

**Universal Service Administrative Co. (USAC)
IT-26-112 – Oracle EBS Implementation Health Check
Questions & Answers**

Q#	Question	Answer
1	Definition of “Comparable Oracle EBS Assessment” Section E.7.B requires at least one referenced engagement to be an Oracle EBS Health Check or a comparable Oracle EBS assessment completed within the past 24 months. Would USAC consider the following types of engagements to meet this requirement? - Oracle EBS R12 implementation projects for large federal or commercial organizations; - Technical assessments performed as part of an ERP modernization, cloud migration, or sustainment effort; - Engagements involving comprehensive evaluations of the Oracle EBS technical stack, customizations (RICEW objects), architecture, performance, security, or operational readiness; or - OCI migration assessments and post-implementation optimization reviews.	Yes, USAC will accept.
2	Consideration of Subcontractor or Teaming Partner Experience May an offeror satisfy the Oracle EBS Health Check experience requirement through the past performance of a proposed subcontractor or teaming partner? If so, will that experience be evaluated with equal consideration to the prime contractor's experience?	Only prime contractors experience will be considered during evaluation.
3	Prime Contractor vs. Subcontractor Past Performance Does USAC require referenced Oracle EBS engagements to have been performed as a prime contractor, or will subcontractor experience supporting large-scale Oracle	Only prime contractors experience will be considered during evaluation.

	EBS implementations and assessments be considered equally relevant during evaluation?	
4	Expected Period of Performance Section B.8 identifies the engagement as outcome-based and does not prescribe labor categories or level of effort. To support consistent pricing assumptions among offerors, can USAC provide the anticipated period of performance or target completion timeframe envisioned for this assessment?	USAC would like to complete this assessment in reasonable period of time. Ideally within 3-4 months from the start date.
5	Hybrid Work Requirement Flexibility Section B.4.A requires contractor personnel to work on-site at USAC headquarters a minimum of two days per week. Given the read-only, assessment-oriented nature of the engagement, would USAC consider approving remote performance for designated functional and technical assessment personnel when mission requirements can be met without regular on-site presence?	Yes, USAC will consider approving remotely. Work must be performed within the U.S. and all staff working on the effort should reside in the U.S.
6	Could USAC please identify the key business outcomes and success criteria that executive leadership expects this Oracle EBS Implementation Health Check to achieve?	Business Outcomes • Independent, evidence-based assessment of what was delivered by the system integrator • Informs executive decision-making on the future of the ERP platform (required upgrades, optimization recommendations, ongoing operations) • Establish measurable exit criteria defining what "ready to take over" means testable terms, regarding Oracle EBS modules, Infrastructure; and Reports, Interfaces, Conversions, Extensions, Workflows (RICEW) • Identifies Total Cost of Ownership (TCO) if USAC assumes from current vendor • Identifies configuration drift from Oracle best practices; undocumented workarounds • Supports external financial-statement audit readiness (SOC 1/SSAE 18)

		- Identifies gaps in organizational capacity to support Oracle EBS post-integrator departure Success Criteria - Evidence-backed findings matrix (ex: configuration extracts, logs, interview notes, documents) rated by a defined severity - Transition readiness scorecard with measurable, testable exit criteria delivered
7	Please confirm the complete Oracle EBS module and business-process inventory in scope for Phase 1 and the Phase 2 design-level review, including any modules or processes specifically excluded from the assessment.	P2P — Procure to Pay Module / Sub-Area - iProcurement / Purchasing - Accounts Payable (AP) - Cash Management (CM) / JPMChase Bank Integration - Supplier / Vendor Master - Sourcing / Bid Management - Procurement Workflows (AME) R2R — Record to Report Module / Sub-Area - General Ledger (GL) - GL Balances Conversion - GL Interfaces - Budget Integration (EUNA) - ADP - Concur - GL Reporting - Period Close / Journal Entries A2R — Acquire to Retire Module / Sub-Area

