

ATTACHMENT D STRATEGIC FIT CONSIDERATIONS

TABLE OF CONTENTS

Exhibit D1: Implementation Team and Key Staff.....	2
Exhibit D2: Sample System Configuration Document.....	86
Exhibit D3: Exceptions to Terms and Conditions.....	86
Exhibit D4: Implementation Roles and Responsibilities.....	92

EXHIBIT D1: IMPLEMENTATION TEAM AND KEY STAFF

Complete this form to identify proposed project staff, including subcontractor(s) and joint venture staff that will be assigned to the Offeror's implementation team. Include additional lines as necessary. Indicate the time each staff member will be dedicated to the project and each member's years of implementing the proposed software. Also, identify key staff members, including – at a minimum – the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project. For each key staff member, complete the table "Key Staff Background and Information" on the following page.

We understand it can be difficult to accurately predict project staffing at this stage. However, we expect Offerors to commit staff designated as "key staff" to the project.

PROPOSED IMPLEMENTATION TEAM -- Starting Pont – Need to add B&V

* Name	* Employer	Current job title	Proposed project role	Total project hours	Total hours on site	Number of years with proposed product	Key staff? (Y/N)
Tom Augustine	CIBER	VP ERP Public Sector	Executive Sponsor	108.9	108.9	12 Years	N
John Marks	CIBER	Practice Manager	Engagement Manager	1023	1023	17 Years	N
Brad Payne	CIBER	Director	Technical Architect	1056	1056	11 Years	N
Lance Rascoe	CIBER	Project Manager	Project Manager	4312	4312	9 Years	Y
Jamie Larsen	B&V	Solution Manager	Solution Manager	572	572	6 Years	N
Debbie Lester	B&V	Test/Cut-over	Test/Cut-over	1672	1672	2 Years	N
Sharon Barton	B&V	Steering Committee Advisor	Steering Committee Advisor	1100	1100	0 Years	N
Luc Cayet	B&V	Finance Lead	Finance Lead/Integration Manager	2024	2024	20 Years	Y
Hans-Peter Siegmund	CIBER	General Ledger	General Ledger	1936	1936	18 Years	N
Nathan Iyer	B&V	Funds and Grants	Funds and Grants	3872	3872	10 Years	N
Ed Crump	CIBER	Funds and Grants	Controlling / Grants Consultant	1936	1936	5 Years	N
TBD	B&V	Project Accounting/	Project Accounting/ Asset Accounting	1936	1936	TBD	N

* Name	* Employer	Current job title	Proposed project role	Total project hours	Total hours on site	Number of years with proposed product	Key staff? (Y/N)
		Asset Accounting Consultant	Consultant				
Craig Archer	CIBER	Accts Payable / Accts Receivable	Accts Payable / Accts Receivable	1936	1936	10 Years	N
Jatin Thacker	CIBER	Treasury & Cash Management	Treasury & Cash Management	1936	1936	7 Years	N
TBD	CIBER	Budget Lead	Budget Lead	1364	1364	TBD	N
TBD	CIBER	Budget Integration Consultant	Budget Integration Consultant	1144	1144	TBD	N
TBD	B&V	Business Intelligence Lead	Business Intelligence Lead	1364	1364	TBD	N
Matt Childs	B&V	Business Object Consultant	Business Objects Consultant	1144	1144	3 Years	N
TBD	CIBER	Visual Composer Developer	Visual Composer Developer	1144	1144	TBD	N
John Rathinam	CIBER	SRM Lead	Procurement Lead	2156	2156	TBD	N
Raghu Balasubramaniam	B&V	Bid Management	Bid Management Consultant	1936	1936	9 Years	N
Brian Saunders	CIBER	Inventory Lead	Inventory Management Consultant	1408	1408	7 Years	N
TBD	CIBER	Procurement Technical Consultant	BRF –Technical Consultant	2332	2332	TBD	N
Theresa Hairell	CIBER	HCM Lead	HCM Lead	1936	1936	11 Years	Y
Lu Marie Twiaman	CIBER	Organization Management	Organization Management Consultant	1936	1936	11Years	N
TBD	CIBER	Personnel	Personnel	1936	1936	TBD	N

* Name	* Employer	Current job title	Proposed project role	Total project hours	Total hours on site	Number of years with proposed product	Key staff? (Y/N)
		Administration	Administration Consultant				
Jim Halaz	CIBER	Payroll	Payroll Consultant	1936	1936	8Years	N
Mitch Moss	B&V	Time Management	Payroll / Time Management	1936	1936	13 Years	N
TBD	CIBER	Benefits	Benefits	1936	1936	11 Years	N
TBD	CIBER	ESS/MSS	ESS/MSS	1584	1584	TBD	N
Tom Orr	CIBER	Tech Administrator	System Administration Lead	4092	4092	17 Years	N
Ann Largent	B&V	Tech Administrator	System Administration Lead	1584	1584	12 Years	N
Doug Settlemier	B&V	Security	Security Administrator	2728	2728	11 Years	N
Richard Napast	CIBER	Dev Lead	Development Lead	2880	1440	13 Years	N
Raj Pakhale	B&V	Dev Lead	Tech Developer	2480	1240	10 Years	N
Ed De Caro	B&V	Workflow	ABAP / Workflow Developer	2480	1240	14 Years	N
Deb Boston	CIBER	Tech Developer	ABAP / Adobe Developer	1920	960	11 Years	N
Shu Zhang	CIBER	Portal	Portal	2480	1240	12 Years	N
Sudheer Bethanobotla	B&V	BI Lead	BI / Portal Developer	2760	1380	2 Years	N
Andrea Heaberg	CIBER	Change Management Lead	Change Management Lead	4136	4136	13 years	Y
TBD	B&V	Change Management	Change Management Consultant	4092	4092	TBD	N
Teri Bridges	B&V	Training Lead	Training Lead	3916	3916	6 Years	N
TBD	Doyon	Training Developer	Training Developer / Trainer - Procurement / SRM	1804	902	TBD	N
TBD	Doyon	Training Developer	Training Developer / Trainer - Financials	1342	671	TBD	N
TBD	Doyon	Training Developer	Training Developer / Trainer - Financials	1342	671	TBD	N

* Name	* Employer	Current job title	Proposed project role	Total project hours	Total hours on site	Number of years with proposed product	Key staff? (Y/N)
TBD	Doyon	Training Developer	Training Developer / Trainer - HCM	1144	572	TBD	N
TBD	Doyon	Training Developer	Training Developer / Trainer - HCM	1144	572	TBD	N
TBD	Doyon	Training Developer	e-Learning Developer	1012	506	TBD	N
TBD			Support Pool of Hours – Phase 1	2500	2500	TBD	N
TBD			Support Pool of Hours – Phase 2	2500	2500	TBD	N

* Information contained in these columns will not be provided to the PEC during evaluation.

