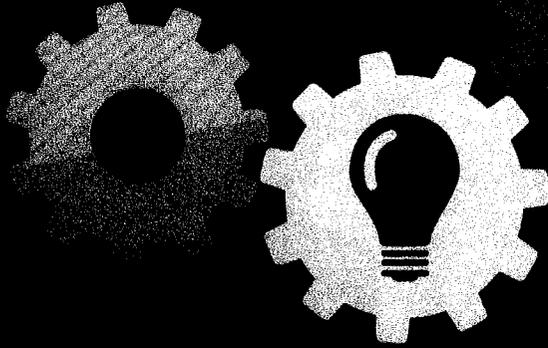


# **CIBER Proposal**



**Inspired Innovation.**



**State of Alaska**  
**RFP Number 2010-0200-9388**  
**Statewide Administrative Systems Replacement Project**



**CIBER and SAP Proposal**  
**October 15, 2010**



## **Terms and Conditions Statement**

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CIBER, Inc. ("CIBER") has conducted an initial review of the Request for Proposal (the "RFP") for a Statewide Administrative Systems Replacement Project, RFP Number 2010-0200-9388 issued by the State of Alaska (State). Please be advised that in no event shall any omission or generality in CIBER's responses below give rise to a binding obligation between the parties or constitute acceptance of any terms or conditions contained in this RFP. In the event that CIBER is awarded a contract by the State, no terms of any agreement to which CIBER is a party shall be deemed agreed to unless and until all such terms (together with any referenced attachments or exhibits) are mutually agreed to in writing between CIBER and the State. All such terms are subject to negotiations until all such terms are agreed to and incorporated into such agreement.

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October 15, 2010

Staci Augustus  
CPPB, Procurement Officer  
Department of Administration  
Division of Admin Services  
PO Box 110208  
Juneau, Alaska 99811-0208

RE: RFP Number 2010-0200-9388: Statewide Administrative Systems Replacement Project

Dear Ms. Augustus,

CIBER appreciates the opportunity to respond to the State's Statewide Administrative Systems Replacement Project. CIBER, an SAP partner for 21 years has significant SAP ERP experience in the Public Sector. CIBER has successfully assisted many other government entities achieve their goals and objectives; State of North Carolina, State of Indiana, State of Pennsylvania, State of California, State of Wyoming, Pennsylvania Turnpike Commission, Fulton County Schools, Orange County Public Schools, Omnitrans, St. Louis Public Schools plus hundreds of additional public sector agencies.

We are proposing the SAP solution set for the following reasons:

- SAP is the largest ERP vendor with more implemented clients and software functionality available than any other vendor.
- SAP invests over \$1B in Research and Development annually to expand the capabilities of the applications than any other software vendor does.
- The State has already made a significant investment in SAP's Business Objects reporting tool.
- SAP has a Public Sector specific solution set.

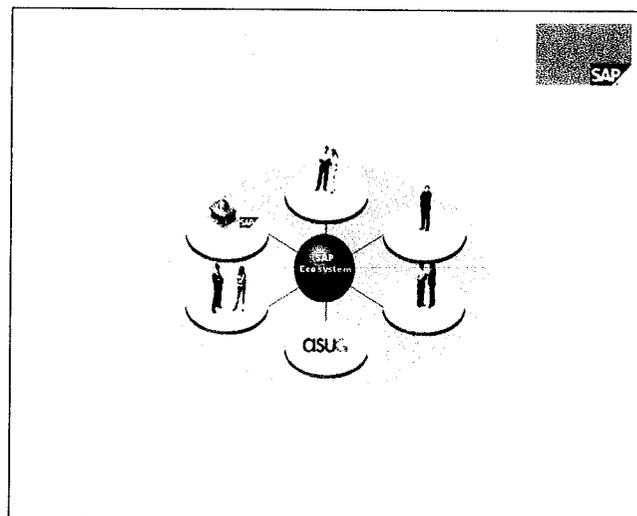
#### TCO – Cost of Integration

SAP controls the expense of integration by providing pre-built integration inherent in the SAP landscape. This will provide State with the ability to expand capabilities over time without having to worry about future integration costs, which often come as a major surprise.

What we want for the State is a comprehensive, fully integrated, scalable, and flexible solution that will serve the State for decades. As the growth of the State's constituency expands in the coming years, these capabilities will become even more important to the State.

**SAP Ecosystem Further Expands the State's TCO\_** – Competitive and Innovative: SAP has an

enormous customer base and accordingly a large ecosystem, and a large number of technology partners. This ecosystem affords the State the opportunity to leverage a competitive marketplace and not be locked





into a single vendor. The ecosystem also provides constant innovation, and the SAP technology partner program ensures that new applications are synchronized to the SAP platform

### **The Right Strategic Implementation Partner**

What you should know about your systems implementation partner CIBER:

- Founded in 1974 with more than 8,000 employees and revenues exceeding \$1.0 billion.
- CIBER's has delivered all public sector projects on time and within budget
- Over 400 successful ERP implementations in Public Sector.
- Our proposed team has an average of over 10 years of SAP implementation experience, Public Sector and business operations experience

### **Value Added Options**

#### **Alaska's Long-term Independence and Sustainability**

Having technology corridors and educational environments where technology skills are current and integrated into the public education system is critical for states to keep up with changing business processes. SAP will work with the State to expand available local educational resources and provide more avenues for Alaska to build local technical talent.

Highlights include:

- **SAP University Alliance** – The SAP University Alliances program has 1,000 member institutions around the world using SAP applications, the SAP portfolio of solutions and SAP technology platform in courses in Business, Engineering, Computer Science, Industrial Management and other professional studies programs. More than 200,000 students per year use the SAP software in the classroom.
- **SAP Courses Available at the University of Alaska** –The University of Alaska Anchorage (UAA), upon completion of the contracting process, is the first SAP University Alliance's member school in Alaska. Their curriculum plan is aggressive, planning over the next two years to utilize SAP's software in classes such as Marketing Research, Marketing Management, Human Capital Management and Information Systems. Each of these classes can have a heavy hands-on component using SAP and business intelligence products, giving students real world experience with the software as it relates to common business practice as well as software implementation.
- **Long Term SAP Education builds Local SAP Expertise – Long term, the University has expressed a willingness to align their SAP initiative with the State's need, especially in the areas of accounting, supply chain and technology, and expand the number of courses using SAP software. Having the availability of SAP courses at the University of Alaska will expand development opportunities for all residents of Alaska; this can facilitate:**
  - State employees taking SAP courses to expand their skills without having to travel outside of Alaska – development of State end users skills
  - Local consulting firms, including Native consulting firms, will have the ability to build SAP skills and support future implementation projects for the State and other business that have or will have SAP applications
  - Future college students can decide to select full SAP course offerings and specialize in building a wide range of SAP application expertise
- **Local Doyon Consulting supports State's ERP Implementation** –In an effort to take advantage of local Alaska resources and reduce overall costs and at the same time expand SAP expertise CIBER will use Doyon Consulting (local Native consulting) support for the implementation project where possible and recommend local hosting resources to support the State's systems.



- **Former State Leadership provides State knowledge and guidance** – Sharon Barton – Former State of Alaska Payroll Director will provide guidance and expertise regarding the State's Culture, challenges and current and past business processes.
- **Local Hosting Company provides system support to State** – As an option, Sequestered Solutions, a local hosting company, will be available to host the State's infrastructure.

### **Conclusion**

In summation, our goal is to lead the State to a successful ERP transformation. We define success by delivering this project on time, within budget and as planned.

If you have any questions or require any further assistance, please do not hesitate to contact the primary point of contact, Doug Owen, at (720) 255-4451 or via email at [dowen@ciber.com](mailto:dowen@ciber.com) or Jay Wheeler, who is authorized to bind CIBER to the terms and conditions of this response.

Best regards,

Jay Wheeler  
Senior Vice President  
CIBER SAP Practice  
Phone: 713-492-8269  
Email: [jwheeler@ciber.com](mailto:jwheeler@ciber.com)

## ATTACHMENT A ADMINISTRATIVE REQUIREMENTS FORMS

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**ADMINISTRATIVE REQUIREMENTS**

**EXHIBIT A1: OFFEROR INFORMATION, CONDITIONS, AND CERTIFICATIONS**

**OFFEROR INFORMATION**

This form shall be the cover page for the Offeror's proposal. In the space provided, enter the requested Offeror identification information. Use this form to indicate your acknowledgement of the response conditions.

<b>RFP Number:</b>	<b>RFP 2010-0200-9388</b>
<b>RFP Name:</b>	<b>Statewide Administrative Systems Replacement Project</b>
<b>Proposed Solution (Select one)</b>	<b>Traditional Licensed Software OR Hosted Model</b>

<b>Offeror Name:</b>	<b>CIBER, Inc</b>
<b>Mailing Address:</b>	<b>6363 S Fiddler's Green Circle, Suite 1400, Greenwood Village, CO 80111</b>
<b>Telephone Number:</b>	<b>(303) 220-0100</b>
<b>Fax Number:</b>	<b>(303) 220-7100</b>
<b>Federal Tax ID #:</b>	<b>38-2046833</b>
<b>Alaska Business License Number:</b>	<b>726650</b>

<b>Contact Name:</b>	<b>Doug Owen</b>
<b>Title:</b>	<b>Account Executive</b>
<b>E-Mail Address:</b>	<b>dowen@ciber.com</b>
<b>Alternate Phone Number:</b>	<b>720-255-4451</b>

**AMENDMENT ACKNOWLEDGEMENT**

Offeror acknowledges receipt of the following amendments, and has incorporated the requirements of such amendments into the proposal. *(List all amendments issued for this RFP):*

<b>No. One</b>	<b>Date August 5, 2010</b>	<b>No. Two</b>	<b>Date August 11, 2010</b>	<b>No. Three</b>	<b>Date August, 27, 2010</b>
<b>No. Four</b>	<b>Date September 10, 2010</b>	<b>No. Five</b>	<b>Date September 13, 2010</b>	<b>No. Six</b>	<b>Date September 15, 2010</b>

No. <b>Seven</b>	Date <b>September 24, 2010</b>
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No. <b>Eight</b>	Date <b>October 1, 2010</b>
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No. <b>Nine</b>	Date <b>October 4, 2010</b>
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**OFFEROR'S CERTIFICATION**

Acknowledge the following statements, conditions, and information by clearly marking the space provided. Failure to comply with these items may cause the proposal to be determined nonresponsive and the proposal may be rejected or the State may terminate the contract or consider the Contractor in default.

