-b - Field Finance Budget Development,
5	BudgetPlan.ProjPlan.Skills	The solution shall allow Divisions, Sections, and Projects to specify the skills required to accomplish the work at the level of budgeting or planning.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-B1-b - Field Finance Budget Development

No.	Requirement Name	Requirement Description	Use Case
6	BudgetPlan.ProjPlan.Skills.Match	The solution shall allow project labor requests to enter free form comments that would aid Divisions in filling resource requests.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-B1-b - Field Finance Budget Development
7	BudgetPlan.Priority	The solution shall allow for activity prioritization, including Project and Project phase. (Note: This is an informational, not a matching process.)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-B5 – Scenario Change
8	Integration.Workday	The solution shall provide an interface to the Workday (current version) system to transfer Labor data, available resource pool (by name, role), standard labor rates	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
9	Integration.MSProject	The solution shall provide an interface to MS Project and standardized .csv excel based template to transfer project schedule data. (See BudgetPlan.ProjPlan, Data.ProjPlan)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
10	Integration.Primavera	The solution shall provide an interface to the Primavera v8.4 system to transfer project schedule and resource data.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
11	Integration.OracleEBS	The solution shall provide an interface to the Oracle EBS system v12.1 to transfer Project costing data, actuals, project/task structure.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
12	Integration.Kronos	The solution shall provide an interface to the Kronos V6.3 system to transfer particular time card data.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

No.	Requirement Name	Requirement Description	Use Case
13	Report.Project	The solution must have the ability to produce a report of the plan or budget versus actuals for labor resources and costs, that combines both operations and Project data.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-B4 - Budget Office Review and Approval Management, UC-R2-b - Advanced Analytics
14	Resource.Calendar	The solution shall have a means to indicate availability for each staff resource, (under or over committed.)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
15	Resource.SingleSource	The solution shall have the ability for a single source of budgeting resource allocations for the entire lab. Allow the ability to create resource planning (Primavera, Non-Primavera, LDRD, Division, Sponsored Program, FWP, etc.)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
16	Resource.DataElements	The solution shall have the ability for projects to submit a working resource request that includes Named Resource and Role OR Role, Requesting Entity (Task Owning Org), FTE or Monthly Hours, Calculated Costs (OHAP Role, SLRs), Project, "Task/Activity," Receiving Entity (Expenditure Org)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
17	Resource.DataElements.FTE	The solution shall have the ability to convert FTEs to hours and hours to FTE, based on specific data elements.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
18	Resource.DataElements.Required	The solution shall have the ability to indicate required data elements.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
19	Resource.Costing.SLRs	The solution shall have the ability for the system to automatically calculate resource costs based on Standard Labor and overhead Rates.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

No.	Requirement Name	Requirement Description	Use Case
20	Resource.Costing.Indirect	The solution shall have the ability to calculate indirect resourcing costs based on resource type. Note: This involves: 1. Calculating the applied provisional rate and 2. Applying the rate. (See BudgetPlan.Indirect, Report.Indirect, Config.Indirect, Config.Indirect.Change).	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
21	Resource.Costing.Fully-Loaded	The solution shall have the ability to view a fully loaded resource cost budget.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
22	Resource.Costing.Fully-Loaded.Contractors	The solution shall have the ability to calculate fully loaded cost for Contractors as a part of resourcing.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
23	Resource.Contractors	The solution shall have the ability to support treating Contractors like any other resource for purposes of the budget resource process	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
24	Resource.Costing.TBH	The solution shall have the ability to edit compensation expense for a placeholder and to-be-hired resource.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
25	Resource.Costing.Contractors	The solution shall have the ability to edit compensation expense for the contractor costs.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
26	Resource.Version.Sandbox	The solution shall provide a sandbox for the ability for Departments and Projects to plan and cost out resources.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
27	Resource.Version.CopySandbox	The solution shall have the ability to copy a sandbox version to a requesting version.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

No.	Requirement Name	Requirement Description	Use Case
28	Resource.View.Department	The solution shall have the ability for departments to view working resource requests by resource to determine over and under utilized resources. This would take the form of threshold and exception reporting.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-R1-a-i – Reporting
29	Resource.Version.Comments	The solution shall have the ability to provide comments in the requesting version by resource.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
30	Resource.Approval.ByResource	The solution shall have the ability for departments to approve projects and interdepartmental resource requests by resource.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
31	Resource.Assignment.Named Resources	The solution shall have the ability in the final version for a department to assign named resources to unnamed requests.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
32	Resource.Version.CopyRequest	The solution shall have the ability to copy a requesting version to final version.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
33	Resource.Version.Lock	The solution shall have the ability to lock the final version of the resource budget.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
34	Resource.Approval.Final	The solution shall have the ability to approve the final version of the resource budget.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
35	Resource.View.FiscalYear	The solution shall have the ability to have an “alternate roll-up” to include both Fiscal Year and Calendar Year	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
36	Resource.Requests.Monthly	The solution shall have the ability to record resource request time on a monthly basis. Also, the ability to enter in a total yearly resource time and have it evenly spread. (evenly, percentage by month, etc.)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

No.	Requirement Name	Requirement Description	Use Case
37	Resource.Report.Unfilled.Available	The solution shall have the ability to report on unfilled and available resources. (By Department, by division, by entire lab), as well as allow the ability to add a negative FTE for available resources for an unnamed resource. (See Resource.Reforecast)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
38	Resource.Adhoc.Reporting	The solution shall have the ability to have standardized and ad hoc resource reporting.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-R1-a-i – Reporting, UC-R1-a-ii – Ad hoc Reporting
39	Resource.Request.Visibility	The solution shall have the ability to see resource requests across the entire lab. Also ability to have an approval step for the Chief Project Office.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
40	Resource.Reforecast	The solution shall have the ability to capture forecasted changes in employee status that affect resourcing budget. (Ex. New hires, anticipated retirement, termination, etc.), as well as allow the ability to add a negative FTE for attrition for an unnamed resource. Note: this would help Divisions with costing their resources. (See Resource.Report.Unfilled.Available)	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
41	Resource.Actuals.SourceSystem	The solution shall have the ability to pull in actual resource costs and hours from source system (Kronos, EBS).	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
42	Resource.Variance.Reporting	The solution shall have the ability to do actual to budget variance reporting by resource, and ability to roll up to aggregate division/department.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-F1 – Fiscal Year with Actuals, UC-R1-a-i – Reporting