KEY STAFF BACKGROUND INFORMATION

Complete the following table for each of the key proposed staff identified in the previous table. The individuals listed below shall be the individuals assigned to this project for the total duration of the project. These individuals cannot be replaced unless the State of Alaska provides approval. Create additional copies of this table as necessary. There is no page limit for completing these tables. This form must be completed as-is – standard resumes are not acceptable – however resumes for specific staff may be requested as a part of contract negotiations. At a minimum, you should provide information for the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project

* Staff member name	Tom Augustine
* Employer name	CIBER
Position in the company	VP ERP Practice
Length of time in position	19 Years
Length of time at company	2 Years
Project position and responsibilities	<p>The Executive Sponsor is responsible for defining and executing the strategic vision for the project by providing cross-organizational leadership and support, cross-organizational advocacy and executive level management, planning, monitoring, and reporting for the client.</p> <p>The Executive Sponsor is responsible to achieve the program goals for the account. This individual communicates the vision, initiatives and organizational direction to ensure that the project teams have a clear, line-of-sight understanding of how they contribute to the customer's project success. The Executive Sponsor will:</p> <ul style="list-style-type: none"> ▪ Provide the customer advocacy to drive customer loyalty, satisfaction and act in a trusted advisor role ▪ Provide effective coaching and feedback ▪ Ensure that the right consulting talent is made available to support the project goals ▪ Differentiate performance; deal quickly and firmly with performance issues ▪ Delegate decision-making to lowest appropriate level, building responsibility, decision making and accountability into individual jobs ▪ Work to solve the customer's (Account) business needs, understand and apply the customer's business requirements ▪ Provide status and escalate issues to the appropriate executive level for timely resolution

	<ul style="list-style-type: none"> ▪ Maintain regular communication with customer's executive management to build a strong business relationship
Education and certifications	<p>Bachelor and Master Degrees from Northern Illinois University. Biochemical and Biophysical Studies. 0031980</p> <p>APICS Certified Management Professional</p>
Technical skills and qualifications for the project position	<p>This senior manager has extensive business experience and more than 19 years of experience working with ERP systems.</p> <p>His management skills include business process redesign, system implementation, project management, and post go-live operational management of ERP solutions. Mr. Augustine has extensive ERP knowledge and specializes in the implementation of ERP systems in the Public Sector market. During his professional career, he has successfully managed or provided leadership to over 11 successful ERP implementations that have improved the operational capabilities of his clients.</p> <p>Prior to joining our company, he was head of a leading ERP system integrator's Public Sector HR practice and, prior to that, he was a consulting engagement manager (CEM) in the State and local government practice. He has also worked as a manager in two Fortune 500 consumer product companies.</p>
* Staff member name	John Marks
* Employer name	CIBER
Position in the company	Project Manager
Length of time in position	29 Years
Length of time at company	5 Years
Project position and responsibilities	<p>The primary role of the Program Manager is to assist the client's Program/ Project Manager in both the definition and execution of project deliverables and in the day-to-day management of the entire project. The Program Manager is the main liaison for the consulting team members with the Steering</p>

	<p>Committee, the Project Sponsor and the client's Program/Project Manager.</p> <p>The responsibilities of the Project Manager include:</p> <ul style="list-style-type: none"> ■ Provide the methodologies for the Implementation approach and assist the project team in internalizing the project plan ■ Ensure that consulting resources are available to the project as required ■ Provide ongoing management of ERP knowledgeable staff assigned to the project ■ Participate in the definition of project deliverables and target dates to be reflected in the project plan ■ Proactively anticipate project "deviations" and communicate such deviations (when appropriate) to Steering Committee members, Project Sponsor, and County Program/Project Management to facilitate taking immediate corrective action ■ Assist in the definition and creation of the project scope, objectives and plan ■ Advise County Project Management on tactical and/or strategic directions or decisions that could impact the project ■ Ensure that the correct level of knowledge transfer occurs between consultants and customer project team members ■ Aid in the resolution of issues
<p>Education and certifications</p>	<p>B.S., Business Administration, California State University – Northridge, 1975</p>
<p>Technical skills and qualifications for the project position</p>	<p>Over twenty-nine years of experience in technical, managerial, leadership, and individual performer roles providing value to clients. This project manager has leveraged this technical experience, project management experience, experience in ERP implementations, and business process reengineering experience to aid a number of clients as they embarked on large scale ERP type projects. 20+ yrs experience managing IT development, maintenance and enhancement projects, and technology-based projects through full SDLC. 13+ years experience in ERP applications planning and implementing application rollout including site preparation and training. 15+ yrs experience as a project manager applying standard project management methodologies, including: creation and maintenance of detailed project plans, schedules, scope definition, change management, risk and issue management, and budget monitoring, Project budgets ranging from \$1M to \$80M+. 10+ years experience in planning and implementing a technology or application rollout to multiple new sites including site preparation and training. This also includes international sites in Europe. 25+ years of I/T experience and an advance technical knowledge of computer systems, analysis, design, and programming languages. 15+ years</p>

experience translating business requirements into functional and technical specifications for business to business Integration and Enterprise Application Integration.

Engaged as the focal point for ERP information and finance consulting to work with the client in a software selection project. Worked with the client to facilitate financial functional requirement gathering and best practice process viewpoint. Also worked closely with the client on process reengineering by gathering "As-Is" process flows and projecting "To-Be" process flows as a target for the future.