#	CONDITION/CERTIFICATION	RESPONSE
1	Offeror certifies that 100% of all development and implementation services provided under the resulting contract by the Offeror, joint venture partners, and all subcontractors shall be performed in the United States or Canada. (RFP 1.05)	<input checked="" type="checkbox"/> YES
2	Offeror complies with the laws of the State of Alaska. (RFP 1.16)	<input checked="" type="checkbox"/> YES
3	Offeror complies with the applicable portion of the Federal Civil Rights Act of 1964. (RFP 1.16)	<input checked="" type="checkbox"/> YES
4	Offeror complies with the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government. (RFP 1.16)	<input checked="" type="checkbox"/> YES
5	Offeror complies with the American with Disabilities Act of 1990 and the regulations issued thereunder by the federal government. (RFP 1.16)	<input checked="" type="checkbox"/> YES
6	Offeror confirms that programs, services, and activities provided to the general public under the resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government. (RFP 1.16)	<input checked="" type="checkbox"/> YES
7	Offeror complies with all terms and conditions set out in this RFP. (RFP 1.16)	<input checked="" type="checkbox"/> YES
8	Offeror affirms that this response was independently arrived at, without collusion, under penalty of perjury. (RFP 1.16)	<input checked="" type="checkbox"/> YES
9	Offeror response and cost schedule shall be valid and binding for 365 days following the response due date. (RFP 1.16)	<input checked="" type="checkbox"/> YES
10	Offeror satisfies the minimum requirements (as per Section 2.07 of the RFP and Form A2: Offeror Minimum Requirement).	<input checked="" type="checkbox"/> YES
11	Offeror acknowledges that this engagement with the State is subject to the Alaska Public Records Act, AS Title 40, Chapter 25 and that the State may be required to disclose certain information in response to requests for public information made under the Act. (RFP 1.13)	<input checked="" type="checkbox"/> YES
12	Offeror certifies that Offeror has a valid Alaska business license. (RFP 2.11)	<input checked="" type="checkbox"/> YES
13	Offeror has identified any known federal requirements that apply to the proposal or the contract. (RFP 1.24)	<input checked="" type="checkbox"/> YES
14	Offeror has reviewed the RFP for defects and objectionable material and has provided comments to the Procurement Officer. (RFP 1.07)	<input checked="" type="checkbox"/> YES
15	Offeror agrees to the State's Standard Agreements (Attachments G and H to the RFP). <b>If the answer is NO, per Section 3.03, any objections to the agreements must be identified in Exhibit D3 in the Offeror's proposal. (RFP 3.03)</b>	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
16	Offeror agrees to not restrict the rights of the State. (RFP 1.11)	<input checked="" type="checkbox"/> YES

**CONFLICT OF INTEREST STATEMENT (MARK ONE)**

One of the boxes below must be checked (by marking an "X"). If the second box is marked, indicating a possible conflict of interest, disclose the nature and full details of the conflict in the space provided. Please refer to RFP 1.17 for conflict of interest guidelines.

X	Neither the firm nor any individual proposed (including subcontractors or implementation partners) has a possible conflict of interest.
	The firm and/or an individual proposed have a possible conflict of interest. <b>Describe the nature of the conflict in the space below.</b>

**LOCATION-OF-WORK / HEADQUARTERS IN TIER 3 COUNTRIES**

Certify the following statements by marking "X" in the space provided. Please refer to RFP 1.05 for guidelines. By signature on their proposal, the Offeror certifies that:

X	The Offeror and all subcontractors and joint venture partners are not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.
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The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: <http://www.state.gov/g/tip/>. Failure to comply with this requirement will cause the State to reject the proposal as nonresponsive, or cancel the contract.

**SUBCONTRACTORS**

For each proposed subcontractor, describe the relationship between the Offeror and any proposed subcontractor(s). Add more text boxes as necessary.

Each proposed subcontractor also must submit in a separate attachment a written statement, signed by a duly authorized representative that clearly verifies that the subcontractor is committed to render the services required by the contract.

**Subcontractor #1:**

<p>Black &amp; Veatch                  710 2nd Avenue, Suite 1160                  Seattle, WA 98104                  www.bv.com</p> <p>Black &amp; Veatch is a Vendor Partner subcontractor who will provide SAP consultants with a wide range of skills to support the State's project. Their participation in the project will be approximately 40% of the overall services contract. Black &amp; Veatch's valid Alaska business license is attached to this form as well as their letter of commitment to this project. Black &amp; Veatch also completed this form and that form is attached as well.</p> <p>Black &amp; Veatch is a leading global consulting, engineering, and construction company specializing in enterprise management solutions and infrastructure development in energy, water, information and government markets. Black &amp; Veatch was founded in 1915 as a partnership and was converted to a corporation in 1999. The Company is headquartered in Overland Park, KS, and maintains more than 90 offices worldwide.</p> <p>On September 1, 2009, Black &amp; Veatch acquired Ariston Consulting &amp; Technologies, Inc., a leading</p>
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SAP systems integrator in the public sector arena. This further enhanced Black & Veatch's SAP capabilities for County governments. Black & Veatch employs a total staff of more than 9,600 involved in a wide range of management consulting and engineering activities including, but not limited to, utility development and operations, finance, economics, planning, environmental, civil, electrical, structural, and mechanical engineering, as well as construction, science and architecture.

**Subcontractor #2:**

Doyon, Limited  
1 Doyon Place  
Fairbanks, Alaska 99701  
www.doyon.com

Doyon, Limited is a subcontractor who will provide technical and training consultants to support reporting and training development for the State's project. Their involvement in the project will be approximately 5% of the overall services cost. Copies of Doyon's valid Alaska business license and letter of commitment to the project are attached to this form.

Doyon, Limited is an Alaska Native regional corporation established under the Alaska Native Claims Settlement Act of 1971. Based in Fairbanks, we are among the largest private landowners in the United States, with 12.5 million acres. 2009 marked our 26<sup>th</sup> consecutive year of profitable operation. Our numerous subsidiaries operate across Alaska and in more than dozen other states, with a workforce of approximately 3,000 employees, half of whom are Alaskans. Of the largest private companies in Alaska, we proudly rank at the top in terms of the percentage of our workforce based in Alaska.

Our mission, on behalf of 18,000 Alaska Native shareholders, is:  
To continually enhance our position as a financially strong Native corporation in order to promote the economic and social well-being of our shareholders and future shareholders, to strengthen our Native way of life, and to protect and enhance our land and resources.

Through our various business operations, we deliver value to our shareholders:

- Dividends: We will distribute close to \$15 million in shareholder dividends this year.
- Employment: We pay \$30 million in annual wages to Doyon shareholders in Alaska.
- Education: We contribute over \$1 million annually toward higher education scholarships.
- Community development: We donate over \$500,000 annually to projects in Alaska.

Doyon's business operations are in three strategic pillars:

- Oil Field Services
  - Drilling
  - Pipeline construction
  - Engineering
  - Security
  - Facilities management
- Government Contracting
  - Security
  - Civil construction
  - Logistics
  - Information technology
- Land and Resources Development
  - Oil and gas exploration
  - Sand and gravel sales
  - Hard rock exploration

**Subcontractor #3:**

PangoMedia, Inc.  
PO Box 240133  
Anchorage, AK 99524-1033  
www.pangomedia.com

Inc is a subcontractor who will provide a few technical consultants with Business Objects skills to support the State's project. Their involvement in the project will be approximately 1.25%. Copies of PangoMedia's valid Alaska business license and letter of commitment to the project are attached to this form.

Founded in 1997, PangoMedia, Inc. is an Alaskan company providing the highest quality software engineering, staffing, and design solutions for our clients (including federal, state and local government, Alaska Native Corporations, small businesses, and companies focused on industry, telecommunications and the medical field). We have staff in Anchorage and Juneau with over a decade with of experience delivering software solutions throughout the entire state. We believe success is achieved by hiring talented and committed staff, providing expertise in current technologies, actively finding solutions and establishing clear communication through reporting and team structure.

PangoMedia, Inc. has extensive business intelligence and reporting experience. We have strong familiarity with data warehousing and reporting using a wide variety of BI platforms including SAP BusinessObjects business intelligence solutions.

PangoMedia, Inc. will work with CIBER in a subcontracting roll and will provide resources that have both a strong grounding in BI as well as deep familiarity with key State of Alaska IT infrastructure.

**JOINT VENTURES**

If submitting a proposal as a joint venture, the Offeror must submit a copy of the joint venture agreement which identifies the principles involved, prime Offeror, their rights and responsibilities regarding performance and payment, and provide proof of Alaska business license for each principle.

**EXHIBIT A2: OFFEROR MINIMUM REQUIREMENT**

Offeror must demonstrate that the minimum requirement described in Section 2.07 of the RFP and listed below is clearly met. Such demonstration shall be in the form of acknowledgement of the following minimum requirement. Offeror must clearly mark the affirmative box in the space provided. Failure to provide an affirmative response may cause the proposal to be determined to be nonresponsive and the proposal may be rejected.

Integrated Solution	RESPONSE
Proposed product is a fully integrated software solution that encompasses at least financial, procurement, and human resources administrative functions.	<input checked="" type="checkbox"/> YES
The proposed solution must meet at least 80% of the functional requirements, as defined by a check in the 'Meets' column of Exhibit F.	<input checked="" type="checkbox"/> YES

**EXHIBIT A3: STATE OF ALASKA PREFERENCE**

Please answer the following questions regarding the State of Alaska preference.

Are you claiming the State of Alaska preferences? (If "Yes", please answer the questions below). (RFP 2.13 and 7.01)	<input type="checkbox"/> YES
--	------------------------------

#	Questions	RESPONSE
1	Do you currently hold an Alaska business license?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
2	Is the company name submitted on this proposal the same name that appears on the current Alaska Business License?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
3	Has your company maintained a place of business within the State of Alaska staffed by the Offeror or an employee of the Offeror for a period of six months immediately preceding the date of the proposal?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
4	Is your company incorporated or qualified to do business under the laws of the State, is a sole proprietorship and the proprietor is a resident of the State, is a limited liability company organized under AS 10.50 and all members are residents of the State, or is a partnership under former AS 32.05, AS 32.06, or AS 32.11 and all partners are residents of the State?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
5	If your company a joint venture, is it composed entirely of ventures that qualify under (1-4) of this table?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

**EXHIBIT A4: PROPOSAL CHECKLIST**

The following documents are required for this proposal. Acknowledge you have submitted each document in the proper format by clearly marking in the space provided. Each required Exhibit must be included in your proposal, as well as separate electronic files (PDF or required format) on the CD. We suggest using an easy-to-understand naming convention for the attached files, as this will simplify the evaluation process.

**PROPOSAL EXHIBITS**

EXHIBITS	INSTRUCTION	INCLUDED?
<b>Exhibits A1-A7</b>	Complete administrative requirements forms and place first in your proposal	<input checked="" type="checkbox"/> YES
<b>Exhibits B1-B4</b>	Fill in all required past performance information, including reference lists, and compile and submit surveys for each critical component	<input checked="" type="checkbox"/> YES
<b>Exhibits C1-C3</b>	Fill in all required information in the project approach forms	<input checked="" type="checkbox"/> YES
<b>Exhibits D1-D4</b>	Fill in all required information in the general Offeror information forms	<input checked="" type="checkbox"/> YES
<b>Exhibit E Tables A-L</b>	Fill in all required information in the cost proposal forms	<input checked="" type="checkbox"/> YES
<b>Exhibit F</b>	Complete functional and technical requirements checklist	<input checked="" type="checkbox"/> YES

**SUPPLEMENTAL RESPONSE DOCUMENTS**

<p><b>Subcontractors</b>                      Referenced in Exhibit D1:                      If Offeror is proposing subcontractors then information required in Section 1.14 Subcontractors is included.</p>	<input checked="" type="checkbox"/> YES
<p><b>Joint Ventures</b>                      Referenced in Exhibit D1:                      If Offeror is proposing joint venture then information required in Section 1.15 Joint Ventures is included.</p>	<input type="checkbox"/> YES
<p><b>Confidential Proposal Contents</b>                      Per the requirements of AS 36.30.230(a), if the Offeror wishes to request that trade secrets and other proprietary data contained in this proposal be held confidential, the Offeror must attach a brief written statement that clearly identifies material considered confidential and sets out the reasons for confidentiality, understanding that all materials are subject to public disclosure in accord with Alaska State law. Proposals declared wholly confidential or those that deem its cost proposal as confidential are not allowed.</p>	<input type="checkbox"/> YES
<p><b>Federal Requirements</b>                      Identify known federal requirements per Section 1.24 Federal Requirements.</p>	<input type="checkbox"/> YES

**EXHIBIT A5: SOFTWARE OFFEROR PROFILE**

Use this form to provide information about the Software Product Offeror being proposed.