		• Fixed Assets (FA) • Fixed Assets Conversion • Fixed Assets Reporting • Projects in Process O2C — Order to Cash Module / Sub-Area • Accounts Receivable (AR) • AR Invoice Outbound • AR Payments Inbound (CIR File) • AR Applied Payments Outbound • AR Remittance / Reporting • Collections / Red Light Integrations Module / Area • SAM.gov / Supplier Eligibility (USF) • Billing / Invoicing (USF Contributor) • Treasury / PAM Files & DCIA Debts • FCC Red Light & CORES / Supplier • FCC / Data Act, SPS 440 Files, Financial Reports • Oracle WebADI • Oracle Workflow / Approval Management Engine						
8	Please provide the current Oracle EBS release and relevant technology-stack versions, including Oracle Database, WebLogic, SOA Suite, Oracle Integration Cloud (OIC), and Oracle Cloud Infrastructure (OCI), as applicable.	<table><tr><th>Component</th><th>Version</th></tr><tr><td>Oracle EBS Application</td><td>12.2.12</td></tr><tr><td>Oracle Database 19c</td><td>19.29</td></tr></table>	Component	Version	Oracle EBS Application	12.2.12	Oracle Database 19c	19.29
Component	Version							
Oracle EBS Application	12.2.12							
Oracle Database 19c	19.29							

		Oracle E-Business Suite Asserter (SSO)			23.3.92
		Oracle Linux			OEL 8
		Oracle Integration Cloud (OIC)			3rd Generation
		Oracle Cloud Infrastructure (OCI)			Government Cloud - Production: Ashburn, VA; DR: Phoenix, AZ
9	Please confirm the number and types of Oracle EBS environments currently maintained (e.g., Development, Test, SIT, UAT, Training, Production, and Disaster Recovery).	• Development • System Integration Testing • UAT • Pre-Production • Patch • Sand Box • Production • Disaster Recovery			
10	Are there known functional or business-process pain points from Phase 1 that USAC expects the assessment to prioritize, including any issues associated with period close, financial reporting, or process efficiency?	Work Stream	EBS Modules & Infrastructure	Business/Technical Areas	Key Risk Areas for USAC
		WS-1 Functional	R2R, P2P, A2R, O2C	GL, AP, AR, FA, CM	Configuration drift from Oracle best practices; undocumented workarounds; invoice validation logic; period close process maturity (no formal run book)
		WS-2 Technical	EBS 12.2.12, DB 19.29,	Platform	Patching currency; DR failover never tested

			OIC 3G, OCI Gov Cloud		end-to-end, payment assembly process stability
		WS-3 RICEW	R2R, P2P, A2R, O2C, Integrations	GL, AP, AR, FA, CM	Phase 1 defect recurrence; undocumented customizations
		WS-4 Integration	P2P, O2C, Integrations	OIC, AP, AR, GL, CM	Error handling gaps; lack of monitoring; source system data synchronization architecture issues, OIC error handling and retry architecture
		WS-5 Data	R2R, A2R, P2P	GL, FA, Suppliers	Phase 1 conversion reconciliation completeness; Phase 2 migration plan maturity
		WS-6 Licensing	N/A	GL, AP, AR, FA, CM	TCO unknown; license compliance risk if USAC assumes from IBM
		WS-7 Org Readiness	R2R, P2P, A2R, O2C, Integrations	GL, AP, AR, FA, CM, Platform	KT completeness; staffing gaps; training do not properly translate into operational competence
		WS-8 ITGC/Audit	R2R, P2P, A2R, O2C	GL, AP, AR, FA, CM	SoD matrix not yet validated; SOC 1 Type II readiness

11	Approximately how many custom reports, interfaces, conversions, extensions, forms personalizations, workflows, and other non-standard Oracle EBS components are expected to be reviewed?	Primary EBS Modules	Business Areas	Objects & Integrations	
		R2R, P2P, A2R, O2C, iProcurement	GL, AP, AR, FA, CM	~47 RICEW	
12	Approximately how many Phase 1 defects have been recorded since go-live, including open defects, and will the complete defect history (severity, root cause, recurring issues, and resolution information) be made available to the selected Contractor?	A complete defect history (severity, root cause, recurring issues, and resolution information) will be made available to the selected Contractor.			
13	Please provide the approximate number of integrations/interfaces in scope and identify the primary external or auxiliary applications integrated with Oracle EBS, including any integrations considered business-critical.	Integrations			Count
		Total distinct interface data flows			~47
		- Data Flows (11 API endpoints via OIC) - SFTP (via OIC)			35 12
		Unique external/auxiliary systems integrated			18
		Integration protocols (ETL, API, and SFTP)			3
		Additional details will be provided to contractor as part of onboarding process.			
14	Will interface design documentation, monitoring information, error logs, and integration-failure history be available to support the evidence-based integration assessment?	Yes, to the awarded contractor.			
15	Will Phase 1 migration/reconciliation results and the Phase 2 data migration strategy, reconciliation approach,	Yes, to the awarded contractor.			