PUBLIC SECTOR, PA
Engagement Manager

- Primary responsible for bringing ERP experience and knowledge to the Commission to aid in ERP software selection process.
- Guided client on requirement gathering and best practice characteristics.
- Worked with CIBER team to write RFP for a ERP software selection.
- Worked with client to design "To-Be" process flows as a target for the future ERP system
- Worked with CIBER team to develop implementation approach to be used in the implementation phase.
- Worked with the CIBER team to develop demo script approach to be used for the vendor demos

Consumer Goods, FL
Engagement Manager

Worked as the main point of contact for the client. Coordinated work activities with company's resources in South Africa and India. Supported installed ERP applications for Human Resources and Financial applications.

- Established and monitored critical success factors of the work being managed in conjunction with the client ERP Manager, ERP Team Leaders and Process Owners.
- Facilitated the introduction and implementation of enterprise-wide project and development methodologies and repeatable processes and procedures.
- Facilitate collaboration between client functional and IT professionals to achieve successful results according to standards established.
- Provided overall program guidance, consulting, expertise and assistance for day-to-day support of the client ERP environment

	<ul style="list-style-type: none"> • Responsible for consistent and effective application of defined project management standards and processes to ensure successful, timely and cost effective development and implementation of project deliverables: Project planning, Project management, Structured systems development life cycle, Time accounting, • Responsible for consistent and efficient application of project related resource management processes to ensure optimum utilization of assigned project resources for resources in the US, South Africa, and India. • Provided monthly cost reporting and had responsibility for P&L on an on-going basis. • Facilitated the establishment of a Change Control Board for the review and prioritization of all change requests. Also acted as facilitator for change control board meetings. • Developed proposals and statements of work for additional add on business.
* Staff member name	Brad Payne
* Employer name	CIBER
Position in the company	Director of Delivery
Length of time in position	6 Years
Length of time at company	5 Years
Project position and responsibilities	<p>The Technical Manager is the technical administrator with expertise in ERP applications, Operating Systems, and the Database platform. The Technical Manager will work on site with the project team to provide advice on all technical infrastructure related activities and will provide technical system administration support. This resource will be the primary conduit for gathering technical infrastructure requirements and communicating these requirements to system administrators. Some of the responsibilities will include:</p> <ul style="list-style-type: none"> ■ Lead in the gathering of technical system requirements, assist with the design of the landscape architecture and client strategy, develop transport change management processes and procedures to meet the specific project needs ■ Provide on-site support to the project team for investigating technical issues and troubleshooting technical system errors ■ Management of the technical tasks and the coordination of these tasks with project milestones.

	<p>Technical tasks or deliverables include items such as system builds, client / system copies, etc.</p>
<p>Education and certifications</p>	<p>Bachelor of Business Administration, Management Information System, University of Oklahoma</p>
<p>Technical skills and qualifications for the project position</p>	<p>Our Director of Delivery for the ERP Public Sector practice and ERP Technical Strategist, whose exceptional hands-on technical experience and technical knowledge of ERP products is coupled with strong leadership, communication, and delivery management skills. HE has over thirteen years of information technology consulting experience, primarily focused in ERP technical processes and Oracle/MSSQL database administration.</p> <p>Additional skills include systems administration in a variety of environments, disaster recovery planning and execution, performance monitoring and tuning, application troubleshooting, homogeneous and heterogeneous system migrations, and ERP version upgrade planning and execution. A broad range of team leadership and team member roles, in environments of all sizes, have provided extensive technical and leadership experience in the IT industry. He possesses strong written and verbal communication skills and a commitment to the successful completion of all projects and assignments while exceeding expectations.</p> <p>PUBLIC SECTOR, PA Technical Infrastructure Lead</p> <p>Technical Infrastructure Lead for the implementation of ERP for a public sector client. Responsible for all technical aspects during all phases of the project including technical processing, DBA, OS, Security, Infrastructure/Hardware, SAN Disk Storage, Backup/Recovery, and production support. The technical team consists of more than ten full-time core team members and approximately thirty extended team members for supplemental support.</p> <p>Responsible for the design, sizing, installation, technical configuration, high-availability clustering, patching, security, and support of all ERP project related systems. Also assisted with the sizing, installation, and configuration of RWD ProductivityPak 2.0, Mercury 8.1, ESRI Geospatial 9.2, and Onbase EDMS 6.4.</p> <p>Successfully lead the technical team through all stages of the implementation with tight timelines and numerous deliverables including over 30 ERP systems including High-Availability clustering and application servers running on Windows Server 2003 and Microsoft SQL Server 2005 (64bit). Also performed knowledge transfer throughout the project to provide hands-on training for the client's technical personnel. Worked closely with the members of the technical, functional, and project</p>

management teams to ensure we met the dates required by our project timeline. In addition to managing the technical resources, I assisted with the installation and technical configuration of over 30 ERP system installations, configuration of Single Sign-On between ERP systems and with the Enterprise Portal, assisted with Disaster Recovery planning, performed multiple database system copies and numerous client copies, applied support packages, applied kernel updates, applied tax software updates, assisted in troubleshooting of technical and functional issues, assisted with performance tuning, other necessary desktop software, and performed database administration activities, performed transports, configures single sign-on, created and maintained RFC's, created and maintained background jobs, and performed monitoring of the ERP systems.

MANUFACTURING

Principle Technical Consultant

Served as the Technical Team Lead for Phase 1 of the project and as a Project Manager during Phase 2 for a special conversion project to adapt the existing ERP master data to conform to standards and conventions of other business units.

Responsible for all management aspects for a project that involved the renaming of all existing Project ID's, Plants, Company Codes, GL Accounts, and Cost Centers within the ERP system. Tasks included the creation and maintenance of the project plans, staffing, and management of several teams to meet our deadlines. Lead the project team comprised of approximately 30 team members including technical consultants, programmers, functional, ERP conversion consultants, and testing teams located at various physical sites throughout the US.

Responsibilities as the Technical Team Lead included the preparation of the existing ERP environment to incorporate multiple new sites doubling the current user base. This project consisted of the implementation of two modules for remote user sites across the US. Also included in this project was the implementation of an ITS infrastructure to support users outside of the locally secured network.