**SOFTWARE OFFEROR**

Name of company	SAP Public Services, Inc.
Company website	www.sap.com
Name of parent company (if applicable)	SAP AG
Headquarters location	SAP Public Services, Inc. 1300 Pennsylvania Avenue, NW North Tower / Grey / Suite 600 Washington, DC 20004
Number of field offices	SAP has over 33 offices in the US.
Location and hours of office servicing this account	SAP Public Services, Inc. 3410 Hillview Avenue Palo Alto, CA 94304
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	SAP Public Services, Inc. is a wholly owned subsidiary of SAP America, Inc, which is in turn a wholly owned subsidiary of SAP AG. SAP AG is a C Corporation
Length of time in business	SAP has been in business since 1972.
Gross revenue for the prior fiscal year (in US dollars)	In 2009, SAP's total revenues exceeded \$15.295 <sup>1</sup> billion.
Net income for the prior fiscal year (in US dollars)	In 2009, SAP's net income exceeded \$2,508 billion.
Total number of full-time personnel	SAP currently employs more than 48,021 personnel worldwide (as of June 30, 2010).
Number of full-time personnel in:	
◆ Customer and software support	7,001
◆ Installation and training	12,194
◆ Product development	14,346
◆ Sales, marketing, and administrative support	12,757

<sup>1</sup> The 2009 figures have been translated from Euros to US dollars for the convenience of the reader at an exchange rate of Eur 1.00 to US\$1.4332, the noon buying rate certified by the Federal Reserve Bank of New York on December 31, 2009.

**SOFTWARE PROFILE**

Name and version of proposed software	SAP Business Suite, ECC 6.0.4
Date of next planned software release	Approximately January, 2011
Length of time the proposed software has been licensed	June 2006
Percentage of gross revenue generated by licensing/support of proposed software	SAP does not track revenue by specific product.

**SOFTWARE INSTALLED CUSTOMER BASE**

Total number of installed clients with the proposed software	SAP currently has over 18,000 customers with ERP 6.0 installed.
Number of installations of the proposed software within the last 36 months	SAP currently does not track this information
Total number of clients in production with the same software version being proposed	SAP currently has over 18,500 customers in production with ERP 6.0
Total number of state or local government clients with at least 10,000 employees	SAP currently does not track this information
Total number of state or local government clients with at least 10,000 employees with the proposed software in production	SAP currently does not track this information
Total number of state or local government clients with at least 10,000 employees with the same version of the proposed software in production	SAP currently does not track this information

In the following table, list up to ten clients which currently have the proposed system in production, emphasizing governments similar in size to the State.

Client	Production Software and Version
Commonwealth of Pennsylvania	ECC 6.0
State of California	ECC 6.0
State of Louisiana	ECC 6.0
Commonwealth of Kentucky	ECC 6.0
State of South Carolina Retirement System	ECC 6.0
State of Florida – Department of Revenue	ECC 6.0
County of Sacramento, California	ECC 6.0
County of Marin, California	ECC 6.0
Collier County, Florida	ECC 6.0

Using the space below, provide a history of ownership of the proposed licensed software and impacts resulting from any material changes – including information and dates about components of the solution acquired from another vendor.

Not applicable as the proposed product was developed by SAP.

#### **TERMINATIONS FOR DEFAULT**

Submit full details of all terminations for default or litigations during the past five years, including the other party's name, address, and telephone number. Your response may take as many pages as needed to fully answer this question.

Termination for default is defined as notice to stop performance due to the Offeror's non-performance or poor performance, and the issue was either (a) not litigated; or (b) litigated and such litigation determined the Offeror to be in default. Present the Offeror's position on the matter.

The State will evaluate the facts and may, at its sole discretion, reject the Offeror's response if subsequent contract completion may be jeopardized by selection of the Offeror. If no such terminations for default or litigations have been experienced by the Offeror in the past five years, declare so in the space provided.

SAP is subject to legal proceedings and claims, either asserted or unasserted, which arise in the ordinary course of business. Details of such litigation can be found in filings made by SAP with the SEC, which are publicly accessible through the SEC's EDGAR database on the Internet <http://www.sec.gov/edaux/searches.htm>. We also publicly disclose this annually in our Annual Report. The link is: <http://www.sap.com/company/investor/reports/>

**EXHIBIT A6: SYSTEM IMPLEMENTATION OFFEROR PROFILE**

Use this form to provide information about the primary system implementation Offeror being proposed as part of this response.

**SYSTEM IMPLEMENTATION OFFEROR**

Name of company	CIBER, Inc.
Company website	www.ciber.com
Name of parent company (if applicable)	CIBER, Inc.
Headquarters location	6363 S Fiddler's Green Circle Suite 1400 Greenwood Village, CO 80111
Number of field offices	72 offices in 19 countries throughout Asia, Europe and North America.
Location and hours of office servicing this account	Corporate Office
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	C-Corporation
Length of time in business	Since 1974, 36 years
Gross revenue for the prior fiscal year (in US dollars)	\$1,038 Billion
Net income for the prior fiscal year (in US dollars)	\$15 Million
Total number of full-time personnel	Over 8,000 Employees
Number of full-time personnel in:	
◆ Customer and software support	1,750
◆ Installation and training	3,750
◆ Product development	2,000
◆ Sales, marketing, and administrative support	650

**IMPLEMENTATION SERVICES PROFILE**

Length of time in business of implementing proposed software	Since 1986, 24 years, SAP Partner since 1989
Percentage of gross revenue generated by implementing proposed software	Approximately 262 Million
Total number of clients for which you have provided similar implementation services	Over 3,000 total ERP customers
Total number of state or local government clients with at least 10,000 employees for which you have provided similar implementation services	Approximately 50 past customers with over 10,000
Total number of clients for which you have implemented the proposed software	400
Total number of state or local government clients with at least 10,000 employees for which you have implemented the proposed software	5
Number of installations of the proposed software completed within the last 36 months	30

**TERMINATIONS FOR DEFAULT**

Submit full details of all terminations for default or litigations during the past five years, including the other party's name, address, and telephone number. Your response may take as many pages as needed to fully answer this question.

Termination for default is defined as notice to stop performance due to the Offeror's non-performance or poor performance, and the issue was either (a) not litigated; or (b) litigated and such litigation determined the Offeror to be in default. Present the Offeror's position on the matter.

The State will evaluate the facts and may, at its sole discretion, reject the Offeror's response if subsequent contract completion may be jeopardized by selection of the Offeror. If no such terminations for default or litigations have been experienced by the Offeror in the past five years, declare so in the space provided.

CIBER, Inc. is a large international company with approximately 8,500 employees and total annual revenues of approximately \$1 billion in FY 2008. CIBER's stock is traded publicly on the New York Stock Exchange. As with all large public companies, CIBER has occasional litigation involving a variety of matters, but CIBER has no current or anticipated material litigation that requires disclosure in our filings with the Securities and Exchange Commission ("SEC") or that would adversely affect our ability to perform any contract awarded as a result of this Proposal. Additional information on CIBER can be found at [www.CIBER.com](http://www.CIBER.com) or in our public filings with the SEC at <http://www.sec.gov/cgi-bin/srch-edgar>.

CIBER believes in fair negotiation with its customers. We attempt to settle any customer disputes at the lowest level possible and to complete all work to our customers' satisfaction. As a result, CIBER historically has had little performance related litigation, arbitration, or mediation.

No such terminations for default or litigations have been experienced by the CIBER, Inc. SAP Public Sector Practice in the past five years

**EXHIBIT A7: PROPOSAL SIGNATURE**

All responses must be signed by a duly constituted official legally authorized to bind the Offeror to its response, including the cost schedule.

**Date:** October 12, 2010

**Signed:** \_\_\_\_\_  
Offeror duly authorized representative

**Name (printed):** Jay Wheeler

**Title:** Senior Vice President, SAP Practice

**TERMINATIONS FOR DEFAULT**

Submit full details of all terminations for default or litigations during the past five years, including the other party's name, address, and telephone number. Your response may take as many pages as needed to fully answer this question.

Termination for default is defined as notice to stop performance due to the Offeror's non-performance or poor performance, and the issue was either (a) not litigated; or (b) litigated and such litigation determined the Offeror to be in default. Present the Offeror's position on the matter.

The State will evaluate the facts and may, at its sole discretion, reject the Offeror's response if subsequent contract completion may be jeopardized by selection of the Offeror. If no such terminations for default or litigations have been experienced by the Offeror in the past five years, declare so in the space provided.

CIBER, Inc. is a large international company with approximately 8,500 employees and total annual revenues of approximately \$1 billion in FY 2008. CIBER's stock is traded publicly on the New York Stock Exchange. As with all large public companies, CIBER has occasional litigation involving a variety of matters, but CIBER has no current or anticipated material litigation that requires disclosure in our filings with the Securities and Exchange Commission ("SEC") or that would adversely affect our ability to perform any contract awarded as a result of this Proposal. Additional information on CIBER can be found at [www.CIBER.com](http://www.CIBER.com) or in our public filings with the SEC at <http://www.sec.gov/cgi-bin/srch-edgar>.

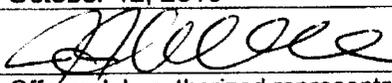
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No such terminations for default or litigations have been experienced by the CIBER, Inc. SAP Public Sector Practice in the past five years

**EXHIBIT A7: PROPOSAL SIGNATURE**

All responses must be signed by a duly constituted official legally authorized to bind the Offeror to its response, including the cost schedule.

Date: October 12, 2010

Signed:   
Offeror duly authorized representative

Name (printed): Jay Wheeler

Title: Senior Vice President, SAP Practice

Alaska Business License # 726650

**Alaska Department of Commerce, Community, and Economic Development**

Division of Corporations, Business and Professional Licensing  
P.O. Box 110806, Juneau, Alaska 99811-0806

This is to certify that

**CIBER, INC**

6363 S FIDDLERS GREEN CIRCLE GREENWOOD VILLAGE CO 80111

owned by

CIBER, INC.

is licensed by the department to conduct business for the period

December 01, 2009 through December 31, 2010  
for the following line of business:

54 - Professional, Scientific and Technical Services



This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location. It is not transferable or assignable.

Emil Notti  
Commissioner

Alaska Business License # 947165

**Alaska Department of Commerce, Community, and Economic Development**  
Division of Corporations, Business and Professional Licensing  
P.O. Box 110806, Juneau, Alaska 99811-0806

This is to certify that

**SAP PUBLIC SERVICES, INC.**

3999 W CHESTER PIKE NEWTOWN SQUARE PA 19073

owned by

SAP PUBLIC SERVICES, INC.

is licensed by the department to conduct business for the period

August 16, 2010 through December 31, 2011  
for the following line of business:

54 - Professional, Scientific and Technical Services



This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location. It is not transferable or assignable.

Susan K. Bell  
Commissioner

**Alaska Department of Commerce, Community, and Economic Development**

Division of Corporations, Business and Professional Licensing  
P.O. Box 110806, Juneau, Alaska 99811-0806

This is to certify that

**BLACK & VEATCH CORPORATION**

11401 LAMAR TAX DEPT P6 OVERLAND PARK KS 66211

owned by

**BLACK & VEATCH CORPORATION**

is licensed by the department to conduct business for the period

December 15, 2009 through December 31, 2011  
for the following line of business:

54 - Professional, Scientific and Technical Services



This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States

This license must be posted in a conspicuous place at the business location  
It is not transferable or assignable.

Emil Notti  
Commissioner

Alaska Business License # 27099

**Alaska Department of Commerce, Community, and Economic Development**

Division of Corporations, Business and Professional Licensing

P.O. Box 110806, Juneau, Alaska 99811-0806

This is to certify that

**DOYON, LIMITED**

1 DOYON PLACE, SUITE 300 FAIRBANKS AK 99701

owned by

DOYON, LTD.

is licensed by the department to conduct business for the period

December 18, 2009 through December 31, 2011  
for the following line of business:

55 - Management of companies and enterprises



This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.  
It is not transferable or assignable.

Emil Notti  
Commissioner

Alaska Business License # 711764

**Alaska Department of Commerce, Community, and Economic Development**

Division of Corporations, Business and Professional Licensing  
P.O. Box 110806, Juneau, Alaska 99811-0806

This is to certify that

**PANGOMEDIA, INC**

P.O. BOX 240133, ANCHORAGE, AK 99524

owned by

**PANGOMEDIA, INC.**

is licensed by the department to conduct business for the period

**October 13, 2008 through December 31, 2010**

for the following line of business

54: Professional, Scientific and Technical Services



This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.  
It is not transferable or assignable.