No.	Requirement Name	Requirement Description	Use Case
43	Resource.Forecasting.Adjust	The solution shall have the ability to forecast and adjust resource requests.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-F1 – Fiscal Year with Actuals
44	Resource.Multiyear	The solution shall have the ability to create a multi year resource plan.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-P2 – Multi Year Plans
45	Resource.M&S	The solution shall have the ability to push total resource costs based on type of resource (contractor) to the appropriate expenditure category (M&S or SWF) to "TotBud."	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
46	Resource.Forecast.Version	The solution shall have the ability for projects to upload their resource forecasting to their own forecast version by resource.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-F1 – Fiscal Year with Actuals
47	Resource.Forecast.Project	The solution shall have the ability for divisions to view resource information by a division/department's budget compared to a division/department's actuals and a project's forecast.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-F1 – Fiscal Year with Actuals
48	Resource.Forecast.Frequency	The solution shall have the flexibility to determine how often forecasting data will be loaded or entered by the projects.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
49	Resource.Report.Trending	The solution shall have the ability to create a trending report by resource.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing
50	Resource.Costing.Contingency	The solution shall allow the ability to budget resources against two unique expenditure types. These expenditure types would be Available and Pending (Contingency).	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing

3.3 OPERATIONAL BUDGETING

Fermilab maintains budgets for the current fiscal year (FY) plus three out-years (referred to as FY+1, FY+2, and FY+3). Currently, FY, FY+1, and FY+2 budgets are formulated as bottom-up, detailed budgets; and the FY+3 budget is formulated at a high level, based on FY+2 with known changes.

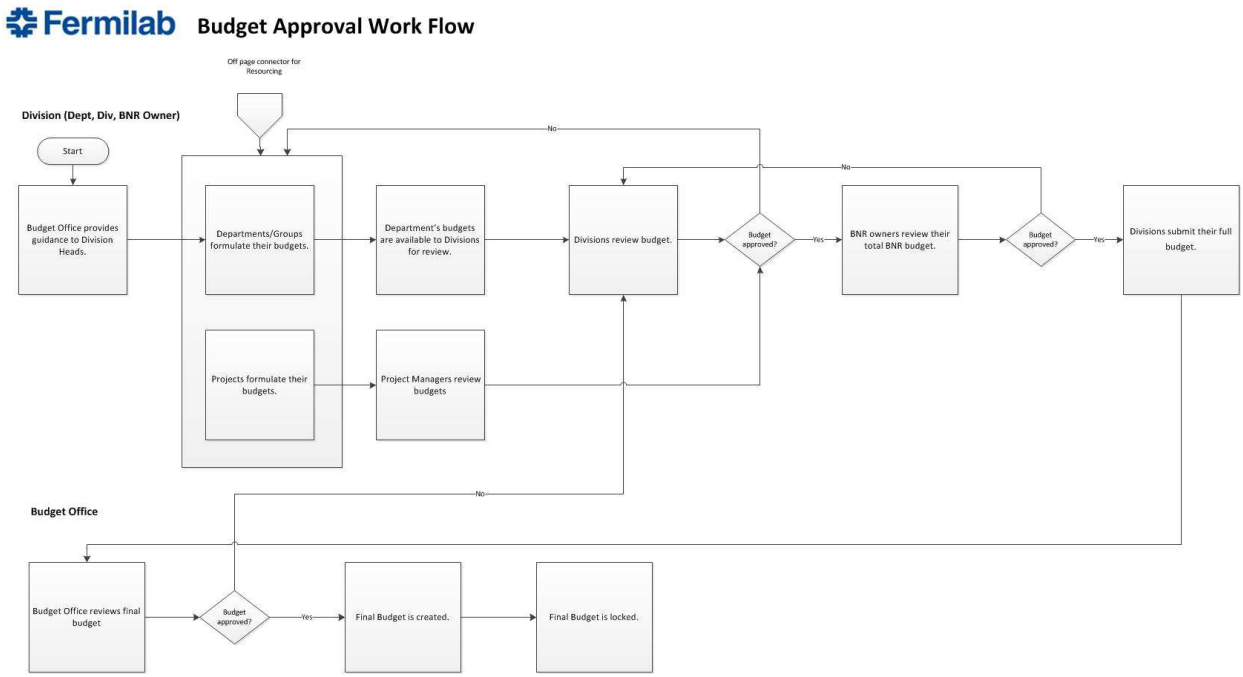
The Budget Office provides guidance on available budget for each B&R or overhead categories. Based on the guidance, Divisions and Sections (D/S) and Projects prepare detailed budgets. These detailed budgets are broken out into Material & Supplies (M&S), Salaries, Wages and Fringe (SWF), and Travel. Each D/S Financial Manager defines/revises organizational work activities and assigns activities to project/task codes (Oracle Project Accounting) to provide a starting point for the organization budgeting process. D/S Office (Head and FFM) provides planning/budget guidance to their organization. Departments and Projects develop bottoms-up resource plans for their areas to meet project and operational needs. Departments and Projects develop a prioritized M&S and Travel request budget. These requests contain details of estimated cost and justifications. M&S requests may be categorized by expenditure type at the D/S level. As a result of the resource negotiation process the final calculated cost of resource expenses for Division and Projects is aggregated into to the SWF budget.

In addition to budgeting for direct expenditures, indirect rates and chargebacks are calculated and applied to specific expenditure types and categories of expenses. Budget owners need to have visibility into their total budgets that include both indirect, charge backs as well as direct expenses.

When the Division and Project Budgets are complete, B&R owners must review their portions of the budget (i.e. task codes) that fall within their B&R. It is important to note that these portions will span multiple divisions. Each B&R Owner provides cross-D/S oversight for their assigned set of B&Rs.

Budgets may go through several iterations before a final budget is formulated and ready for submission. Users need to have the ability to create multiple version to model out different funding scenarios.

Once budgets are reviewed by Divisions, Projects and B&Rs they are then submitted to the Budget Office for review and approval. The Budget Office reviews budgets to ensure they are in line with the issued guidance and lab goals and priorities. Below is a proposed workflow for the operational budgets approval process.