Technical responsibilities included hardware capacity planning and sizing gap analysis of the current infrastructure, re-design of current TMS processes to accommodate multiple concurrent projects, multiple system copies and large productive client copies for project and training requirements, and general Oracle and AIX administration and tuning support. Also tuned the ERP system to incorporate new hardware resources and to optimize existing parameter settings.

	<p>Also responsible for the technical implementation of a highly redundant and highly secured ITS 6.20 infrastructure capable of supporting over two-thousand users outside of the local area network. Items included in this effort consist of the landscape design and sizing for multiple Agate and Wgate servers, SNC encryption, SSL encryption, hardware and software installation and configuration, DMZ firewall configurations, and performance tuning.</p> <p>Additional tasks included the design and creation of all new authorization roles and composite roles for the new user base, the development of an automated process to create users, and the creation and maintenance of over 2,000 new users. Developed a custom MS Access database to track all user ID requests, training requirements, and approval information to comply with strict auditing requirements. This custom database automatically determined role assignments, assisted with segregation of duties compliance, and generated source files for the creation of all user ID's.</p> <p>Also responsible for project planning of all technical project tasks and deliverables including all documentation, operational procedures, hardware and software installations, security design reviews, and change management requests.</p>
<p>* Staff member name</p>	<p>Lance Rascoe</p>
<p>* Employer name</p>	<p>CIBER, Inc.</p>
<p>Position in the company</p>	<p>Project Manager</p>
<p>Length of time in position</p>	<p>15 Years</p>
<p>Length of time at company</p>	<p>3 Years</p>
<p>Project position and responsibilities</p>	<p>Project Manager</p> <p>The primary role of the Program Manager is to assist the State's Program/ Project Manager in both the definition and execution of project deliverables and in the day-to-day management of the entire project. The Program Manager is the main liaison for the consulting team members with the Steering Committee, the Project Sponsor and the State Program/Project Manager.</p> <p>The responsibilities of the Project Manager include:</p> <ul style="list-style-type: none"> ▪ Provide the methodologies for the Implementation approach and assist the project team in

	<p>internalizing the project plan</p> <ul style="list-style-type: none"> ▪ Ensure that consulting resources are available to the project as required ▪ Provide ongoing management of ERP knowledgeable staff assigned to the project ▪ Participate in the definition of project deliverables and target dates to be reflected in the project plan ▪ Proactively anticipate project "deviations" and communicate such deviations (when appropriate) to Steering Committee members, Project Sponsor, and State Program/Project Management to facilitate taking immediate corrective action ▪ Assist in the definition and creation of the project scope, objectives and plan ▪ Advise State Project Management on tactical and/or strategic directions or decisions that could impact the project ▪ Ensure that the correct level of knowledge transfer occurs between our company and customer project team members ▪ Aid in the resolution of issues
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ B.S. in Business Management from University of Phoenix
<p>Technical skills and qualifications for the project position</p>	<p>Our candidate is Project Manager / Program Manager with over 15 years of industry experience in the fields of project management, training and change management; coupled with over 10 years of consulting experience with ERP applications. He has collaborated with Operational executives from several Fortune 100 organizations to strategize, design, develop, and implement ERP projects, change management initiatives, learning, evaluation, and adoption strategies, resulting in a workplace aligned with business objectives.</p> <p>MAJOR ACCOMPLISHMENTS</p> <ul style="list-style-type: none"> ▪ 13 years focused in Project Management of ERP implementations with a wide range of industries, and organizations of various size and complexity ▪ Project manager for multiple ERP upgrade implementations for public sector clients ▪ Project manager for the implementation of Employee Self Service/Manager Self Service, e-recruiting solution for 14,000 users for public sector client, while supporting the Phase I post implementation of the HR, Finance, Controlling, Contracting and Logistics modules ▪ Project Manager, for the Federal Government Project. Establishing the guidelines followed by Federal Government Project for the budgeting, scheduling and selecting the strategy for all of the projects training for over 200 personnel with an annual budget of over \$1,000,000 ▪ Integral part in producing the Federal Government Project and the University consortium. The

	consortium established a relationship for training and education utilizing the State Department of Economic Development as a shareholder for over \$2,500,000 in annual funding for training residents of the State in the high tech industry
* Staff member name	Hans-Peter Siegmund
* Employer name	CIBER, Inc.
Position in the company	Funds and Grants Consultant
Length of time in position	18 Years
Length of time at company	3 Years
Project position and responsibilities	<p>General Ledger Consultant</p> <p>The Business Process Team Member (PTM) is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject Matter Experts:</p> <ul style="list-style-type: none"> ▪ In the analysis and decomposition of the business processes ▪ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ▪ In the design of reports, forms, interfaces and conversions <p>These PTM are also responsible for the execution of the initial system unit testing. This includes:</p> <ul style="list-style-type: none"> ▪ Performing the test ▪ Making changes in configuration based on results ▪ Error resolution <p>The PTM will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p> <p>The PTM is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer).</p> <p>The PTM is also expected to:</p> <ul style="list-style-type: none"> ▪ Provide expertise on both ERP processes and products