*Commissioner: Emil Notti*

**STATE OF ALASKA RFP NUMBER 2010-0200-9388  
AMENDMENT NUMBER TWO**

Offerors shall fill out the applicable tabs in this workbook – which in total will comprise an Offeror's cost proposal – in the format set out below. These cost forms apply to both the traditional licensed software modules and hosted models ("cloud") proposals. Offerors should not submit any other materials, except as instructed, as they will not be considered in the cost evaluation.

NOTE: Attachment/Exhibit E have been revised and the originally issued versions on the State's Online Public Notice website have been replaced. Only the instructions for Attachment/Exhibit E have been revised, all other content remains unchanged.

**All terms and conditions not modified by this amendment remain in full force and effect.**

**IMPORTANT:**

This is a **mandatory return** Amendment because it constitutes a material change that requires interested parties to understand and acknowledge. Please complete the information below and return this document with your proposal.

CIBER, Inc.

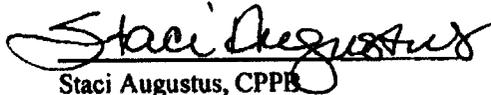
Name of Company



Authorized Signature

10/11/2010

Date



Staci Augustus, CPPB  
Procurement Officer

Phone: (907) 465-5656

TDD: (907) 465-2205

FAX: (907) 465-2194







**STATE OF ALASKA RFP NUMBER 2010-0200-9388  
AMENDMENT NUMBER EIGHT**

**RETURN THIS AMENDMENT WITH PROPOSAL TO THE ISSUING OFFICE AT:**



Department of Administration  
Division of Admin Services  
PO Box 110208  
Juneau, Alaska 99811-0208

**THIS IS NOT AN ORDER**

**DATE AMENDMENT ISSUED: October 1, 2010**

**RFP TITLE: Statewide Administrative Systems Replacement Project**

**DEADLINE FOR RECEIPT OF PROPOSALS: 1:30pm, Alaska Time, October 15, 2010.**

**Important Note To Offerors:** In order for your proposal to be considered responsive, this amendment, in addition to your original proposal and other required documents, must be signed, dated, and received by the issuing office prior to the time set for receiving proposals.

This Amendment is issued to notify potential Offerors that an attachment to the RFP, Attachment/Exhibit F, Software Functionality and Technical Requirements, has been updated. The previous Attachment/Exhibit posted on the State's Online Public Notice website did not contain the updates made in Amendment Four.

**All terms and conditions not modified by this amendment remain in full force and effect.**

**IMPORTANT:**

This is a **mandatory return** Amendment because it constitutes a material change that requires interested parties to understand and acknowledge. Please complete the information below and return this document with your proposal.

CIBER, Inc.

Name of Company

A handwritten signature in black ink, appearing to read "CIBER, Inc.", written over a horizontal line.

10/11/2010

A handwritten signature in black ink, appearing to read "Staci Augustus", written over a horizontal line.

Staci Augustus, CPPB  
Procurement Officer

<mailto:Staci.augustus@alaska.gov>

Phone: (907) 465-5656 TDD: (907) 465-2205

FAX: (907) 465-2194

# Black & Veatch: State of Alaska

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State of Alaska: Statewide Administrative Systems Replacement Project  
RFP 201--0200-9388

## Exhibit A: Black & Veatch Subcontractor Commitment Letter

September 30, 2010

State of Alaska  
Department of Administration: Division of Administrative Services  
10<sup>th</sup> Floor, State Office Building  
333 Willoughby  
Juneau, Alaska 99801

Dear Selection Committee,

Black & Veatch Corporation ("Black & Veatch") is pleased to be a key subcontractor to the CIBER/SAP proposal to replace the State's Administrative Systems.

**This letter is to verify that Black & Veatch is committed to render the services required by the contract.** CIBER and Black & Veatch have entered into a formal Teaming Agreement describing the terms/conditions, rates, roles, and responsibilities associated with this project.

We look forward to the opportunity to provide substantial value and support to ensure the project meets the contracted and performance expectations of the State.

Sincerely,

BLACK & VEATCH CORPORATION



David A. DeMaio  
Vice President  
Tel: 567-224-2151  
Email: [demaioda@bv.com](mailto:demaioda@bv.com)

**EXHIBIT A6: SYSTEM IMPLEMENTATION OFFEROR PROFILE**

Use this form to provide information about the primary system implementation Offeror being proposed as part of this response.

**SYSTEM IMPLEMENTATION OFFEROR**

Name of company	Black & Veatch Corporation
Company website	<a href="http://www.bv.com">www.bv.com</a> <a href="http://www.bv.com/sap">www.bv.com/sap</a>
Name of parent company (if applicable)	n/a
Headquarters location	Overland Park, KS
Number of field offices	100 +
Location and hours of office servicing this account	710 2nd Avenue, Suite 1160 Seattle, WA 98104  7:00am – 6:00pm
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	C-corp
Length of time in business	90+ years
Gross revenue for the prior fiscal year (in US dollars)	\$2.7B
Net income for the prior fiscal year (in US dollars)	\$32M
Total number of full-time personnel	8,323
Number of full-time personnel in:	
◆ Customer and software support	n/a
◆ Installation and training	280
◆ Product development	n/a
◆ Sales, marketing, and administrative support	800 (approx)

**IMPLEMENTATION SERVICES PROFILE**

Length of time in business of implementing proposed software	12 years
Percentage of gross revenue generated by implementing proposed software	7% (approx)
Total number of clients for which you have provided similar implementation services	20 (approx)
Total number of state or local government clients with at least 10,000 employees for which you have provided similar implementation services	n/a
Total number of clients for which you have implemented the proposed software	25 (approx)
Total number of state or local government clients with at least 10,000 employees for which you have implemented the proposed software	n/a
Number of installations of the proposed software completed within the last 36 months	4

1 Doyon Place, Suite 300  
Fairbanks, Alaska 99701

Toll free: (888) 478-4733  
In Fairbanks: (907) 459-2000



October 11, 2010

State of Alaska  
Department of Administration: Division of Administrative Services  
10<sup>th</sup> Floor, State Office Building  
333 Willoughby  
Juneau, Alaska 99801

Dear Selection Committee:

Doyon, Limited ("Doyon") is pleased to be a key subcontractor to the CIBER/SAP proposal to replace the State's Administrative Systems.

This letter is to verify that Doyon is committed to render the services required by the contract. CIBER and Doyon have entered into a formal Teaming Agreement describing the terms/conditions, rates, roles, and responsibilities associated with this project.

We look forward to the opportunity to provide substantial value and support to ensure the project meets the contracted and performance expectations of the State.

Sincerely,

A handwritten signature in black ink, appearing to read "James R. Johnsen".

James R. Johnsen  
Senior Vice President of Administration



State of Alaska: Statewide Administrative Systems Replacement Project  
RFP 2010—0200-9388

## Exhibit A: PangoMedia Subcontractor Commitment Letter

October 7, 2010

State of Alaska Department of Administration: Division of Administrative Services  
10th Floor, State Office Building  
333 Willoughby  
Juneau, Alaska 99801

### Selection Committee Members:

PangoMedia, Inc. is an Alaskan owned and operated software engineering company with over a decade of experience in Alaska and a long and successful history of software engineering, BI / reporting and business analysis projects with the State of Alaska. We are pleased to be a subcontractor providing business intelligence and reporting services on the CIBER/SAP proposal to replace the State's Administrative Systems.

This letter is to verify that PangoMedia is committed to render the services required by the contract. CIBER and PangoMedia have entered into a formal Teaming Agreement describing the terms/conditions, rates, roles, and responsibilities associated with this project.

PangoMedia looks forward to the opportunity to work closely with both CIBER and the State of Alaska to provide the services described in this response.

Sincerely,

**Geoffrey L. Wright**  
President

907.727.9397  
geoff.wright@pangomedia.com

## ATTACHMENT B PAST PERFORMANCE INFORMATION

### TABLE OF CONTENTS

<b>REFERENCE LISTS</b> .....	<b>2</b>
Exhibit B1: Critical Components and Reference List Definitions.....	2
Exhibit B2: Reference Lists .....	3
<b>SURVEY QUESTIONNAIRES</b> .....	
Exhibit B3: Software Product Questionnaires .....	
Exhibit B4: System Implementer Questionnaires .....	

**REFERENCE LISTS**

**EXHIBIT B1: CRITICAL COMPONENTS AND REFERENCE LIST DEFINITIONS**

**CRITICAL COMPONENTS**

The State of Alaska will be analyzing Past Performance Information (PPI) on the critical components that are proposed. The PPI information will be in the form of a reference. The components that will be evaluated for this RFP include:

- Software Offeror(s)
- System Implementation Offeror

Follow the directions shown in RFP 7.03. Please identify each critical component that will be evaluated in this solicitation by providing their names in the table below.

<b>SOFTWARE VENDOR (FIRM):</b>	SAP America, Inc.
<b>SYSTEM IMPLEMENTER (FIRM):</b>	CIBER, Inc.

**REFERENCE LIST DEFINITIONS**

The following table presents definitions for items required in the reference tables.

<b>ITEM</b>	<b>DEFINITION</b>
<b>SURVEY ID (CODE)</b>	A unique (different) number assigned to each survey
<b>POINT OF CONTACT</b>	First and last name of the person who will answer customer satisfaction questions
<b>PHONE NUMBER</b>	Current phone number for the reference (including area code)
<b>FAX NUMBER</b>	Current fax number for the reference (including area code)
<b>EMAIL ADDRESS</b>	Current email address for the reference
<b>CLIENT NAME</b>	Name of the company or institution for which the work was performed
<b>PROJECT NAME</b>	Name of the project
<b>DATE COMPLETED</b>	Date when the project was completed, in mm/dd/yyyy format
<b>COST OF PROJECT</b>	Awarded cost of project, including all contract modifications

**EXHIBIT B2: REFERENCE LISTS**

Complete a table for each critical component (software vendor, system implementer). Each critical component must submit a minimum of three references, but no more than ten. The reference lists should include the firm's and individual's best, relevant past contracts. A specific project may be listed **only once** in each reference list. The past projects must be 100% complete and in production status; projects that are not 100% completed will be rejected and not count towards the overall score for references. All fields are required for each reference. If any required information is omitted, no credit will be given for the reference.