Each year in June the lab prepares a Field Work Proposal (FWP) to support the request for funding in the next year for each funding category. This FWP provides financial data in a format acceptable by the DOE program office that includes dollars broken out by SWF, M&S and Travel, as well as FTE's, for the prior year, current year and 2 out-years.

In addition, during the fiscal year budget owners will need to be able to monitor their budgets and forecast changes in expenditures and funding.

3.3.1 ABILITY TO BUDGET AT A SPECIFIC LEVEL OF DETAIL

In addition to budgeting at the task/activity level, certain divisions (Accelerator Division & Computing Division) have the need to track budgets at a much more granular level. This involves creating detailed budget line items that roll up to specific task/activities. In some cases, the information for these granular level budget items needs to feed other systems to support the procurement process.

3.3.2 PROVIDE VISIBILITY INTO CHANGES

Changes to guidance, levels of funding and prioritizations will occur during the budget process. Budget Owners and the Budget Office needs to have clear visibility into what is being changed and why. Comments and supplemental documentation will need to be captured and housed as a part of the budget process.

3.3.3 ABILITY FOR END USERS TO EASILY CREATE REPORTS AND OUTPUT DOCUMENTS

Divisions and Projects will both need insight into their data related to the budget process through a combination of standard reports and ad hoc analysis.

Examples of required standard reports to support the budget process include the following:

- Budget to Actuals variance reports
- Historical trend reports

A complete and specific list of all standard reports will be completed during the design phase.

In addition to reports, users will also need to create standard word and/or PowerPoint templates for data and information that will need to be presented to the DOE and other external entities.

3.3.4 ABILITY TO CREATE SCENARIO ANALYSIS

Budgets may go through several iterations before a final budget is formulated and ready for submission. Users need to have the ability to model out different budget scenarios and compare those scenarios.

3.3.5 OPERATIONAL BUDGETING REQUIREMENTS

No.	Requirement Name	Requirement Description	Use Case
51	BudgetPlan.Workflow	The solution must include flexible, easily configured workflow functionality for submitting and approving budgets /plans and changes to both.	UC-S3 - Workflow Management, UC-B1-c - Field Finance Budget Development Approval Workflow
52	BudgetPlan.Workflow.View	The solution must provide an end-user view or report into the workflow to assess current status, bottlenecks, and next steps.	UC-S3 - Workflow Management, UC-B2 – Technical Point of Contact (TPOC), UC-B4 - Budget Office Review and Approval Management
53	BudgetPlan.Workflow.Notes	The solution shall provide the ability for end-users to add notes at each step in the workflow process.	UC-S3 - Workflow Management, UC-B1-b - Field Finance Budget Development, UC-B3-b - Unique Program Formulation, UC-B2 – Technical Point of Contact (TPOC)
54	BudgetPlan.WFO.Workflow	The solution shall allow for approval or rejection of "Work For Others" (WFO) proposals using user-defined system	UC-S3 - Workflow Management

No.	Requirement Name	Requirement Description	Use Case
		workflow.	
55	BudgetPlan.Workflow.Calendar	The solution shall allow the administrator to establish due dates based on calendars that drive workflow. The calendar will incorporate Lab-level, Divisions/ Sections, and Project planning activities	UC-S5 - Calendar Management, UC-B2 – Technical Point of Contact (TPOC)
56	System.Workflow.Alerts	The solution shall send auto alerts / notifications within or outside (i.e., email) of the software. Alerts shall be able to be configured on or off by user. This requirement would use the email system if delivered workflow in PBCS were used. However, if task lists and web forms is used then no emails would be generated.	UC-S3 - Workflow Management
57	BudgetPlan.Forecast	The solution must contain functionality to combine actual results with estimates for open months to build a forecast or an estimate-at-complete for any time period.	UC-F1 – Fiscal Year with Actuals, UC-F2 – Rolling Forecast
58	Data.Historical	The solution must allow historical data ("actuals") to be integrated into the tool for use in budgeting, planning, forecasting, analysis, and reporting.	UC-B3-a - Annual FWP Process, UC-B3-b - Unique Program Formulation
59	BudgetPlan.Seed	The solution must allow budgets/plans to be seeded from a prior budget/plan, another budget/plan version, or from historical results.	UC-B1-b - Field Finance Budget Development, UC-B3-b - Unique Program Formulation, UC-F1 – Fiscal Year with Actuals
60	Data.Historical.Level	The solution must provide access to transaction-level historical detail.	UC-B2 – Technical Point of Contact, UC-R1-a-i – Reporting, UC-F1 – Fiscal Year with Actuals

No.	Requirement Name	Requirement Description	Use Case
61	Analysis.Query	The solution must have a full-featured, easy-to-use query tool.	UC-B2 – Technical Point of Contact, UC-B4 - Budget Office Review and Approval Management, UC-R1-b - Analytics
62	BudgetPlan.ExpChar	The solution must allow for budgets and plans to be designated by expenditure "character," such as "required by law", "discretionary", "variable", etc.	UC-R2-b - Advanced Analytics
63	Report.Output	The solution MUST provide the ability to print reports, save reports as PDF, or export to other programs such as Microsoft Excel or Word. Additionally, the ability to export to Microsoft PowerPoint.	UC-R1-a-i – Reporting
64	Report.Predefined	The solution shall include a reporting system that will provide standard delivered reports. Users should be able to select reports from a list of pre-defined reports.	UC-R1-a-i – Reporting
65	Report.Standard	The solution must allow standard reports to be created, developed by the system administrator and made available to users based on user roles or organizational membership. Standard reports will be created for various audiences, including Management, Dept. of Energy, B&R Owners, Divisions/ Sections, and Projects. An example of this standard reporting would be the effort reporting, capturing data elements such as headcount.	UC-B2 – Technical Point of Contact, UC-R1-a-i – Reporting
66	Report.Exception	The solution shall have exception reporting functionality for standard and ad-hoc reports, to focus attention on variances that require action.	UC-B4 - Budget Office Review and Approval Management, UC-F1 – Fiscal Year with Actuals, UC-R2-b - Advanced Analytics