	<ul style="list-style-type: none"> ▪ Effectively transfer process and product knowledge to the customer project team members ▪ Provide input regarding 'Best Business Practices' to aid in the design process
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ Bachelors degree from a German University ('Fachhochschule Pforzheim') in Finance and Computer Science
<p>Technical skills and qualifications for the project position</p>	<p>This consultant is an ERP Financial, Controlling and Funds Management Principal Consultant in our ERP practice. He is ERP certified and has more than 18 years of ERP experience including development and implementation of Financial Accountings, Controlling, CFM, PS, Funds Management and Grants Management modules. He has strong experience through various Production Supports by managing Finance, Public Sector, Logistic and Plant Maintenance Modules. He guided multiple clients through Month End closing and Year End closing processes.</p> <p>K-12 EDUCATION, GA As a Team Lead, our consultant was involved in the implementation of ERP Industry Solution – Public Services system. He was responsible for the Controlling Module that includes the Cost Center, primary / secondary Cost Elements and Internal Orders with all required Master Data. He was also in charge for the Period End Closing Process with Allocations, Settlements and Costing sheet design and realization. Managing the Controlling Team with all milestones and deadlines. He was strongly involved in the Funds and Grant Management implementation configuration to process the integration through derivation rules to all Finance, Logistic and HR Modules. He managed the testing and analyzed the different Integration Test scenarios (IT1, IT2 and UIT).</p> <p>Higher Education, MA As a Team Lead, our consultant was involved in the implementation of an Industry Solution for Public Services He was responsible for the Controlling Module that includes the Cost Center, primary / secondary Cost Elements and Internal Orders with all required Master Data. He was also in charge for the Period End Closing Process with Allocations, Settlements and Costing sheet design and realization. Managed the Controlling Team with all milestones and deadlines. He was responsible for CO integration process to GL-Accounting, Funds and Grant Management, testing and go live.</p> <p>PUBLIC SECTOR, GA As a Team Member, our consultant was involved in the implementation of ERP Industry Solution for Public Services. His responsibilities include functional design based on the blueprint; General Ledger, including the design of the Chart of Accounts, configuration and posting of recurring entries and transfer postings; Accounts Payables including vendor master records, invoice clearing, Purchase Order billing</p>

	<p>invoice receipt on the accounting side and payment runs; Account Receivables, including customer master records, invoice posting and Cash Journal. He was also responsible for Interface design and testing, for unit and integration testing, for super user training and go live support in all these areas. As Team Lead, he was responsible for post go live support and Finance Phase II. He was managing all the above areas plus CFM with EBS postings, design of enhancement, reports and Knowledge Transfer.</p> <p>MANUFACTURING – CONSUMER GOODS, NJ As a Team Member, our consultant was involved in the implementation of an ERP system for a Fortune 500 manufacturing company. His responsibilities included the prototype design, the writing of Functional Specification Documents (FSD) for Interfaces from Legacy Systems to an ERP system. He was also involved in CO-PA and BW Product Hierarchy development and customization of derivation rules and hierarchy structures. As part of the implementation, he worked on the global integration Test Scenario (Unit and Integration Test).</p>
* Staff member name	Craig Archer, PMP, CPA
* Employer name	CIBER
Position in the company	Principle Consultant
Length of time in position	10 Years
Length of time at company	2010 Start
Project position and responsibilities	<p>The Functional Consultant is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject Matter Experts:</p> <ul style="list-style-type: none"> ▪ In the analysis and decomposition of the business processes ▪ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ▪ In the design of reports, forms, interfaces and conversions ▪ These Functional Consultants are also responsible for the execution of the initial system unit testing. This includes: ▪ Performing the test

	<ul style="list-style-type: none"> ▪ Making changes in configuration based on results ▪ Error resolution <p>The Functional Consultant will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p> <p>The Functional Consultant is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer).</p> <p>The Functional Consultant is also expected to:</p> <ul style="list-style-type: none"> ▪ Provide expertise on both ERP processes and products ▪ Effectively transfer process and product knowledge to the customer project team members <p>Provide input regarding 'Best Business Practices' to aid in the design process</p>
<p>Education and certifications</p>	<p>BBA, Accounting, Abilene Christian University, Abilene TX</p> <p>Project Management: Certified Project Manager Professional (466007), Orange Belt Certified in Microsoft Project 2003</p> <p>Accountancy: Certified Public Accountant – Licensed to Practice in Texas (In process of renewing)</p>
<p>Technical skills and qualifications for the project position</p>	<p>This principle consultant is a motivated, highly organized project manager with over 10 years implementing ERP solutions. Provide Team Leadership and Project Management skills in a broad variety of projects and industries. Provide excellent interpersonal skills with strong team and consensus building capability. Provide advice and knowledge to implementation teams as well as resolve issues in order to provide deliverables on time and on budget.</p> <p>As a Senior Financial Consultant translates business goals and requirements into ERP Financial solutions, by guiding clients through effective blueprint workshops, and facilitating decisions on best practice solutions by guiding configurations and subsequent testing.</p> <p>As an Accountant, he developed an accounting system while performing senior level accounting and auditing work. Prepare persuasive testimony presenting accounting position as an expert witness on accounting matters.</p> <p>Public Sector ERP Consultant</p>

	<p>Provide the leadership and expertise in the development of the Dunning and Interest Strategy, so that the approach maximizes the functionality and reduces the need of costly enhancements.</p> <ul style="list-style-type: none"> ■ Provide leadership and expertise on Public Sector Dunning and Interest Functionality ■ Provided Public Sector Collections Dunning Strategy ■ Provided Public sector Interest Strategy <p>Public Utilities Project Manager</p> <p>The goal of the Project is to provide assistance implementation of the ERP Customer Information System for Utilities and associated service order processing linked to mobile processes, to allow the client to bill its customers in compliance with all applicable rules, regulations and tariffs.</p> <p>Provide leadership in executing Blueprint workshops that demonstrates the initial Utility Template and captures the requirements of the client. Provide the leadership in reconciling the minimal client business requirements to the Statement of Work.</p>
* Staff member name	Jatin Thacker
* Employer name	CIBER
Position in the company	Consultant
Length of time in position	7 Years
Length of time at company	1 Year
Project position and responsibilities	The Functional Consultant is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject Matter Experts:

	<ul style="list-style-type: none"> ■ In the analysis and decomposition of the business processes ■ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ■ In the design of reports, forms, interfaces and conversions ■ These Functional Consultants are also responsible for the execution of the initial system unit testing. This includes: <ul style="list-style-type: none"> ■ Performing the test ■ Making changes in configuration based on results ■ Error resolution <p>The Functional Consultant will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p> <p>The Functional Consultant is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer).</p> <p>The Functional Consultant is also expected to:</p> <ul style="list-style-type: none"> ■ Provide expertise on both ERP processes and products ■ Effectively transfer process and product knowledge to the customer project team members ■ Provide input regarding 'Best Business Practices' to aid in the design process
<p>Education and certifications</p>	<p>MBA- Finance - The State University of New York Bachelor of Finance, Mumbai University</p>
<p>Technical skills and qualifications for the project position</p>	<p>This consultant has over 7 years experience as ERP Financial and Treasury experience with 4 full life cycle implementations.</p> <ul style="list-style-type: none"> ■ Working knowledge of financial integration with materials management & sales and distribution. ■ Extensively involved in assistance with Use Acceptance testing, user training and documentation ■ Extensive experience in project methodology, General Ledger, Accounts Receivables, Accounts Payables, Fixed Assets, treasury, that include Four Implementations. ■ Worked as an ERP Business Analyst for Finance Department, provided expertise to the business functional departments and IT ■ Cash Management/ Treasury configuration included Lockbox, CM position, and liquidity forecast ■ Assisted with presentations methodology to Business Users.