	test results, and cutover-readiness documentation be available for review?	
16	Please provide the approximate number of business users, IT personnel, and support resources involved with Oracle EBS today and the anticipated USAC internal support organization following transition from the current integrator.	Details will be provided to contractor following an award and during onboarding.
17	Will the selected Contractor receive access to the complete implementation artifact repository, including design documents, configuration workbooks, runbooks, SOPs, training materials, knowledge-transfer recordings, and contractual deliverables produced by the Systems Integrator and PMO?	Yes, to the awarded contractor.
18	Will existing ITGC/SoD assessments, access reviews, internal/external audit findings, and relevant control documentation be made available to the selected Contractor to support the audit-readiness assessment?	Yes, to the awarded contractor.
19	Does USAC have an established risk/severity scoring methodology that the Contractor should use, or may Offerors propose their own clearly defined severity rubric as part of the technical proposal?	Yes, USAC is open to the contractor proposing their own severity rubric.
20	Approximately how many stakeholder interviews/workshops should Offerors assume for planning and pricing purposes, and which business, IT, executive, audit, and governance stakeholder groups are expected to participate?	USAC wants the contractor to propose an engagement structure. At the bare minimum teams from IT (staff and contractors), Finance and accounting, and procurement will be involved.
21	Will the current Oracle EBS Systems Integrator and PMO be available to participate in interviews, provide clarifications, and support validation of implementation	Yes.

	artifacts and contractual deliverables during the assessment?	
22	What lead time should Offerors assume for background checks, security onboarding, USAC-issued credentials, required training, and provisioning of read-only access to the systems, tools, logs, and repositories needed for the assessment?	2-4 weeks once the list of staff is received by USAC from offeror.
23	For proposal planning purposes, can USAC clarify the anticipated level of onsite participation in Washington, DC versus virtual delivery, including whether the two-days-per-week onsite expectation applies to all proposed Contractor Staff or only personnel whose activities require onsite presence?	Refer to response for Question #5
24	Does USAC have a target completion date or preferred duration for the Health Check, or should Offerors independently propose the period of performance they consider appropriate for the full scope?	Refer to response for Question #4
25	Does USAC have prescribed templates, formats, or presentation standards for the work-stream outputs, Final Report, transition-readiness scorecard, remediation roadmap, and Executive Presentation, or may the Contractor propose its standard assessment formats?	Yes, USAC will provide the details as part of onboarding process once an award has been made.
26	Given the Firm Fixed Price requirement, may Offerors state reasonable pricing assumptions, dependencies, and scope boundaries based on information available at proposal submission, subject to clarification during negotiations?	Yes.
27	Should the TCO analysis include alternative future Operations & Maintenance/support models and	Yes

	associated indicative costs in addition to Oracle licensing and cloud-hosting costs?				
28	To what extent should the Health Check recommendations evaluate and compare alternative future Oracle EBS operating/support models (e.g., internal support, co-managed support, or managed services) as part of the transition-readiness recommendations?	USAC’s intent is to assume the O&M and Support responsibilities with internal staff.			
29	To accurately gauge the level of effort for the functional and technical assessments (WS-1, WS-2), can USAC provide high-level, non-confidential metrics regarding the specific Oracle EBS version deployed (e.g., 12.2.X), the approximate volume of custom RICE objects (WS-3), and active integrations/middleware platforms (WS-4)?	Oracle version 12.2.12			
		Work Stream	Primary EBS Modules	Business Areas	Objects & Integrations
		WS-3 RICEW	R2R, P2P, A2R, O2C, iProcurement	GL, AP, AR, FA, CM	27+ custom objects
		WS-4 Integration	P2P, O2C, OIC	OIC, AP, AR, GL, CM	14+ interfaces
30	Section B.1 notes that Phase 2 is planned for completion on Aug 12, 2026. Given the proposal submission deadline of Aug 28, 2026, will Phase 2 already be live in production during the evaluation period, or will the Contractor evaluate Phase 2 design and cutover readiness retroactively?	Phase 2 go-live is delayed to early September 2026.			
31	For the data quality assessment (WS-5), what is the approximate size/volume of transactional data to be reviewed, and are there pre-existing automated reconciliation tools in place, or must the Contractor develop custom validation scripts?	Total data is less than a terabyte.			
32	USAC has requested the Offeror to propose a realistic period of performance. Does USAC have a target	Refer to response for Question #4			