No.	Requirement Name	Requirement Description	Use Case
67	Report.Visual	The solution must have visual reporting functionality, such as charts, graphs, color conditioning, etc.	UC-B2 – Technical Point of Contact, UC-R1-b - Analytics
68	Report.SingleSource	The solution must allow data from multiple sources to be imported into, or connected with, the tool to provide a single source of data for reporting.	UC-B2 – Technical Point of Contact, UC-R1-a-i – Reporting
69	Report.Bnr	The solution must be able to produce reports by B&R number and other B&R-related dimensions/hierarchies (e.g. B&R type).	UC-B2 – Technical Point of Contact, UC-B3-a - Annual FWP Process, UC-B4 - Budget Office Review and Approval Management, UC-F1 – Fiscal Year with Actuals
70	Report.Version	The solution must be able to produce reports that allow for comparison by budget and plan version numbers.	UC-R1-a-i – Reporting, UC-B1-b - Field Finance Budget Development
71	Report.AdHoc	The solution must contain user-friendly ad-hoc report functionality, allowing users to select, order, and filter on multiple data elements and dimensions/ metadata, and save reports in a personal repository for later use.	UC-R1-a-ii – Adhoc Reporting
72	BudgetPlan.Period.Aggregate	The solution shall allow time periods to be aggregated for views and reports into months, quarters, and years.	UC-R2-b - Advanced Analytics
73	BudgetPlan.Version	The solution must allow for versioning in both planning and budgeting.	UC-B5 – Scenario Change, UC-B6 – Indirect Rate Analysis
74	Budget.Guidance	The solution MUST allow the Budget Office and Divisions/Sections to provide top-down budget guidance by B&R, project, organization, or any combination of dimensions, at any level in the dimension hierarchy over any time horizon.	UC-B4 - Budget Office Review and Approval Management

No.	Requirement Name	Requirement Description	Use Case
75	BudgetPlan.WFO.General	The solution shall allow Work For Others (WFO) to be incorporated into the planning process, using the same system features available to Divisions/ Sections and Projects, including Budgeting and Planning for costs, obligations and resources and funded/unfunded status.	UC-B3-b - Unique Program Formulation
76	BudgetPlan.WFO.Probability	The solution shall allow a probability of award percentage to be assigned to "Work For Others" (WFO) projects, LDRD, Early Career Awards, and other proposal process requests.	UC-B3-b - Unique Program Formulation
77	BudgetPlan.Funded	The solution shall allow for project, task or activity funding status, such as Funded, Unfunded, etc.	UC-B1-b - Field Finance Budget Development, UC-B5 – Scenario Change
78	BudgetPlan.Level.Diff	The solution shall allow for planning and budgeting functions to be at different hierarchical levels. For example, a plan could be at Level 2 and a budget at Level 4.	UC-F1 – Fiscal Year with Actuals
79	BudgetPlan.Period.Fill	The solution shall allow user entry by month and also contain functionality to spread annual amounts into months through "break-back" logic using various allocation assumptions (evenly, percentage by month, etc.).	UC-B3-b - Unique Program Formulation
80	BudgetPlan.Bnr	The solution must allow for budgets and plans to be tracked by B&R number, or other relevant identifiers, to allow visibility for all budgeted items by B&R across the lab.	UC-B6 – Indirect Rate Analysis, UC-B2 – Technical Point of Contact (TPOC), UC-B3-a - Annual FWP Process, UC-R2-b - Advanced Analytics, UC-F1 – Fiscal Year with Actuals

No.	Requirement Name	Requirement Description	Use Case
81	BudgetPlan.Period.End	The solution must allow planning and budgeting to end at any period within a fiscal year for specific tasks and Projects.	UC-B3-b - Unique Program Formulation
82	BudgetPlan.Drivers	The solution must allow for driver-based budgeting and planning, using multiple user-configured cost drivers to facilitate alignment of operational variations of strategic initiatives to budgets.	UC-S2 - Model and Metadata Management, UC-B5 – Scenario Change, UC-F1 – Fiscal Year with Actuals
83	BudgetPlan.Level	The solution must allow for budgeting at user-determined hierarchical levels. End user role, instead of a technical user role.	UC-B5 – Scenario Change, UC-R2-b - Advanced Analytics, UC-B6 – Indirect Rate Analysis, UC-F1 – Fiscal Year with Actuals
84	BudgetPlan.Orgs	The solution must allow assigned resources (Labor and M&S) to be associated with organizational units independent of the ownership of the work element (e.g. project-task).	UC-R2-b - Advanced Analytics, UC-B6 – Indirect Rate Analysis
85	BudgetPlan.Period	The solution must allow for budgeting and planning on a user-defined periodic basis (e.g. months, or quarters). This will be at monthly or quarterly level.	UC-B1-a - Field Finance Budget Development Project and Operations Resourcing, UC-B1-b - Field Finance Budget Development
86	BudgetPlan.Indirect	The solution must allow for budgets to be created using direct costs and compute real-time indirect costs (i.e. as a budget is being created) based on Fermilab business rules. Note: This involves: 1. Calculating the applied provisional rate and 2. Applying the rate. (See Resource.Costing.Indirect, Report.Indirect, Config.Indirect, Config.Indirect.Change). (Ex. Machine Shop & FESS Charge-back)	UC-B1-b - Field Finance Budget Development, UC-B6 – Indirect Rate Analysis

No.	Requirement Name	Requirement Description	Use Case
87	Report.Indirect	The solution must allow budgets/ plans to be viewable / reportable with or without indirect costs. Note: This involves: 1. Calculating the applied provisional rate and 2. Applying the rate. (See Resource.Costing.Indirect, BudgetPlan.Indirect, Config.Indirect, Config.Indirect.Change). (Ex. Machine Shop & FESS Charge-back). (Ex. Machine Shop & FESS Charge-back)	UC-B4 - Budget Office Review and Approval Management, UC-R1-a-i – Reporting
88	Views.Project	The solution must have the ability to produce a view of the plan or budget versus actuals for labor resources and costs, combined for both operations and Projects.	UC-B4 - Budget Office Review and Approval Management, UC-R1-b - Analytics
89	Config.Indirect	The solution must contain indirect cost functionality, allowing indirect costs to be automatically allocated to direct costs based on user-defined business rules. Note: This involves: 1. Calculating the applied provisional rate and 2. Applying the rate. (See Resource.Costing.Indirect, BudgetPlan.Indirect, Report.Indirect, Config.Indirect.Change). (Ex. Machine Shop & FESS Charge-back)	UC-B6 – Indirect Rate Analysis
90	Config.Indirect.Change	The solution must allow for easy changes to indirect cost rate methodologies and rates as business rules change. Note: This involves: 1. Calculating the applied provisional rate and 2. Applying the rate. (See Resource.Costing.Indirect, BudgetPlan.Indirect, Config.Indirect, Report.Indirect). (Ex. Machine Shop & FESS Charge-back)	UC-B6 – Indirect Rate Analysis