	<ul style="list-style-type: none"> ▪ Extensive experience in configuration and testing of financial modules-GL, AR, AP, Fixed Assets, and Cost Center Accounting. ▪ Extensive experience on Analysis, Design, Upgrade, Support, Configuration, Documentation, and Testing Financial accounting. ▪ Good understanding of ERP process flow; order to Cash and Procure to pay for different business scenarios. ▪ Involved in studying, analyzing the business processes, and documenting As-Is & To-Be processes. ▪ Defined valuation method for Foreign Currency valuation. Defined House Banks, Foreign exchange, Tax, Auto Payment, Reserve for Bad debts, Payment Terms, Financial Statement Version. ▪ Provided functional support by being the liaison between users and technical support teams, also provided production support and training and system enhancements to users. ▪ Excellent Accounting and Finance background with Financial Analysis and Business Analysis. ▪ Ability to work in a fast-paced, dynamic and team-oriented environment. Capability to learn fast and assume any responsibilities. ▪ Developed user-training material on all application components of financial module and trained Business users. ▪ Thorough understanding of accrual accounting concepts/method. ▪ Responsible for holding meetings within the team or with the business users to gather user's requirements. ▪ Responsible for meeting with work deadlines and project deliverables. ▪ Researches and implements new documentation and testing methods and tools in order to maximize operations efficiency.
<p>* Staff member name</p>	<p>Brian Saunders, CPIM</p>
<p>* Employer name</p>	<p>CIBER, Inc.</p>
<p>Position in the company</p>	<p>Logistics, SRM Senior Consultant</p>
<p>Length of time in position</p>	<p>25 Years</p>
<p>Length of time at</p>	<p>2 Years</p>

<p>company</p>	
<p>Project position and responsibilities</p>	<p>The Functional Consultant is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject Matter Experts:</p> <ul style="list-style-type: none"> ▪ In the analysis and decomposition of the business processes ▪ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ▪ In the design of reports, forms, interfaces and conversions ▪ These PTM are also responsible for the execution of the initial system unit testing. This includes: <ul style="list-style-type: none"> ▪ Performing the test ▪ Making changes in configuration based on results ▪ Error resolution <p>The Functional Consultant will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p> <p>The Functional Consultant is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer).</p> <p>The Functional Consultant is also expected to:</p> <ul style="list-style-type: none"> ▪ Provide expertise on both ERP processes and products ▪ Effectively transfer process and product knowledge to the customer project team members ▪ Provide input regarding 'Best Business Practices' to aid in the design process
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ B.G.S.– Liberal Arts, Northern Illinois University, DeKalb, Illinois ▪ A.A. – Science, College of DuPage, Glen Ellyn, Illinois ▪ American Production and Inventory Control Society (APICS) ▪ Certified in Production and Inventory Management – December 1987
<p>Technical skills and qualifications for the project position</p>	<p>Inventory Management Consultant</p> <p>This Senior Consultant is an experienced logistics professional with over 25 years experience in Industry with approximately eight years ERP consulting in Materials Management, and other ERP application experiences. Prior to consulting, he held positions as a Material Manager, Master Scheduler, Purchasing Manager and Traffic/Warehouse Manager.</p> <p>His consulting experience has focused on implementations for small, medium, to large sized businesses</p>

utilizing different MRP, MRP II and ERP packages. He has functional skills across the supply chain management scope, with a deep understanding of a multitude of industry sectors for manufacturing operations. In addition to packaged software implementations, he has participated in business process transformation and outsourced solution methodologies. He is an accomplished trainer, team leader and team player with an ability to communicate across all levels of an organization. His Industry experience allows him to add value for his clients by optimizing the relationship between software configuration and business process design.

PUBLIC SECTOR, CA

- Material Management consulting on an implementation of ERP for public sector
- Wrote the Blueprint Process Documentation (BPD). This included the business process flow and documentation that defined the requirements from the customer's business regulations through business processes. Also, this involvement included daily workshops to describe and illustrate the functionality of ERP, which included using documentation for the Logistics Process for Material Management for Purchasing, Inventory Management and Physical Inventory
- Created and wrote the Unit Test Scripts and Integration Test Scripts
- Reviewed/updated the ERP settings for material management to insure conversion worked properly, business processes were engaged correctly, and to meet the customer's daily business processes
- Created and released Transports for those areas of configuration as well as documenting the configuration
- Established the security roles for the Material Management related team members
- Worked with the end user(s) to insure that the configuration, business processes and decisions were working as designed. Supported the end user issues working closely with the Subject Matter Expert (customer) while reviewing open user's issue(s)

EDUCATION K-12, MO

- MM consulting on an ERP upgrade (As Is to As Is)
- Created and wrote the Unit Test Scripts and Integration Test Scripts
- Reviewed the ERP settings to insure conversion worked properly
- Insured that the mock Production Client was able to execute given transactions and that the communication structure for the ERP interfaced with the other ERP modules

PUBLIC SECTOR, NV

- Post Go-Live Support Phase for Purchasing, Inventory Management and Master Data
- Reviewed and completed Support Request tickets for Purchasing and Inventory Management modules and other modules when assigned
- Education and training of the end users in Material Management (Purchasing, Invoice