**SOFTWARE VENDOR REFERENCE LIST**

SURVEY ID	POINT OF CONTACT	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS	CLIENT NAME	PROJECT NAME	DATE COMPLETED	COST OF PROJECT
01	Gary Thomas	919-707-2125	919-707-2016	gthomas@ncdot	North Carolina Dept of Transportation	ERP	FI in April 2003 and HR Module in Jan 2009	\$35,000,000
02	Patrick O'Cain	803-734-0421	803-734-0179	pocain@cio.sc.gov	State of SC	South Carolina Enterprise Information System (SCEIS)	Dec 2009	\$78,000,000
03	Colby Smith	717-705-9101	717-705-9102	colbsmith@state.pa.us	COPA	Integrated Enterprise System	Live in July 2002 for FIN + Procurement , Feb 2004 for HR Payroll	\$51,900,000
04	Tim Delp	717 939 9551 ext 4430	717-671-1905	tdelp@patunpike.com	PA Turnpike	ERP	April 2008	\$70,000,000
05	Susan Laveway	702-868 6407	702 868 6466	slaveway@co.clark.nv.us	Clark County, NV	ERP	March 2008	\$34,700,000
06	Gerri La Rue Higgs	916-654-9412	916-653-9712	ghiggs@water.ca.gov	CA DWR	ERP	July 2008	\$1,000,000+
07	William Tsuei	909-379-7123	909-379-7323	William.Tsuei@omnitrans.org	Omnitrans	ERP	June 2009	\$13,000,000
08	Sylvia Vaught	225-342-0914	225-342-0219	Sylvia.vaught@la.gov	State of Louisiana	ERP	March 2001	
09	Michael Connelly	916-874-7512	916-874-7752	connellym@saccounty.net	Sacramento County	HR, Finance, MM	2000	\$17,000,000
10	Hermes S Mendez	407-947-0277	407-317-3292	mendezh@ocps.k12.fl.us	Orange County Public Schools	ERP	July 1999	\$12,000,000

**SYSTEM IMPLEMENTER REFERENCE LIST**

<b>SURVEY ID</b>	<b>POINT OF CONTACT</b>	<b>PHONE NUMBER</b>	<b>FAX NUMBER</b>	<b>EMAIL ADDRESS</b>	<b>CLIENT NAME</b>	<b>PROJECT NAME</b>	<b>DATE COMPLETED</b>	<b>COST OF PROJECT</b>
1	Tim Delp	717-939-9551 ext. 6550	717-671-1905	tdelp@paturnpike.com	The Pennsylvania Turnpike Commission	PRIDE ERP Implementation	June 1, 2008	\$62,300,000
2	Martha Greenway	404-405-4055	404-669-4922	greenwaym@fulton.k12.ga.us	Fulton County Schools	Project A+ ERP Implementation	January 1, 2008	\$19,000,000
3	William Tsuei	909-379-7123	909-379-7383	william.tsuei@omnitrans.org	Omnitrans	ERP Implementation	January 1, 2010	\$13,000,000
4	Patrick Barr	904-348-5167	904-348-5737	barrp@duvalschools.org	Duval Public Schools	ERP Upgrade	May 1, 2010	\$1,700,000
5	Dr. Frank A. Morell	201-267-8367	201-460-8384	fmorelli@movadogroup.com	Movado Group Inc.	ERP Implementation	September 1, 2009	\$4,000,000
020	Laura Schmidt	775-858-5921	775-861-4080	LSchmidt@washoecounty.us	County of Washoe	SAP ERP Implementation (WINet)	July, 2004	\$10,000,000
030	Susan Laveway	702-868-6407	702-249-6985	Slaveway@co.clark.nv.us	County of Clark, Nevada	SAP ERP Implementation (Summit)	March, 2008	\$12,000,000
040	Jeb Erb	805-788-2964	805-781-1220	jerb@co.slo.ca.us	County of San Luis Obispo, CA	SAP ERP	Sept 1, 2009	\$750,000
050	Maria Zuniga	505-259-6864	505-468-7021	mzuniga@berncogov	County of Bernalillo, NM	SAP ERP	Mar 1, 2008	\$10,000,000
060	Satish Nath	503-988-3432	503-988-3009	satishwar.s.nath@co.multnomah.or.us	County of Multnomah, OR	SAP Split Ledger Project	Aug 1, 2004	\$1,000,000

**SURVEY QUESTIONNAIRES****EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE****Software Product Survey Questionnaire  
(State of Alaska)**

**State of North Carolina**

To: Gary Thomas Survey ID: 01 \_\_\_\_\_  
(Name of person completing survey)

Phone: 919-707-2125 Fax: 919-707-2016

Subject: Past Performance Survey of: SAP Public Services  
(Software Vendor Name)

**Please return the completed survey to: SAP Public Services**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: North Carolina Dept of Transportation

Number of Employees: 15,000

Project Cost: 35 million

Project Duration (months): 28 months

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	10
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	10
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	10
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	10
5	What is your overall level of customer satisfaction with the software product?	(1-10)	10
6	Is the system fully in production (is implementation complete)?	Circle	(Y)

Gary Thomas Printed Name (of Past Client Evaluator)

Gary Thomas Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**SURVEY QUESTIONNAIRES**

**EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE**

**Software Product Survey Questionnaire  
(State of Alaska)**

To: Patrick M. O'Cain State of South Carolina Survey ID: 02  
(Name of person completing survey)

Phone: 803-734-0421 Fax: 803-734-0179

Subject: Past Performance Survey of: SAP Public Services  
(Software Vendor Name)

Please return the completed survey to: **SAP Public Services**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: State of South Carolina

Number of Employees: 47,000

Project Cost: 78,000,000

Project Duration (months): 60 months

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	8
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	10
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	9
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	8
5	What is your overall level of customer satisfaction with the software product?	(1-10)	9
6	Is the system fully in production (is implementation complete)?	Circle	(Y/N) *

Patrick M O'Cain  
 Printed Name (of Past Client Evaluator)

[Signature]  
 Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

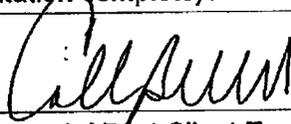
\* All Functionality in production for 70 of 71 agencies - Dept of Trans  
 Attachment B - Past Performance Information B-1 WIP

**SURVEY QUESTIONNAIRES****EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE****Software Product Survey Questionnaire  
(State of Alaska)**To: Colby Smith Survey ID: 03  
*(Name of person completing survey)*Phone: 717-705-9101 Fax: 717-705-9102Subject: Past Performance Survey of: SAP  
*(Software Vendor Name)***Please return the completed survey to: [ann.nguyen@sap.com]**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Integrated Enterprise System, Commonwealth of PA  
 Number of Employees: 155 - project phase (126 currently)  
 Project Cost: SAP ~ \$51.9M (initial contract - incl \$11.2M maint & \$11.4M optional svcs) [ST costs ~ \$125M]  
 Project Duration: ~ 35 months

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	7
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	9
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	8
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	9
5	What is your overall level of customer satisfaction with the software product?	(1-10)	8.5
6	Is the system fully in production (is implementation complete)?	Circle	YES

Colby B. Smith (Director, IES)  
Printed Name (of Past Client Evaluator)
  
Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**SURVEY QUESTIONNAIRES**

**EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE**

**Software Product Survey Questionnaire  
(State of Alaska)**

To: Tim Delp Survey ID: 04  
*(Name of person completing survey)*

Phone: (717) 939-9551 ext. 4430 Fax: 717-671-1905

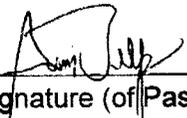
Subject: Past Performance Survey of: SAP  
*(Software Vendor Name)*

**Please return the completed survey to: ann.nguyen@sap.com**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Pennsylvania Turnpike Commission  
Number of Employees: 2,022  
Project Cost: \$70 Million  
Project Duration (months): 41 Months

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	8
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	10
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	9
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	9
5	What is your overall level of customer satisfaction with the software product?	(1-10)	9
6	Is the system fully in production (is implementation complete)?	Circle	Yes

Tim Delp   
Printed Name (of Past Client Evaluator) Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**SURVEY QUESTIONNAIRES**

**EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE**

**Software Product Survey Questionnaire  
(State of Alaska)**

**State of California – Department of Water Resources**  
To: Gerri La Rue Higgs Survey ID: 06 \_\_\_\_\_  
*(Name of person completing survey)*  
Phone: (916) 654-9412 Fax: N/A 916-653-9712  
Subject: Past Performance Survey of: SAP  
*(Software Vendor Name)*

**Please return the completed survey to: SAP Public Services**

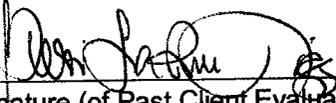
As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: California State Department of Water Resources  
Number of Employees: Approx. 2,800  
Project Cost: \$1 million +  
Project Duration (months): 9

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	8
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	8
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	8
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	7
5	What is your overall level of customer satisfaction with the software product?	(1-10)	8
6	Is the system fully in production (is implementation complete)?	Circle	<input checked="" type="radio"/> Y <input type="radio"/> N

Gerri La Rue Higgs

Printed Name (of Past Client Evaluator)

  
Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**SURVEY QUESTIONNAIRES**

**EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE**

**Software Product Survey Questionnaire  
(State of Alaska)**

To: William Tsuei Survey ID: 07

*(Name of person completing survey)*

Phone: 909-379-7123 Fax: 909-379-7323

Subject: Past Performance Survey of: SAP

*(Software Vendor Name)*

**Please return the completed survey to: [ <<fill in Offeror's return information here>> ]**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Omnitrans

Number of Employees: 816

Project Cost: \$13 Million

Project Duration (months): 27 months

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	10
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	10
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	10
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	10
5	What is your overall level of customer satisfaction with the software product?	(1-10)	10
6	Is the system fully in production (is implementation complete)?	Circle	<input checked="" type="radio"/> Y / <input type="radio"/> N

William Tsuei

Printed Name (of Past Client Evaluator)

  
Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**SURVEY QUESTIONNAIRES**

**EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE**

**Software Product Survey Questionnaire  
(State of Alaska)**

To: Michael Connelly **Sacramento County** Survey ID: 09 \_\_\_\_\_  
*(Name of person completing survey)* 916-874-7752  
Phone: (916) 874-7512 Email: connellym@saccounty.net  
Subject: Past Performance Survey  
of: SAP HR, Finance, MM modules  
*(Software Vendor Name)*

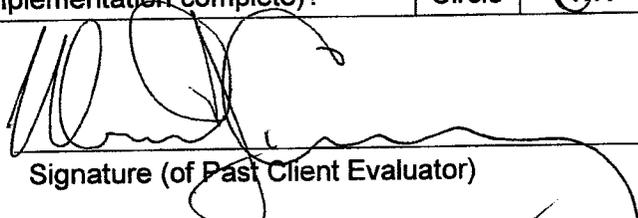
**Please return the completed survey to: SAP Public Services**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: County of Sacramento  
Number of Employees: 11,000  
Project Cost: \$7.7 million  
Project Duration (months): 18

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	7
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	9
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	9
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	8
5	What is your overall level of customer satisfaction with the software product?	(1-10)	8
6	Is the system fully in production (is implementation complete)?	Circle	<input checked="" type="radio"/> Y <input type="radio"/> N

Michael Connelly, IT Manager  
County of Sacramento

  
Signature (of Past Client Evaluator)

Printed Name (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor

**SURVEY QUESTIONNAIRES**

**EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE**

**Software Product Survey Questionnaire  
(State of Alaska)**

To: Orange County Public Schools Survey ID: 10 \_\_\_\_\_  
Hermes Mendez  
*(Name of person completing survey)*

Phone: 407.317.3252 Fax: 407-317-3292

Subject: Past Performance Survey of: SAP Public Services  
*(Software Vendor Name)*

**Please return the completed survey to: SAP Public Services**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Orange County Public Schools

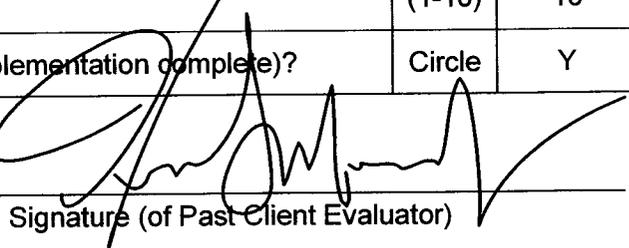
Number of Employees: 24,000

Project Cost: \_\_\_\_\_

Project Duration (months): 12 Months

#	QUESTION/CRITERIA	UNIT	SCORE
1	How satisfied are you with the software product's ease of use (e.g., user interface, learning curve)?	(1-10)	10
2	How satisfied are you with the ability of software product to meet your functional needs (e.g., business requirements)?	(1-10)	10
3	How satisfied are you with the software product's flexibility (e.g., adjustable workflows, adaptable configurations)?	(1-10)	10
4	How satisfied are you with the vendor's ongoing maintenance and support?	(1-10)	9
5	(916) 653-4684(916) 653-4684What is your overall level of customer satisfaction with the software product?	(1-10)	10
6	Is the system fully in production (is implementation complete)?	Circle	Y

Hermes S. Mendez  
Printed Name (of Past Client Evaluator)

  
Signature (of Past Client Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE****System Implementer Survey Questionnaire  
(State of Alaska)**To: Laura Schmidt Survey ID: 020*(Name of person completing survey)*Phone: (775) 858-5921 Fax: (775) 861-4080Subject: Past Performance Survey of: Black & Veatch Corp*(System Implementer Name)***Please return the completed survey to: meyerJR@bv.com or fax 530-342-5230**