No.	Requirement Name	Requirement Description	Use Case
91	Budget.Guidance.Identify.Changes	The solution shall allow the ability to identify changes that are made to top-down budget guidance.	UC-B1-b - Field Finance Budget Development
92	Budget.Guidance.Visibility.Changes	The solution shall allow the ability for the Budget Office to be able to see what changes are made during budget process.	UC-B1-b - Field Finance Budget Development
93	Budget.Thresholds	The solution shall allow the ability to set thresholds to indicate which budget changes have to be explained.	UC-B1-b - Field Finance Budget Development
94	Budget.Fundingsources	The solution shall allow the ability to budget and track by all funding sources.	UC-B1-b - Field Finance Budget Development
95	Budget.ScenarioAnalysis.GuidanceChanges	The solution shall allow the ability to perform scenario analysis based on possible guidance from external sources.	UC-B1-b - Field Finance Budget Development, UC-B5 – Scenario Change
96	Budget.ExternalLabs	The solution shall allow the ability to budget expenses and revenue from outside labs.	UC-B1-b - Field Finance Budget Development
97	Budget.Funding.Inkind	The solution shall allow the ability to budget resources' time to in kind support.	UC-B3-b - Unique Program Formulation
98	Budget.Funding.SponsoredPrograms	The solution shall allow the ability to create a complete budget for Sponsored Programs.	UC-B3-b - Unique Program Formulation
99	Budget.Template	The solution shall allow a standardized template to enter budget submissions from Department Heads to Division Heads.	UC-B1-b - Field Finance Budget Development
100	Budget.FWP.Template	The solution shall allow the ability to create and populate a standardized template for the most popular agencies for FWPs. The solution shall allow the ability for PI's to create their FWP, using a standardized template.	UC-B3-a - Annual FWP Process, UC-B1-b - Field Finance Budget Development

No.	Requirement Name	Requirement Description	Use Case
101	Forecasting.Visibility.Security	The solution must have the ability for the entire lab hierarchy to have visibility into forecasts, per their security.	UC-F1 – Fiscal Year with Actuals
102	Forecast.Identify.Spend	The solution must have the ability to identify underspending/overspending to be able to proactively manage and use funds for other uses.	UC-F1 – Fiscal Year with Actuals
103	Budget.Visibility.Gaps	The solution shall allow short term and long term visibility into resource funding gaps.	UC-F1 – Fiscal Year with Actuals
104	Forecast.Reforecast	The solution must have the ability to "re-forecast" when additional funding is received or removed. (See BudgetPlan.Forecast)	UC-F1 – Fiscal Year with Actuals
105	Budget.Project.Lifecycle	The solution shall allow the ability to capture Project lifecycle phase for all projects.	UC-S2 - Model and Metadata Management, UC-B1-b - Field Finance Budget Development
106	Budget.WIP	The solution shall allow the ability to track WIP costs and ability to sort them in a variety of ways	UC-B1-b - Field Finance Budget Development
107	Budget.Overhead.Obligation	The solution shall allow the ability for the overhead to be computed based on the obligation.	UC-B6 – Indirect Rate Analysis
108	Level.Detail	The solution shall allow the ability to budget at a specific level of detail (task, CD activity, budget line items)	UC-B1-b - Field Finance Budget Development

3.4 TOP DOWN PLANNING

Fermilab currently develops their long range planning model in Excel. These models are for 5 to 10+ years out and support the strategic planning and initiatives of the lab.

3.4.1 ABILITY TO CREATE SCENARIO MODELING

Fermilab needs to be able to model out different scenarios and versions of the long term plan.

3.4.2 ABILITY TO CREATE A LONG TERM RESOURCE PLAN (ENDANDGERED ROLES)

Ensuring that the lab has the appropriate resources with the required skills and abilities to continue to perform the duties required by the lab is a critical piece of the long range planning. Fermilab needs to be able to identify specific roles as endangered and create analysis based on different financial modeling scenarios.

3.4.3 ABILITY TO CREATE A 10 YEAR PLAN

The Budget Office and Senior Management need to be able to create a 10-year plan using data and assumptions seeded from near-term plans and budgets.

3.4.4 ABILITY TO CAPTURE MUTLI YEAR FORECASTING ASSUMPTIONS

Creating multi year plans requires the use of multiple assumptions. Fermilab requires the ability to capture and track which assumptions were used in the various versions and scenarios of the model.

3.4.5 TOP DOWN PLANNING REQUIREMENTS

No.	Requirement Name	Requirement Description	Use Case
109	BudgetPlan.Period.MultiYear	The solution must allow for planning and budgeting for multi-year time periods (minimum = 10 years) at the B&R level.	UC-B5 – Scenario Change, UC-B6 – Indirect Rate Analysis, UC-P2 – Multi Year Plans
110	BudgetPlan.Strategy	The solution must allow for the linking of budgets to strategic initiatives and operational variations.	UC-B3-a - Annual FWP Process, UC-B3-b - Unique Program Formulation, UC-B5 – Scenario Change, UC-F1 – Fiscal Year with Actuals
111	BudgetPlan.Assumptions	The solution shall provide the ability to capture forecasting assumptions, so when individuals look back to historical data, they	UC-P2 – Multi Year Plans

No.	Requirement Name	Requirement Description	Use Case
		have context to adjust the forecast.	
112	BudgetPlan.OHAP.Discipline	The solution shall provide the ability to forecast 10 year plan at OHAP Discipline, and still have the ability to plan at OHAP Role Level, where applicable.	UC-B5 – Scenario Change, UC-B6 – Indirect Rate Analysis, UC-P2 – Multi Year Plans
113	Report.EndangeredRoles.	The solution shall provide the ability to report on endangered OHAP roles.	UC-B5 – Scenario Change, UC-F1 – Fiscal Year with Actuals
114	BudgetPlan.Divisions.Rollup	The solution shall provide the ability to roll up divisions' forecasts.	UC-B5 – Scenario Change, UC-P2 – Multi Year Plans
115	BudgetPlan.BudgetOffice.Adjustments	The solution shall provide the ability for Budget Office to make adjustments to divisions' aggregate forecasts in a different version.	UC-B5 – Scenario Change, UC-P2 – Multi Year Plans
116	BudgetPlan.BudgetOffice.Adjustments.Visibility	The solution shall provide the ability for Budget Office adjustments made to forecasts to be visible by divisions.	UC-B5 – Scenario Change, UC-P2 – Multi Year Plans
117	BudgetPlan.Scenario.Various Funding	The solution shall provide the ability to model out scenarios based on possible DoE funding scenarios.	UC-B5 – Scenario Change, UC-P2 – Multi Year Plans
118	BudgetPlan.Modeling.ResourcePlanning	The solution shall provide the ability to model long term resource planning scenarios. (retires, endangered, etc.)	UC-B5 – Scenario Change, UC-P2 – Multi Year Plans