	<p>Verification, Material Master and Inventory Management)</p> <ul style="list-style-type: none"> ▪ Reviewed and worked on training material in Purchasing and Inventory Management <p>MANUFACTURING, CA</p> <ul style="list-style-type: none"> ▪ Material Management consultant for the implementation of the Foreign Trade Application, ZOE ▪ Wrote the Process Design Documentation (PDD), this included the business process flow and documenting the transactional requirements from ERP associated with the business process in relationship to the ZOE application. Also, this involvement included the workshops to describe and to illustrate the functionality of the upgrade ERP system, which included using ZOE Toolset for process documentation ▪ Created detailed Interface Definition Documentation (IDD) for Material Master record(s), Bill of Material, Cost and Delivery ▪ Created, wrote and executed with the client, Unit Test Specifications ▪ Created, wrote and executed Integration Test Specifications with the client ▪ Held training courses for new hire(s) in ERP and also trained client in ZOE ▪ Worked closely with the technical team members to ensure accuracy of the newly created transaction code(s) to make sure that the transaction code(s) were correctly executable to create the ASCII file(s) for upload into ZOE <p>PUBLIC SECTOR, NV (Phase 2)</p> <ul style="list-style-type: none"> ▪ Post Go-Live Support Phase for Purchasing, Inventory Management and Master ▪ Reviewed and completed Support Request tickets for Purchasing and Inventory Management modules and other modules when assigned ▪ Education and training of the end users in Material Management (Purchasing and Inventory Management) ▪ Reviewed and worked on training material in Purchasing and Inventory Management
* Staff member name	Theresa Hairell
* Employer name	CIBER, Inc.
Position in the company	HCM Lead
Length of time in position	15 Years
Length of time at	4.5 Years

company	
Project position and responsibilities	<p>HCM Lead The primary role of the Lead Application Consultant is to:</p> <ul style="list-style-type: none"> ▪ Work with project management to assist in the completion of the project deliverables including completion of planning activities ▪ Coordinate team activities required to attain the functional/technical scope ▪ Assist in the planning and management of the resource schedule ▪ Assist the Customer Team Lead in the management of the teams assigned tasks and resources ▪ Provide expertise on ERP processes and products ▪ Effectively transfer process and product knowledge to the customer project team members ▪ Provide input regarding 'Best Business Practices' to aid in the design process ▪ Assist in the configuration, validation and documentation of the ERP system
Education and certifications	<ul style="list-style-type: none"> ▪ BBA – University of Houston-Victoria, Victoria, TX
Technical skills and qualifications for the project position	<p>The HR Team Lead has over 15 years of Human Resources Generalist experience, with over 9 years of ERP HR experience both as a client-user and consultant. She has functional working knowledge of the following ERP modules: Personnel Administration, Recruitment, Organizational Management, Benefits, Compensation Management, Personnel Development, Time Management, Payroll, Employee Self Service/Managers Self Service, Training and Events Management, Position Budget and Control (PBS), and HR Reporting as well as the Campus Management modules of Academic Structure (Curriculum), Student Master Data, Validation/ Substitution/and Rules (VSR), Reporting, and External Academic Structures.</p> <p>She has effectively managed HR project teams consisting of 2 to 15 members, made up of both consultants and client team members. Duties as HR Team Lead included managing scope and time line of the project. In her most recent project, she successfully led the HR team to an on-time and on-budget go-live, despite project delays in all other areas of the implementation, such as Financials and Logistics. She has also been successful in managing expectations of the project, working to the blueprint while meeting client needs, and preparing her clients for system ownership through on-going knowledge transfer. Knowledge of Microsoft Project Plan allows her to effectively document and track her team progress.</p>

	<p>EDUCATION – K-12, MO HR Team Lead</p> <ul style="list-style-type: none">▪ HR Team lead for upgrade project consisting of full complement of HR, Financials/GL and Materials Management modules▪ Responsible for planning and managing to blueprint and documenting deliverables▪ Communicate with client process owners to ensure configuration meets business needs; adjust as necessary within scope▪ Assist client with defining new/revised business processes to facilitate use of new functionality within the ERP, especially management of employee leaves <p>PUBLIC SECTOR, PA HR Team Lead</p> <ul style="list-style-type: none">▪ HR Team lead for large project consisting of HR, Financials/GL, Logistics, Document Imaging, and data warehouse project▪ Manage HR implementation team of 8 consultants and 4 client Subject Matter Experts (SMEs)▪ Personally responsible for configuration of Personnel Administration, Personnel Development, and Compensation Management modules including enterprise structure, number ranges, personnel actions, extensive use of dynamic actions, performance appraisals, and union and non-union compensation plans▪ Communicate with client process owners to ensure configuration meets business needs; adjust as necessary within scope▪ Responsible for review and approval of all HR Business Process Procedures (BPPs) using eLearning software <p>EDUCATION – HIGHER EDUCATION, KY HR Team Lead</p> <ul style="list-style-type: none">▪ HR Team lead for project consisting of HR, Financials/GL, and Campus Management▪ Managed HR team of 3 consultants and 4 client SMEs▪ Personally responsible for configuration of Personnel and Organizational modules including enterprise structure, number ranges, personnel actions, dynamic actions, and org structure▪ Created ad hoc and ERP queries to support needs of HR reporting▪ Responsible for managing to blueprint▪ Communicated with client process owners to ensure configuration met business needs▪ Assisted client with adjusting business processes to facilitate use of new functionality within the ERP system <p>EDUCATION – HIGHER EDUCATION, IN</p>
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	<p>Senior Consultant</p> <ul style="list-style-type: none"> ▪ Managed two HR sub-teams, Personnel Administration, and Organizational Management ▪ Supervised one consultant and 4 client SMEs to complete Personnel Administration and Organizational Management portions of implementation project, from blueprint through go-live ▪ Configured enterprise structure, defined number ranges, personnel actions, and dynamic actions ▪ Configured system for Concurrent Employment ▪ Created custom Organizational Management objects which were used for linking orgs, jobs and positions to various budget items; the custom objects, once linked, were then used as a basis to provide a myriad of budgeting reports for the organization <p>EDUCATION – HIGHER EDUCATION, PA</p> <p>Application Consultant</p> <ul style="list-style-type: none"> ▪ Active participant in Student Administration team for Campus Management project involving 14 universities throughout Pennsylvania ▪ Completed a 6-week Proof Of Concept (POC), configuring a single system for three universities. During POC, primary responsibilities included Student Master Data config, Holds, Statuses, Rules, and ERP Query Reporting ▪ Business blueprinting for Student Administration team ▪ Structural authorizations committee member ▪ Provided general support and guidance to 12-member Student Administration team ▪ Responsible for training new client team members in ERP navigation and reporting
<p>* Staff member name</p>	<p>Jim Halaz</p>
<p>* Employer name</p>	<p>CIBER, Inc.</p>
<p>Position in the company</p>	<p>Payroll/HR Senior Consultant</p>
<p>Length of time in position</p>	<p>8 Years</p>
<p>Length of time at company</p>	<p>2.5 Years</p>
<p>Project position and responsibilities</p>	<p>Payroll Consultant The Functional Consultant is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject</p>