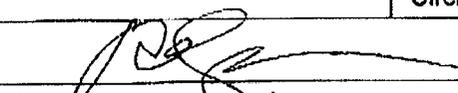
As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: County of Washoe, NevadaNumber of Employees: 3,100 (at time of implementation)Project Cost: \$10MProject Duration (months): Finance/Logistics -- Jan '03-Oct '03  
HR/Payroll/ESS -- Jan '03-Dec '03

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	9
5	How satisfied were you with the use of best practices during implementation?	(1-10)	9
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	9
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	9
8	How satisfied were you with product training?	(1-10)	8
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	<input checked="" type="radio"/> Y <input type="radio"/> N

Laura Schmidt

Printed Name (of Evaluator)



Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

To: Susan Laveway Survey ID: 030  
(Name of person completing survey)  
 Phone: (702) 868-6407 Fax: (702) 249-6985  
 Subject: Past Performance Survey of: Black & Veatch\* - Subcontractor with IBM for SAP Phase 1 rollout of Financials. Go-live November 1,  
(System Implementer Name)

Please return the completed survey to: meyerJR@bv.com or fax 530-342-5230

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: County of Clark, NV - Multi-agency Implementation  
 Number of Employees: 17,000  
 Project Cost: \$14.6M (Ph 1)  
 Project Duration (months): 12mo (Phase 1)

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	10
5	How satisfied were you with the use of best practices during implementation?	(1-10)	9
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	9
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	8**
8	How satisfied were you with product training?	(1-10)	9
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	<input checked="" type="radio"/> Y <input type="radio"/> N

Susan Laveway Susan Laveway 9/30/10  
 Printed Name (of Evaluator) Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor. This form and associated information is not to be released to other parties without prior written consent of Clark County.  
 \* Arlston Consulting acquired by Black & Veatch in 2009 - \*\*As it relates to Blueprinting Activity.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

To: Jim Erb Survey ID: 040  
*(Name of person completing survey)*

Phone: (805) 788-2964 Fax: (805) 781-1220

Subject: Past Performance Survey of: Black & Veatch  
*(System Implementer Name)*

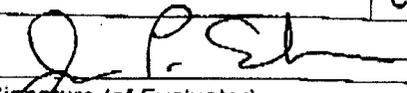
Please return the completed survey to: meyerJR@bv.com or fax 530-342-5230

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: County of San Luis Obispo, CA - Project: SAP Upgrade  
Number of Employees: 2,500  
Project Cost: \$750,000  
Project Duration (months): 6 months

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	10
5	How satisfied were you with the use of best practices during implementation?	(1-10)	9
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	10
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	9
8	How satisfied were you with product training?	(1-10)	9
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	(Y) / N

James P. Erb, Assistant Auditor-Controller  
Printed Name (of Evaluator)

  
Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE****System Implementer Survey Questionnaire  
(State of Alaska)**

To: Maria Zuniga Survey ID: **050**  
*(Name of person completing survey)*

Phone: (505) 259-6864 Fax: (505) 468-7021

Subject: Past Performance Survey of: Black & Veatch  
*(System Implementer Name)*

Please return the completed survey to: meyerJR@bv.com or fax 530-342-5230

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey

Organization Name: County of Bernalillo, NM

Number of Employees: 2300

Project Cost: \$12 million

Project Duration (months): 12 months

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	10
5	How satisfied were you with the use of best practices during implementation?	(1-10)	10
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	10
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	10
8	How satisfied were you with product training?	(1-10)	10
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	Yes

Maria Zuniga Printed Name (of Evaluator)

 Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

To: Satish Nath Survey ID: 060  
*(Name of person completing survey)*

Phone: (503) 988-3432 Fax: 503-988-3009

Subject: Past Performance Survey of: Black & Veatch  
*(System Implementer Name)*

Please return the completed survey to: meyerJR@bv.com or fax 530-342-5230

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: County of Multnomah, OR

Number of Employees: 4,900

Project Cost: \$700,000

Project Duration (months): 3 Months

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?) <i>Completed below budget</i>	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	9
5	How satisfied were you with the use of best practices during implementation?	(1-10)	10
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	10
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	8
8	How satisfied were you with product training?	(1-10)	10
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	9
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	<input checked="" type="radio"/> Y <input type="radio"/> N

SATISH NATH

Printed Name (of Evaluator)

*Satish Nath*

Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE****System Implementer Survey Questionnaire  
(State of Alaska)**

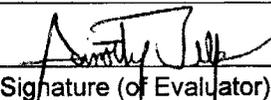
[&lt;&lt;Offeror to complete this section&gt;&gt;]

To: Tim Delp Survey ID: 1  
*(Name of person completing survey)*Phone: 717-939-9551 ext. 6550 Fax: 717-671-1905Subject: Past Performance Survey of: CIBER  
*(System Implementer Name)***Please return the completed survey to: [dowen@ciber.com](mailto:dowen@ciber.com)**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Pennsylvania Turnpike Commission  
Number of Employees: 2,100  
Project Cost: \$62.3 Million  
Project Duration (months): 41 Months

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	9
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	9
5	How satisfied were you with the use of best practices during implementation?	(1-10)	9
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	9
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	10
8	How satisfied were you with product training?	(1-10)	10
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	(Y) N

Timothy Delp  
Printed Name (of Evaluator)  
Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

To: Martha Greenway [ <<Offeror to complete this section>>] Survey ID: 2  
(Name of person completing survey)  
 Phone: 404-405-4055 Fax: 404-669-4922  
 Subject: Past Performance Survey of: CIBER  
(System Implementer Name)

Please return the completed survey to: downaciber.com

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: F u l t o n C o u n t y S c h o o l s  
 Number of Employees: 1 3 , 0 0 0  
 Project Cost: \$ 1 9 M  
 Project Duration (months): 3 0

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	8
2	How satisfied were you with the implementation projects duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	9
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	8
5	How satisfied were you with the use of best practices during implementation?	(1-10)	8
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	9
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	9
8	How satisfied were you with product training?	(1-10)	8
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	9
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	Y

Martha T. Greenway  
 Printed Name (of Evaluator)

*Martha T. Greenway*  
 Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4. SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

To: William Tsuei Survey ID: 3  
*(Name of person completing survey)*

Phone: 909-379-7123 Fax: 909-379-7323

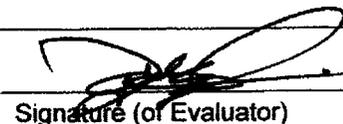
Subject: Past Performance Survey of: CIBER  
*(System Implementer Name)*

**Please return the completed survey to: dowen@ciber.com**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Omnitrans  
 Number of Employees: 816  
 Project Cost: \$13 Million  
 Project Duration (months): 27 months

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	10
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	10
5	How satisfied were you with the use of best practices during implementation?	(1-10)	10
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	10
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	10
8	How satisfied were you with product training?	(1-10)	10
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	<input checked="" type="radio"/> Y <input type="radio"/> N

William Tsuei  9/9/10  
 Printed Name (of Evaluator) Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

[<<Offeror to complete this section>>]

To: Patrick Barr Survey ID: 4  
*(Name of person completing survey)*

Phone: 904 348-5167 Fax: 904-348-5737

Subject: Past Performance Survey of: CIBER  
*(System Implementer Name)*

**Please return the completed survey to: down@ciber.com**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Duval County Public Schools  
 Number of Employees: 14,500  
 Project Cost: \$1.7M  
 Project Duration (months): 6

	CRITERIA	UNIT	SCORE
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	9
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	10
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	10
5	How satisfied were you with the use of best practices during implementation?	(1-10)	10
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	10
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	10
8	How satisfied were you with product training?	(1-10)	10
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	Y/N

Patrick J. Barr  
Printed Name (of Evaluator)

Patrick J. Barr  
Signature (of Evaluator)

Thank you for your time and effort in assisting the State of Alaska in this important endeavor.

**EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE**

**System Implementer Survey Questionnaire  
(State of Alaska)**

**[<<Offeror to complete this section>>]**

To: Dr. Frank A. Morelli Survey ID: 5  
*(Name of person completing survey)*

Phone: 201-267-8367 Fax: 201-460-8384

Subject: Past Performance Survey of: CIBER  
*(System Implementer Name)*

**Please return the completed survey to: downen@ciber.com**

As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their key personnel. As you have direct experience with the system implementer listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. If you do not have sufficient knowledge in a particular area, leave it blank. The State of Alaska greatly appreciates your time in completing this survey.

Organization Name: Movado Group Inc.  
 Number of Employees: 1500  
 Project Cost: Confidential  
 Project Duration (months): 18 Months

	<b>CRITERIA</b>	<b>UNIT</b>	<b>SCORE</b>
1	How satisfied were you with the project's actual cost? (Was the project delivered within your cost expectations?)	(1-10)	8
2	How satisfied were you with the implementation project's duration and adherence to schedule?	(1-10)	7
3	How satisfied were you with the overall management, completion, and delivery of the project?	(1-10)	10
4	How satisfied were you with the management of risks and potential issues during the implementation project?	(1-10)	9
5	How satisfied were you with the use of best practices during implementation?	(1-10)	7
6	How satisfied were you with the way business requirements were translated into system configuration?	(1-10)	8
7	How satisfied were you with business process reengineering associated with the software implementation (if applicable)?	(1-10)	9
8	How satisfied were you with product training?	(1-10)	7
9	How satisfied were you with your working relationship with the implementation team?	(1-10)	10
10	How likely would you be to contract with this firm again?	(1-10)	10
11	Is the project complete?	Circle	<u>Y</u> / N

Frank A. Morelli



Printed Name (of Evaluator)

Signature (of Evaluator)

## ATTACHMENT C PROJECT APPROACH

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### GENERAL INSTRUCTIONS

This template must be used, including 10-point Arial font. Modifications to the format of this template (e.g., altering font size, altering font type, adding colors, adding pictures etc) will result in your entire proposal being found non-responsive.

Exhibits C1-C3 must be “cleansed” of any identifying names or information. **Do not list any names/information that can be used to identify your firm. The inclusion of any identifiable information may result in the proposal being found non-responsive.**

## WORK PLAN

### EXHIBIT C1: PROJECT WORK PLAN

Provide a concise summary of the Offeror's approach to delivering the services requested in the RFP. This description should demonstrate a clear understanding of how to successfully complete the work in a way that meets the State's needs. The summary should:

1. Describe the Offeror's methodology for managing project scope, schedule, and implementation of the project.
2. Describe the Offeror's approach to system initialization, system installation, business process design/reengineering, system configuration, system tailoring, interface design and development, data conversion, testing, and post-implementation stabilization.
3. Describe how the Offeror will transition from existing systems to the proposed systems.
4. Describe how the Offeror will educate and train State employees on the proposed systems.
5. Describe how the Offeror will monitor performance throughout the contract term.

**Please note that your Project Work Plan cannot exceed three pages (excluding these instructions).**

## PROJECT WORK PLAN

1. Describe the Offeror's methodology for managing project scope, schedule, and implementation of the project.

**Project Management Methodology** – Our proven project management methodology provides a disciplined process for successfully delivering valued business solutions to our clients on time and on budget. Our company's Project Management Methodology (PMM) is comprised of three primary project management phases: Planning, Execution, and Closure. The approaches within these three phases represent industry best practices and are consistent with the Project Management Institute (PMI) practices. We also use our PMRx Project site – a project communication and repository tool – to track project progress, issues, risks, change control and other project information and artifacts.

Our Project Manager monitors the project using our standard project plan to track tasks and monitor the critical path, making adjustments in the plan as needed. Our project plan and control processes are used by the Project Manager to manage project tasks, risks, issues and changes throughout the project and ensure that the project is on time and within budget. These processes are designed to control scope creep, enforce standards for quality assurance, and manage issues and risks. Project control processes include Issue Management, Risk Management, Change Management, Quality Assurance and Acceptance Management.