3.5 SYSTEM ADMINISTRATION

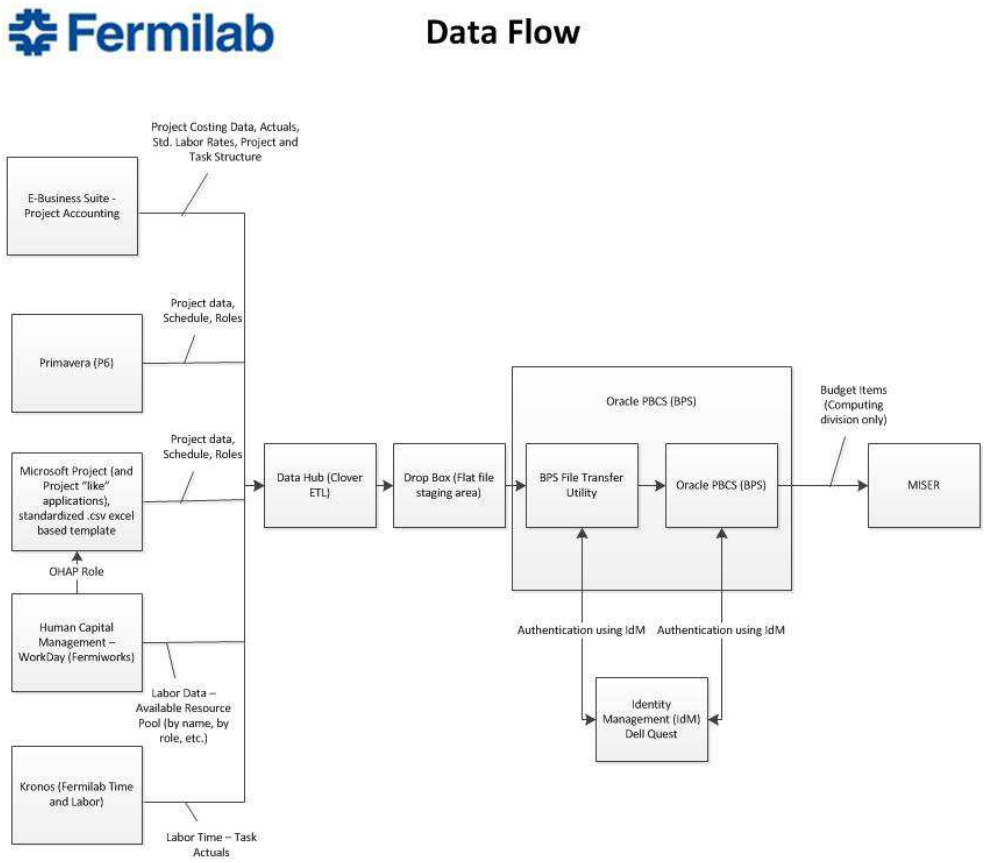
As part of the budget and planning process, a number of system administration tasks need to be supported. Fermilab requires the ability to perform the following processes:

- Import data and metadata from multiple source systems
- Export and access data in multiple ways and formats
- Manage user security and access rights
- Create and maintain data elements to support reporting

For data import and export, Fermilab requires the use of a data hub (Clover ETL). Data will move from the source systems to Clover for the transformation process. Data will be exported from PBCS into standard .CSV format for any data export to Fermilab's source systems (i.e., MISER).

During the requirements process, only one source system, MISER, was identified as a source system to receive data from BPS. MISER is a homegrown system used currently only by CD to support their procurement process. Today, Budget Items are imported from CD's BudgetInput system to MISER.

The following flow chart illustrates the data flow between source systems and BPS.



3.5.1 ABILITY TO IMPORT DATA FROM MULTIPLE SOURCE SYSTEMS

Data will need to be loaded from various source systems to support the budget and planning process. The sources for which data and metadata will be imported from include the following source systems:

Oracle's eBusiness Project Accounting (EBS/PA): Fermilab utilizes Oracle's Project Accounting (PA) as the official source for accounting and financial information. Actuals at the Task level from PA will be imported into BPS on a scheduled basis. In addition to data, metadata for the Budget Activity (i.e. Project Task) and Entity (1&2) dimensions will be sourced from PA. Additional attribute information that exist in Flex Fields in PA may also be imported and used in BPS.

Information related to actual labor cost and hours is also housed in this system and will be imported into BPS.

Note: Metadata for Computing Division's (CD) activity structure will be sourced from BudgetInput as an initial load. Going forward BPS will be the source for CDs activity/task members and structure.

Workday: Workday is Fermilab's system of record for Human Resource information. Metadata for employees (labor, resource, and role) will be imported from Workday.

Kronos: Kronos is a timekeeping system for actual labor hours recorded to tasks and activities. During the requirements phase it was determined that it may be necessary to import this data into BPS. A final decision on the importing of this data from Kronos will be made during the design phase of the project.

Primavera: Most 413 Projects utilize Primavera to plan their project schedules. Schedule data that includes project labor resources will be imported into BPS to support the Resource budgeting process.

Microsoft Project and .CSV Files: Not all projects use Primavera to create project schedules. For these projects, data will be imported into BPS using a standardized .CSV Excel template. This template will include the required data elements needed for BPS.

Specific data elements, formats and the frequency of importing data from the above source systems will be finalized during the design phase of this project.

3.5.2 ABILITY TO CAPTURE MULTIPLE ATTRIBUTES TO BE USED FOR REPORTING

Divisions, Sections, Project and the Budget Office all have needs to categorize and analyze data in different ways. Specific attributes on dimensions such as Budget Activity and Labor Resource are needed in order to support this type of analysis. A complete comprehensive and normalized list of all attribute across the lab will be identified and finalized during the design phase.