	executive reporting deadline or a preferred window in late 2026 by which the Final Report and Executive Presentation must be formally delivered?	
33	Section C.8 dictates a rigid 50/50 payment split between the Mid-Point Briefing and Final Report. However, Section E.6.D.2 requests a proposed milestone schedule tied to the acceptance of individual deliverables. Will USAC consider an incremental deliverable-based billing schedule?	USAC is willing to consider any reasonable billing schedule.
34	Does the hybrid work requirement (minimum 2 days per week on-site at USAC Headquarters) apply uniformly to all proposed project headcounts, or can specific technical deep-dive roles (e.g., DBAs or Control Matrix Specialists) perform 100% of their duties virtually?	USAC is flexible and willing to consider any reasonable staffing model.
35	WS-7 requires an inventory and quality rating of "every artifact" produced by the current implementer and PMO. Can USAC provide an approximate count or repository size of these existing documentation assets (SOPs, design docs, training videos)?	SOP: ~49 (35 complete compliance review) FDD: ~27 TDD: ~28 Runbooks: ~3 Training Documents (decks + guides): ~35 Knowledge Transfer/Training Recordings: ~90+
36	If an Offeror leverages a subcontractor for a niche capability area (e.g., SOC 1/ITGC audit readiness), does the 24-month lookback exclusion restriction apply to the corporate entity of the subcontractor as a whole, or strictly to the individual personnel assigned to this project?	The 24-month lookback exclusion will apply to the individual assigned.
37	Please clarify the exact office attendance requirements for this assessment. Is fully virtual performance acceptable for specific technical or DBA resources located outside of	Refer to responses for Question #4 and question #34

	the Washington, D.C. area, or does the 2-day-per-week in-office hybrid mandate apply strictly to all Contractor Staff assigned to this engagement?	
38	Please clarify the invoicing structure. Is the Contract strictly Milestone-Based Firm-Fixed-Price (where invoice payments are fixed independent of hourly consumption), or is it a Labor-Hour/Time & Materials contract billed on a fixed-rate basis using the categories in Attachment 1	Milestone-Based Firm-Fixed-Price
39	What are USAC's specific criteria and verification requirements for the background checks? Does USAC perform its own secondary background checks, and what is the typical processing timeline for staff to be cleared so that project work is not delayed immediately following award	Contractor holds the responsibility of completing background checks for their proposed staff and submitting the reports to USAC for consideration.
40	To support a realistic Licensing and TCO analysis, will USAC provide the Contractor with the current license agreements, pricing, and OCI hosting contracts negotiated by the in-place Systems Integrator, or is the Contractor expected to model these costs purely from public list prices and standard Oracle guidelines?	Yes.
41	Are the modules shown in the architecture diagram (Section 5) the complete set of modules implemented as part of the solution?	Yes.
42	Is ECC (Enterprise Command Center) implemented at USAC and currently being used?	No, ECC is not available on Oracle EBS version 12.2.12. There have been discussions about implementing this feature during the next update.
43	Does USAC maintain the complete set of Phase 1 and Phase 2 functional documentation, including configuration documents, functional specifications, test plans/scripts, standard operating procedures (SOPs),	Yes.

	training materials, and business process mapping documents?	
44	Does USAC maintain the complete set of Phase 1 and Phase 2 technical documentation, including technical design documents, coding standards, data conversion/mapping documents, deployment/migration guides, and integration technical artifacts?	Yes.
45	Which version control system was used during the implementation? Is the same repository and process currently being used for support and enhancement activities?	Bitbucket
46	What tools are currently used for integration monitoring, alerting, and notification management?	Email notifications for success & failure between USAC Data warehouse and Oracle (OIC & EBS)
47	Which version of Oracle E-Business Suite was implemented during Phase 1 (e.g.Oracle EBS R12.2.x)?	Oracle version 12.2.12