**Project Schedule and Scope** – Our recommended implementation approach is based on the philosophy of implementing core functionality first to ensure core business operations are supported. This approach reduces the overall project risks and allows the organization and users to adapt to the change they will experience as they transition from their current legacy systems to the best practice processes provided by the ERP Vendor's software.

Our implementation approach, phasing and timeline are built on our understanding of the State's functionality outlined in the RFP's Section Five, Scope of Work and the requirements provided in Attachment F along with our experience implementing the modules required to support those requirements. Our team will implement the ERP Vendor's system in two phases:

- Phase I – Finance, Purchasing, eProcurement – July 1, 2011 through July 1, 2012
- Phase II – HCM, Employee/Manager Self Service, Budget, Treasury and Vendor Self Service – July 1, 2012 through July 1, 2013

The project phases focus on establishing the integrated Finance modules, Purchasing and eProcurement in Phase I followed immediately by full HCM functionality including Employee Self Service, Vendor Self Service, Budgeting and Treasury Management. We have selected the right team to ensure project success; our consultants assigned to the State's project have an average of more than 9 years of experience implementing the ERP Vendor's software and in-depth public sector experience.

2. Describe the Offeror's approach to system initialization, system installation, business process design/reengineering, system configuration, system tailoring, interface design and development, data conversion, testing, and post-implementation stabilization.

We use several methodologies in the implementation of the ERP Vendor's system. Some of these methodologies include the following:

**Project Management Methodology (PMM)** – PMM is our proven project management methodology based on Project Management Institute (PMI) standards. The key components of our PMM are planning, control and communications. We will adhere to this methodology in performing the work to monitor and control the project's progress. Our project team will also use our PMRx Project site project tool and repository to track project progress, information and artifacts. PMM provides a disciplined process to aid in delivering valued business solutions to our clients on time and on budget.

**Accelerated Implementation Methodology** – Our team employs the approved ERP Vendor's approach for managing the project phases and deliverables. We enhance these project management processes by utilizing tools and templates created from our experiences on other implementations. We leverage the work we do with other clients to help jump start our projects using the tools and templates available. Our

implementation methodology breaks a project into five phases: Project Preparation, Blueprint, Realization, Final Preparation/Cutover and Go Live/Support. Each phase has a unique set of deliverables depending upon the requirements and scope of the implementation.

**Business Process Redesign/Reengineering** – The Business Process Redesign begins with the Blueprint phase of the project. Our team conducts business process workshops to capture the current business processes and contrast those processes with the standard ERP Vendor's business processes. The results of that effort are documented as "as is" processes and "to be" processes. We also identify the impacts of the changes to those processes, which are addressed in the Change Management Strategy and Planning efforts.

**Blueprint and Configuration** – The Blueprint phase also defines how the standard system functionality meets the State's requirements, configuration changes required and functionality that will require enhancements. The Blueprint documents all of the changes, including configurations, interfaces, reports and enhancements necessary to meet the State's business needs. Our team begins configuration changes once the Blueprint has been reviewed and approved by the State.

**Change Management Methodology** – Organizational readiness must be part of the overall implementation plan to minimize overall risk. Transition to new systems, processes and reporting can be overwhelming to an organization. Our change management approach identifies the major impacts to key stakeholders, develops an approach to address major changes and uses communication and readiness workshops to prepare the organization and staff for the new system. As a result, the organization is ready and able to support the system once live.

**Conversion Methodology** – Our methodology includes development of a conversion plan, data mapping steps, approach to building and testing conversion programs, conversion testing plans, and data validation required to convert the required data successfully.

**Design Reviews/Code Reviews** – Technical project team members conduct design and code reviews to ensure that reports, conversion, interfaces, etc., are developed to the standards of the ERP Vendor, our organization and the State.

**Testing** – During the project, several testing cycles will ensure that the project team is delivering a quality product: system, user, parallel payroll and integration testing.

### 3. Describe how the Offeror will transition from existing systems to the proposed systems.

Transitioning the State from its existing system to its new ERP Vendor's system requires extensive planning, careful preparation and integrated execution with the overall project. Our transition activities are focused in two areas: organizational and technical. We initiate the organizational transition activities at the outset of the project by conducting a Change Readiness Assessment. This is designed to assess the State stakeholder's capacity for change and to identify issues that may affect the stakeholder's ability to adopt successfully the State's new system and business processes. We will use the results of the Change Readiness Assessment to assist the State in developing and implementing a Change Adoption Strategy that will address the impacts of the business process and system changes.

During the Business Blueprint phases of the project, our Change Management Lead will work together with the functional consultants and the State's Subject Matter Experts (SMEs) to redesign and document the State's new business processes. As business processes are defined, the Change Management Team will use the information from the business process redesign sessions to determine the organizational areas, departments, and job positions that are affected by the change. We will conduct Change Impact review sessions with the State to validate the changes, confirm the degree or extent of the changes and document the change impacts. Working with the State's managers to prepare stakeholders for the changes will be the primary focus of the Change Adoption and Communications activities as the project moves closer to go-live.

In conjunction with the Training program for each go-live, we will develop and deploy targeted communications for each State stakeholder group which will provide employees with information regarding what they can expect as the system goes into production. We will also conduct Business Readiness workshops with managers, SMEs, and key staff members to assist them in understanding

their new roles and responsibilities, make the cultural shift required to support the new process, and to help communicate the changes to the organization. Finally, we will conduct an assessment of change adoption achieved and identify opportunities for continuous improvement

4. Describe how the Offeror will educate and train State employees on the proposed systems.

The focus of our training approach is to help the State meet its business goals and project objectives by enabling employees to effectively use the ERP Vendor's system. To accomplish this, we will use a role-based training approach in which users receive training in the business processes and system tasks that are directly related to their job functions and system authorization. The role-based training program will be delivered via blended learning, which combines eLearning and distance learning with hands-on instructor-led training on system tasks. This approach reduces the amount of time users are away from their jobs for classroom training, maximizes the amount of time that users spend doing hands-on system tasks in class and reduces the total cost of ownership by providing repeatable eLearning courses that can be used to train new employees.

We will conduct a training needs assessment to identify the training needs for the State's project team, end users, and technical and operations personnel. We will assess the stakeholder audiences as well as the training infrastructure needed to deliver training. The needs assessment outcomes and analysis will be key inputs to the development of the overall Training Strategy, which will detail the training goals and objectives for all stakeholders who are impacted by the project as well as the specific approaches for each training stakeholder group.

We will provide a detailed training plan for the design, implementation and evaluation of the training program for each implementation phase. The training plan for each phase will identify the employee audiences, training content for each of the audiences, training delivery methods, training delivery schedule and training delivery locations. The plan will also include resources needed such as the number of classrooms and number of trainers required to conduct the training for that phase.

Working collaboratively with the State's SMEs, our instructional designers will develop the course curriculum based on the State's new business processes and create customized courseware. In addition, we will customize and deliver a Train-the-Trainer program to prepare the State's instructors in the course content, delivery and use of the materials, and basic adult learning principles. Finally, we will use our Capability Transfer methodology to prepare the State's operational and technical staff to become self-sufficient in supporting and managing the State's system.

5. Describe how the Offeror will monitor performance throughout the contract term.

**Project Controls** – We monitor performance in many different ways. During the beginning of a project (Project Prep), the Project Manager will work with the team to refine the baseline project plan. This plan defines at a high level the tasks, dependencies, resources and project timeline required to implement the scope of the project. The Project Manager uses the project control activities to evaluate and manage issues, risks and changes throughout each month.

**Project Communication and Meetings** – Weekly and monthly project reports communicate critical project information to the State's project team, stakeholders, steering committee and State leadership. Those reports include the status of project tasks in relation to the project plan, project costs compared to project budget, and earned value (project tasks accomplished compared to tasks planned). In addition to status reporting, weekly project team meetings will be held to assess progress on project issues and changes requested. These meetings provide everyone with the opportunity to talk about the successes accomplished and activities planned for the next week. Monthly Steering Committee meetings are extremely beneficial because they provide an opportunity to keep the sponsors informed regarding the successes achieved and elicit their input and guidance for upcoming tasks and challenges.

**Project Performance and Quality** – An important component of our methodologies is the quality assessment audits that are scheduled and conducted at critical checkpoints in the project. These checkpoints not only allow us to measure the progress of the project and its adherence to our standards and methodologies, but also to detect any potential issue and allow us to adjust and make improvements along the way.

## RAVA PLAN

### EXHIBIT C2: RISK ASSESSMENT

List and prioritize major risk items that are unique to this project, as well as your proposed mitigation strategies. This includes areas that may cause the service to not be completed within budget, schedule, or in accordance with the scope of work and conditions described in the RFP. The risks may include both internal and external factors. The risks should be non-technical, but should also contain enough information to describe to an evaluator why the risk is valid. Explain, also in non-technical terms, how best to mitigate or avoid the risks, highlighting your unique methods or approaches.

The risk assessment plan must include the risks and mitigation for both the Software Product and System Implementer Offerors in the same response form.

**Please note that your Risk Assessment cannot exceed three pages (excluding these instructions).**

## RISK ASSESSMENT

**Risk 1:** The State's multiple projects will affect Alaska SME's availability. (Examples: ALDER reporting project, ASSET time reporting project, Fiscal YE Close activities, and annual Benefits Open Enrollment.)

**Solution 1:** Establish a Program Management Office that coordinates the execution of the ASSET, ALDER, and ERP projects. This Program Office will review the various project schedules in order to minimize the impact of each project to the others; assessing major staffing/timing impacts.

**Solution 2:** Incorporate into the project budget a reserve for hiring temporary personnel that can be used to backfill SME's. This would ensure multiple projects have the right staff available. These backfill resources can be hired either directly by the State or through the Systems Integrator (SI). The latter transfers the administrative burden away from the State to the SI.

**Risk 2:** State offices and work locations are geographically dispersed throughout the State, from Barrow to Ketchikan. Many of these rural communities have sub-standard bandwidth capabilities. These challenges pose risks from both an implementation, i.e. collaboration among team members in geographically dispersed sites, deployment, i.e. end-user training, and post go-live productive use of the system by State employees.

**Solution 1:** Our management methodology includes proactive planning of all project activities that require State resources from remote locations; accommodating their travel to/from the central project location. Our use of video conferencing and webinars as communication tools will minimize travel costs to and from remote locations.

**Solution 2:** Our project management methodology includes a training strategy, plan, and schedule that thoroughly address the deployment of the training program to the remote locations.

**Solution 3:** Addressing the connectivity issues will require collaboration among the stakeholders; we recommend the State address these issues as a separate project before the ERP project is deployed.

**Solution 4:** Select an ERP system with an architecture that inherently mitigates these risks. Our proposed ERP solution provides quick communication to the application for all types of users, i.e. internal, external, and remote users. We also plan to install additional application servers in Fairbanks and Anchorage, at a minimum, to provide optimal performance for users in locations other than Juneau.

**Risk 3:** Data quality in the legacy systems. The State is planning to replace myriad loosely connected systems. Some, if not all of these systems, use common and overlapping data elements. The quality of the data cleansing effort as well as the conversion will be critical to the successful deployment of the ERP solution. Incomplete data cleansing and/or data conversion poses the risk of a serious loss in performance post go-live. Data cleansing will also put an additional strain on State resources

**Solution 1:** Our project management methodology includes a conversion and data cleansing strategy, plan, and schedule that thoroughly addresses all aspects of data acquisition, cleansing, and conversion.

**Solution 2:** Our test strategy and plan for the State includes multiple test cycles that are executed with converted data, which thoroughly tests the quality of the data.

**Solution 3:** See Solution 2 to Risk 1 identified above

**Risk 4:** As the State migrates from its current legacy infrastructure to an ERP platform, its business processes will become more integrated and will depend more on the underlying IT infrastructure. Not having those systems available for any length of time therefore poses a business continuity risk.