3.5.3 ABILITY TO REPRESENT DATA IN A WAY THAT ALLOWS FOR ROLL UP AND DRILL DOWN CAPABILITIES

Fermilab has different hierarchical structure across the lab. These represent Task, Project, B&R, Organizational structures such as Department and Division. As part of the budget process, it will be necessary to have the ability to

roll up or down data in these structures as well as new structures. These structures will be defined in the design phase.

3.5.4 ABILITY TO PROVIDE MULTIPLE WAYS TO GET DATA INTO THE SYSTEM (DATA IMPORT & MANUAL ENTRY)

As detailed above, Fermilab will need the ability to import data from multiple source systems. In addition, data may also need to be manually entered. Smaller projects or other funding sources such as sponsored programs require the ability to enter request for resources that may not come from source systems such as Primavera

3.5.5 SYSTEM ADMINISTRATION REQUIREMENTS

No.	Requirement Name	Requirement Description	Use Case
119	Views.Configure	The solution shall allow the administrator to configure default user views based on roles or organizational membership.	UC-S4 - Portal Management
120	Views.Configure.EndUser	The solution shall allow end-users to personalize views, such as their own portal, dashboard, or initial login screen.	UC-S4 - Portal Management
121	Views.SingleSource	The solution must allow data from multiple sources to be imported into, or connected with, the tool to provide a single source of data for views within the tool.	UC-B5 – Scenario Change, UC-R1-b - Analytics, UC-B3-a - Annual FWP Process
122	Views.Dashboard	The solution shall have dashboard functionality that can be configured based on user roles or organizational membership.	UC-R1-b - Analytics, UC-B2 – Technical Point of Contact (TPOC)
123	Data.SingleSource	The solution must allow data from multiple sources to be imported into, or connected with, the tool to provide a single source of data for budgeting, planning, forecasting and reporting.	UC-R1-a-i – Reporting, UC-R1-b - Analytics

No.	Requirement Name	Requirement Description	Use Case
124	Workflow.Notes	The solution shall allow the ability to secure access to comments based on data security rights.	UC-S1 - Security Management
125	Security.Roles	The solution must have configurable role-based security that allows for controlled access to data - views, reports, update rights, read rights, etc.	UC-S1 - Security Management
126	BudgetPlan.Dimension.Flexibility	The solution shall allow for easily changed dimensions (however it is not typical to add dimensions. If dimensions are added, it will require a complete restructuring of the application), including adding new dimensions and related hierarchies; adding new members to existing dimensions (includes placeholders for new projects not yet approved or funded); and changes to existing dimension members (for example, move a child department to a new parent organization).	UC-S2 - Model and Metadata Management
127	Data.Standard	The solution shall allow the administrator to provide standard definitions within the tool (for example, calculation definitions, metadata definitions, etc.).	UC-S2 - Model and Metadata Management, UC-R1-b - Analytics
128	BudgetPlan.Dimension	The solution must allow for budget-level elements to be associated with various user-defined, hierarchical metadata or dimensions, which are then available in views and reports.	UC-S2 - Model and Metadata Management, UC-B3-b - Unique Program Formulation, UC-R2-b - Advanced Analytics, UC-B3-a - Annual FWP Process
129	Analysis.Drill	The solution must allow users to drill down from summarized hierarchical data to see additional detail down to the lowest level in the hierarchy.	UC-R2-b - Advanced Analytics, UC-R1-a-i – Reporting, UC-B4 - Budget Office Review and Approval Management

No.	Requirement Name	Requirement Description	Use Case
130	Data.Import	The solution MUST provide a standards based capability to import laboratory data needed to implement and maintain the system (e.g. flat .csv file import, XML file import, database interface tables)	UC-B1-b - Field Finance Budget Development, UC-F1 – Fiscal Year with Actuals
131	Data.Export	The solution MUST provide a standards based capability to export laboratory data needed to support other systems, provide a backup of the data or obtain a full extract (e.g. flat .csv file import, XML file import, database interface tables). The solution will allow the final and approved budget to be exported to MISER. With respect to this requirement, the only system that BPS will export to is MISER.	UC-B1-b - Field Finance Budget Development
132	Report.Attributes	The solution shall allow the ability to add additional attributes for reporting purposes.	UC-S2 - Model and Metadata Management, UC-R1-a-i – Reporting, UC-R1-a-ii – Ad hoc Reporting

3.6 DIMENSIONS

Dimensions are the categories of information that provide the end-user with flexible planning and reporting. Dimensions of a planning application are determined upon review and analysis of business requirements and current organizational structures. To aid users in reporting and analysis additional attributes will also be created to be used with specific dimensions. Attributes allow further descriptions and categorizations of a dimension's members.

Based on the discovery sessions, below are the proposed dimensions for the BPS application. A detailed description of each dimension is outlined below. Dimensions, attributes and their associated members will be finalized during the design phase of the project.

Database					
Dimension	**TotBud**	**Resource**	**TopDown**	**# of Members (approx. only)**	**Attributes**

Account (Expenditure Type, FTE, etc.)	X	x	x	50-200	
Entity (Org 1)	X	x	x	350	
Entity (Org 2)		x		350	
Budget Activity (Project, Task, Activity)	X	x	x	8000	x
Labor_Resource		x		2000	x
Role		x	x	100-200	x
Period	X	x	x	17	
Year	X	x	x	15	
Scenario	X	x	x	5	
Version	X	x	x	5	

3.6.1 ACCOUNT

Account will include items such as Expenditure Type, Fund Balance, FTE, and statistical information. There will be several levels in the Account dimension to form parent-child relationships. This is a standard dimension in PBCS and has financial intelligence to facilitate variance reporting. Hierarchies in PBCS represent a relationship of accounts and allows for reporting at all levels of the hierarchy.

3.6.2 ENTITY (ORG 1)

The Entity dimension will represent the organizational structure of the lab (Divisions, Sections, Projects, etc.) There will be different levels of entities within the hierarchy that form parent-child relationships. This is a standard dimension in PBCS. Hierarchies in PBCS represent a relationship of Divisions, Departments, Sections and Projects, and allows for reporting at all levels of the hierarchy. Two Entity Dimensions will be used to distinguish, primarily for resourcing purposes, between the organization that owns the resource and the organization requesting and funding the resource. The final name of the dimension, what organizations will be included in it and if it will be used beyond resourcing will be finalized in the design phase of the project.