**Solution:** The technology risk mitigation plan that we propose provides, among other elements, for a High-Availability system, and the planning for various disaster recovery scenarios. The fact that the State operates out of multiple locations provides for an optimal landscape to install both a high-availability infrastructure, as well as for disaster recovery locations. Our proposed ERP solution architecture can also make the most of the latest Disaster Recovery and High Availability technology, such as VMware or Microsoft Clustering Services, to provide a 'best' fit solution for the State of Alaska

**Risk 5:** Not achieving buy-in and collaboration among the various affected State agencies and

departments that will be affected by the new ERP system poses a serious risk to the successful deployment of an ERP solution.

**Solution:** Our implementation methodology and plan incorporates a comprehensive Organizational Change Management Plan that includes various organizational alignment assessments to measure buy-in, and activities to foster collaboration and achieve buy-in.

**Risk 6:** By not assigning the very best State resources to the ERP project, the State runs the risks that its processes are not modeled correctly and/or that not enough consideration is given to requirements.

**Solution:** We recommend that the State establish a project budget to backfill some if not all of the resources assigned to the project. That way the very best resources can be freed up to work on the project and gain the required knowledge and build their capability to manage the new system processes.

**Risk 7:** Insufficient planning for long-term post go-live maintenance and support causes many ERP implementations to stumble upon completion. The State is particularly vulnerable to reliance on consultants (from the lower 48 states) to provide post go-live support. Dependency and finding firms capable of providing support, travel costs to/from Alaska, and locating skilled resources is a challenge.

**Solution 1:** Our implementation methodology and plan includes a detailed and extensive capability assessment and knowledge transfer program that ensures that the State resources are prepared to support the system post Go-Live.

**Solution 2:** By selecting the one ERP solution where the software vendor has formalized a University Alliance Program with the University of Alaska, Anchorage, the State can establish in the community a pool of trained resources that can be used to supplement/support the State's resources long term. The alliance program will establish a curriculum over the next 2 years that will utilize the software in a variety of classes. Each of these classes will give students real world experience with the software as it relates to common business practices as well as software implementation. Long term, the University has expressed a willingness to align this initiative with the State's need, especially in the areas of accounting, supply chain and technology, and expand the number of courses using the software. Furthermore, the University program can be made available to State employees to provide additional training on the solution and technology platform. The vision behind creating this alliance is to support local jobs and provide a system that will allow for local, independent, long-term support of the ERP system.

**Solution 3:** Choose a systems integrator that is aligned with local and Alaska native corporations that are vested in the State and that can provide these support services

**Risk 8:** It is anticipated that there is currently a lack of (or simply unclear/conflicting) enterprise-wide policies in place. This may impact the State's ability to reach agreement on 'to-be' processes, potentially causing cost overruns, as well as delayed system adoption by the various user groups.

**Solution 1:** Our implementation methodology focuses on driving for broad participation of all affected departments in the design process so that common policies and processes can be established. In addition our proposed Organizational Change Management Plan includes various activities to identify and address impact of the new policies and processes with each department prior to the system go-live.

**Solution 2:** Our proposed staffing plan includes key former State employee(s) that have extensive background and experience with the scope being implemented. One of their tasks includes assisting with the to-be process design. We also recommend that the State assign its best/key personnel to the project.

**Risk 9:** Lack of in-depth knowledge by the Systems Integrator of the State's business processes could cause project delays and misunderstandings between the State and the SI.

**Solution:** Our proposed staffing plan includes dedicated time by key former State employees like Sharon Barton to assist with the quality assurance program and executive oversight of the project.

**Risk 10:** Projects of this magnitude and complexity run the risk of delays and increased costs if no formal governance structure is established that defines how decisions are made and issues are escalated.

**Solution:** Our proposed project governance plan and structure establishes an environment and processes that empowers the project team to make decisions at the lowest level possible and ensures that changes to scope and project issues are escalated quickly to leadership for their timely decision.

**Risk 11:** Lack of, or delay in adoption of the system causes the project to be perceived as a technical success but a political failure.

**Solution:** Prior to go-live our change management plan will focus on activities that foster buy-in by all constituents to the solution by addressing the impacts of the process changes on their specific environment as well as prepare them for the new system. This plan will also establish capabilities within the ERP support organization to support legislative changes, policy changes, and organizational changes resulting from the transition in elected officials. Our change management plan will also establish and extensive communication plan to address both internal and external constituents.

**Risk 12:** It is anticipated that departments and agencies might have difficulty concurring on process.

**Solution:** Our change management plan will focus on collaboration between the departments as well as address the specific needs of each agency. To that end, we will establish a change agent network that will assign a business champion (technical and functional) to each agency or department.

**Risk 13:** Various departments perceive the risk that ETS cannot fully support the implemented solution.

**Solution 1:** Our implementation methodology and plan includes a detailed and extensive knowledge transfer program that ensures that the State resources are prepared to support the system post Go-Live.

**Solution 2:** Our post go-live support plan includes establishing a Center of Excellence with State resources that are responsible for the long-term support of the system.

**Solution 3:** Our resource plan compensates for this deficiency and focuses on skill transfer

**Solution 4:** We have included various deliverables, e.g. Disaster Recovery plan.

**Risk 14:** The aging of State's employee population poses the risk that the State will lose significant current system and business process knowledge over the next several years.

**Solution 1:** Our proposed solution provides a platform to standardize the business processes, which makes it easier to transfer knowledge and resources between departments and agencies

**Solution 2:** Our proposed implementation methodology will focus on establishing long term support capabilities that formalize the business process knowledge so that it can more easily be transferred from individual to individual

**Solution 3:** Establish local capabilities (Risk 8, Solution 2 and 3) for the State to tap into when needed.

**Risk 15:** Lack of, or delay in adoption of the system because end-users are not sufficiently prepared and trained on the new software.

**Solution:** Our implementation methodology includes a comprehensive training program that addresses all aspects of end user training. This includes establishing an end-user training strategy during project preparation, an end-user training curriculum as a result of audience surveys and a review of the process designs, development of training materials, establishing a training registration process, rollout of a train the trainer program, and support of the actual end-user training delivery.

**Risk 16:** Converting legacy data and especially payroll data will require detailed comparisons of the legacy and ERP data, which will put an additional burden on the State's SME's and auditors.

**Solution 1:** See Solution 2 to Risk 1 identified above.

**Solution 2:** We include automated comparison tools for use after each load of converted data or test payroll run. Alternatively, we will recommend several COTS systems to automate this comparison.

**Solution 3:** Our management methodology includes a detailed data conversion and data cleansing strategy, plan, and schedule (see Risk 4) and a test strategy, plan, and schedule that clearly spells out how to approach the testing and verification of the converted data, as well as roles and responsibilities.

### **EXHIBIT C3: VALUE ADDED OPTIONS**

Identify any associated value added options that may benefit the State of Alaska. Outline additional product features and/or implementation services you may provide. All value added options must include an associated cost. **DO NOT** include value added options in your cost proposal. Prior to award, the State of Alaska will determine if the value added items will be accepted or rejected. Add additional items as necessary.

The value added options must include those for both the Software Product and System Implementer Offerors in the same response form.

**Please note that your value added options response cannot exceed two pages (excluding these instructions).**

VALUE ADDED

Item 1: Training and Retaining Local Resources through the ERP Vendor's University Alliance Program established in partnership between the University of Alaska, Anchorage (UAA) and our proposed ERP Vendor solution.

Most states like Alaska want to build an ecosystem of educated people who can participate in the State's workforce upon graduation from a college or university. Because technology is an integral part of the economy, having technology corridors or educational environments where technology skills are current, updated as needed and integrated into the public education system is key for states to keep up with changing business processes. Our proposed ERP solution is the only ERP solution where the software vendor has formalized a University Alliance Program with the University of Alaska, Anchorage. Through this alliance, the State can establish in the community a pool of trained resources that can be used to supplement/support the State's resources long term. The alliance program will establish a curriculum over the next two years that will utilize the software in a variety of classes. Each of these classes will give students real world experience with the software as it relates to common business practices as well as software implementation. Long term, the University has expressed a willingness to align this initiative with the State's need, especially in the areas of accounting, supply chain and technology, and expand the number of courses using the software. Furthermore, the University program can be made available to State employees to provide additional training on the solution and technology platform. The vision behind creating this alliance is to support local jobs and provide a system that will allow for local, independent, long-term support of the ERP system.

Cost: \$0

Item 2: Creating Local Jobs for Local Communities: Alaska Native Corporation Partnerships

We are pleased to partner with an Alaska Native Corporation established under the Alaska Native Claims Settlement Act of 1971. Working with them we intend to staff numerous roles with local resources and create new jobs in the IT industry. Alaska taxpayer money, allocated to the ERP project, will be kept within the State for in-state benefit. This partnership will provide a team of local technical resources available to sustain and support the State's ERP system post go-live.

Cost: \$0

Item 3: Alaska Based Hosting

By taking advantage of a premier locally based hosting organization, hardware and system administration costs are reduced, inventory and facilities costs are minimized, and system-monitoring tools are included. This provides the State with a long-term stable technology base including a Disaster Recovery solution, while allowing the State to focus on business process improvement. Hosting providers are able to reduce the cost of system administration by leveraging larger pools of technical resources while delivering high quality service 24x7. All resource costs for the system administrators, including training and management, are transferred to the hosting provider.

Cost: One-Time Cost = \$22,100, Yearly Maintenance = \$196,200

Item 4: The State of Alaska has knowledge of Business Objects.

The State of Alaska will be able to leverage the investment that the State has already made in Business Objects. Instead of developing an ERP specific reporting solution our plans are to expand and enhance the business objects solution into a single comprehensive reporting solution. As a result, the State will save money short term because the State will not be required to purchase additional software. In the long term, hardware, development, training, and support costs will also be lower.

Since Business Objects is a flexible and easy to use reporting tool, State employees will find it easy to get information and generate reports from the new system. Employee acceptance of the new system will

require less training because employees will not have to learn multiple reporting tools.

Cost: \$0

**Item 5: Project Management Support Tools**

Our proposal includes a suite of tools to support the project execution and documentation and can be leveraged and enhanced for future State projects. The vendor provided Solution Management tool will be used as the single point of entry for project documentation, system monitoring, issue management tracking, and will serve as an implementation guide during the project. The vendor supplied documentation tool will be used to provide business process documentation, end user training materials, and context-sensitive help tailored to the State's business processes. Both tools provide a set of templates with standard document formats that can be leveraged across all project areas and can be used for future project documentation. These tools integrate to provide a single repository for project documentation that can be added to during future State project initiatives.

Cost: \$0

**Item 6: Backfill Key State Resources' Current Roles**

The State's key resources will be impacted by a variety of State projects including the ERP implementation. Adequately backfilling the key resources' current roles allows each resource to focus on only implementation tasks instead of worrying about the ongoing operations while working on project activities. This backfill approach will ensure the key resources have dedicated time to participate in the project and build a deep understanding of the new system.

Cost: \$250,000.00 would provide for about 5,000 hours of backfill

**Item 7: Elimination of the traditional installation – upgrade software lifecycle with our proposed software solution**

Traditional software packages force clients in a software lifecycle where the complete software package is upgraded every three to five years. This approach has several disadvantages. Chief among them is that new functionality can only be deployed or incorporated when the software is updated regardless of when the State really would want to take advantage of the new features. High costs are associated with performing a complete technical upgrade, and increased risk associated with having to upgrade the complete system including functional areas that do not require any changes. Our proposed software solution does not use this traditional model. Instead, it uses an enhancement package strategy that allows organizations to deploy only those new functionality features that they want to implement on the timetable that they choose and that fits their local circumstances. This concept fosters both innovation and stability at the same time since the innovation is introduced as part of the regular maintenance cycle and targeted to only those areas that require the changes. This approach results in significant cost savings because of the reduced effort to install the functional enhancements and easier testing with standard test case templates. Cost savings are expected in the range of four to six million-dollars over a 10-year period.

Cost: 0\$