3.6.3 ENTITY (ORG 2)

The Entity dimension will represent the organizational structure of the lab (Divisions, Sections, Projects, etc.) There will be different levels of entities within the hierarchy that form parent-child relationships. This is a custom dimension in PBCS. Hierarchies in PBCS represent a relationship of Divisions, Departments, Sections and Projects, and allows for reporting at all levels of the hierarchy. Two Entity Dimensions will be used to distinguish, primarily for resourcing purposes, between the organization that owns the resource and the organization requesting and funding

the resource. The final name of the dimension, what organizations will be included in it and if it will be used beyond resourcing will be finalized in the design phase of the project.

3.6.4 BUDGET ACTIVITY

The Budget Activity dimension will contain the Project, Tasks and CD Activity structure, as well as the B&R and Thrust relationships. There will be different levels of budget activities within the hierarchy that form parent-child relationships. This will be a custom dimension in PBCS. Hierarchies in PBCS represent a relationship of projects, tasks, activities, B&Rs and thrusts and allows for reporting at all levels of the hierarchy. Additional relationships within the Budget Activity dimension, such as Lab Activity, will be finalized during the design phase of the project.

3.6.5 LABOR RESOURCE

The Labor Resource dimension will contain a list of lab wide employees sourced from the HR system (Workday). An additional value of unnamed resource will also be added. There may be different levels of labor resources within the hierarchy that form parent-child relationships. This will be a custom dimension in PBCS.

3.6.6 RESOURCE ROLE

The Resource Role dimension will contain a list of roles that describe resources. There may be different levels of labor resources within the hierarchy that form parent-child relationships. This will be a custom dimension in PBCS.

3.6.7 PERIOD

The Period dimension will hold the monthly and quarterly detail. Fermilab has a fiscal year end of September 30th. The months will include October through September (12 months). Actuals will be loaded into the months, with the quarters and years being calculated in PBCS. This is a standard dimension in PBCS.

3.6.8 YEAR

The Year Dimension will hold the annual time periods required in the model. For example, fiscal year 2015 would represent a historical year, fiscal year 2016 would represent the current year and subsequent fiscal years would reflect future years at Fermilab. The starting fiscal year must be identified during the setup of the application; as historical years cannot be added. Future years are easily added within PBCS. This is a standard dimension in PBCS.

3.6.9 VERSION

The Version dimension is used) to differentiate between different slices of data. Versions are typically used for different iterations of the budget (e.g., Sandbox, Working, Final, Request). In addition, “what-if” analysis within the budgeting process will use the version dimension if users want to change variables to see impacts to the budget. This is a standard dimension in PBCS.

The process for 'Versioning' should be defined and once a budget has been 'versioned', the users should only have view access. This will allow users to understand what changed throughout the versions and enable them to reference back to previously created versions throughout the budgeting cycle.

3.6.10 SCENARIO

Scenarios will be setup to differentiate datasets between Actual, Forecast, Request and Budget. This is a standard dimension in PBCS. Currently identified scenarios in Fermilab's Planning application include the following:

- Obligations (Actuals)
- Budget
- Forecast
- Variance
    - Actuals vs Budget
    - Budget vs Forecast

A combination of the scenario and/or the version dimension can be utilized to perform 'what-if' analysis. A new slice of the data can be created and inputs changed to the resulting impact. 'What-if' budgeting and planning will allow the Lab to evaluate options and stress test the budget.

3.7 PROJECT NEXT STEPS

The Requirements phase, which defined what needed to be built, of the project has been completed. The next step will be to begin the Design phase, which will define the how it will be built. Below is a proposed (draft) timeline for the Design phase and next steps through Release 1.

Date	Activity
Week of Jan 11th	Core team working design
Week of Jan 18th	Core team working design *(Fermilab is off on MLK Day on Jan 18th)*
Week of Jan 25th	Core team working design
Feb 1st – 2nd	Core team working design
Feb 3rd – 5th	Huron team unavailable due to practice meeting
Week of Feb 8th	Core team working design (with 2 day focused review)
Week of Feb 15th	Final core team prep and design presentations (with demos as needed) to FFMs
Feb 22nd	Finalize design and signoff (need to coordinate with MAT)
Feb 23rd	Start Release 1 (Foundation & Reporting) development

4 APPENDIX

4.1 APPENDIX 1: IMPLEMENTATION METHEDOLOGY - DELIVERABLES

Phase	Key Tasks/Deliverables	Responsibility
Requirements/Design	• Detail Design Meetings • Project Plan • Requirements Validation • Current Model Analysis • Design Documentation	• Huron/Fermilab • Huron/Fermilab • Huron/Fermilab • Huron/Fermilab • Huron/Fermilab
Build/Test	• Application Build • Application Prototype Session • Test Plan Preparation, including data prep. • Data Cleansing/Validation • User Acceptance Testing Prep & Execution • Test Validation	• Huron • Huron • Huron/ Fermilab • Fermilab • Fermilab • Fermilab
Deploy	• Migration (Dev Environment to Production) • Go-Live Production Preparation • Training Plan & Delivery • Final Documentation	• Huron/Fermilab • Huron/Fermilab • Huron/Fermilab • Huron

4.2 APPENDIX 2: ATTATCHMENTS

Document	Description
BPS_MasterRequirementsList_1.9.16.xlsx	Master list of requirements with feedback
Fermilab BPS Attachment E Contextual Background.docx	Uses cases referenced in the requirements matrix
BPS_ResourceRequestApprovalFlow.vsd	Visio diagram of Resource Request Approval Flow
BPS_BudgetApprovalFlow.vsd	Visio diagram of Budget Approval Flow

BPS_DataFlow.vsd	Visio diagram of Data Flow

4.3 APPENDIX 3: HURON TEAMS ROLES AND RESPONSIBILITIES

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5 APPROVAL SIGNATURES

My signature below indicates that I have reviewed this document and agree that it details the requirements that I have for the initiative and that the requirements provide value for my organization. I agree any requirements introduced after this document is signed will be subject to a change management process.

Date	Name	Title/Role	Signature
	Cindy Conger	CFO/Project Sponsor	Conger