	<p>Matter Experts:</p> <ul style="list-style-type: none"> ▪ In the analysis and decomposition of the business processes ▪ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ▪ In the design of reports, forms, interfaces and conversions ▪ These Functional Consultants are also responsible for the execution of the initial system unit testing. This includes: <ul style="list-style-type: none"> ▪ Performing the test ▪ Making changes in configuration based on results ▪ Error resolution <p>The Functional Consultant will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p> <p>The Functional Consultant is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer).</p> <p>The Functional Consultant is also expected to:</p> <ul style="list-style-type: none"> ▪ Provide expertise on both ERP processes and products ▪ Effectively transfer process and product knowledge to the customer project team members ▪ Provide input regarding 'Best Business Practices' to aid in the design process
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ M.B.A. – Washington University, St. Louis, MO, 1992 ▪ B.S. – Rockhurst College, Kansas City, MO, 1981
<p>Technical skills and qualifications for the project position</p>	<p>Our senior consultant has over 28 years experience in designing efficient business solutions, with over 7 years ERP HR experience and 3 years in Finance module. He has functional knowledge of the following ERP HR Modules: Personnel Administration, Organizational Management, Compensation Management, Personnel Development, Time Management, Payroll and HR reporting. Additionally, he has knowledge of the ERP Financial module and how HR interacts with it</p> <p>EDUCATION – K-12, FL</p> <p>HR Consultant/Team Lead</p> <ul style="list-style-type: none"> ▪ Facilitated client meetings, interviews, and workshops to collect current business process, programs, and customizations that currently exists ▪ Developed upgrade blueprints for all of the HR sub-modules: Recruitment, Organizational Management, Personnel Administration, Training and Events, Personnel Development, Benefits, Compenstaion, Time Management, and Payroll

	<ul style="list-style-type: none">▪ Configured changes to Payroll, Time Management, Training and Events Management, Personnel Administration, Compensation Management, and Organizational Management to ensure the ERP system is similar to their current system▪ Created test plans for all of the HR modules▪ Worked with technical developers to resolve current custom program issues▪ Developed HR project plan and cut-over task list <p>PUBLIC SECTOR, CA HR Consultant</p> <ul style="list-style-type: none">▪ Configured vendor payment processing for HR processing to A/P▪ Configured Tax Companies▪ Created customized tax models for Payroll deductions and earnings▪ Developed Functional Specifications for technical programs▪ Created and modified deductions and earnings for payroll processing▪ Investigated processing issues with payroll processing▪ Developed payroll comparison tool to facilitate payroll validation to legacy system <p>EDUCATION – K-12, WA HR Team Lead</p> <ul style="list-style-type: none">▪ Developed strategic planning to improve processing and use of ERP HR module. <p>PUBLIC SECTOR, PA HR Team Lead</p> <ul style="list-style-type: none">▪ Supported existing HR/Payroll functionality including Personnel Administration, Organizational Management, Benefits, Time, Payroll, Personnel Development, etc.▪ Coordinated the Installation of Manager Self Service/Employee Self Service, Training, and Appraisal system▪ Coordinated resources for unit testing and integration testing for ERP support packs, Tax Update Bulletins and three functional releases▪ Modified Personnel Administration, Organizational Management, Benefits, Time, Personnel Development and Payroll configuration to correct processing issues▪ Investigate and configured vendor payments using both check and ACH processes. Additionally, coordinated with the Financial team to ensure processes were tested and payments were created▪ Researched IRS regulations to correct past payment practices for supplemental payments and reported issue to client's management▪ Developed functional program specification to the technical team for several HR processes and
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	<p>reports.</p> <ul style="list-style-type: none"> ▪ Developed, reviewed and approved project documentation including: Business Process Procedures (BPPs), Test results, Transport requests, and Configuration documents
* Staff member name	LuMarie Twiaman
* Employer name	CIBER, Inc.
Position in the company	Principal Consultant
Length of time in position	13 Years
Length of time at company	2.5 Years
Project position and responsibilities	<p>Organization Management Consultant</p> <p>The Functional Consultant is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject Matter Experts:</p> <ul style="list-style-type: none"> ▪ In the analysis and decomposition of the business processes ▪ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ▪ In the design of reports, forms, interfaces and conversions ▪ These Functional Consultants are also responsible for the execution of the initial system unit testing. This includes: <ul style="list-style-type: none"> ▪ Performing the test ▪ Making changes in configuration based on results ▪ Error resolution <p>The Functional Consultant will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p> <p>The Functional Consultant is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer).</p> <p>The Functional Consultant is also expected to:</p> <ul style="list-style-type: none"> ▪ Provide expertise on both ERP processes and products

	<ul style="list-style-type: none"> ▪ Effectively transfer process and product knowledge to the customer project team members ▪ Provide input regarding 'Best Business Practices' to aid in the design
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ Findlay University, Findlay, OH
<p>Technical skills and qualifications for the project position</p>	<p>SUMMARY OF QUALIFICATIONS</p> <ul style="list-style-type: none"> ▪ Certified Consultant since 1998 ▪ 15 years of HR Experience in 6 industries including Public Sector ▪ 13 years of experience in ERP HR ▪ Confident coach, facilitator, and counselor ▪ In-depth knowledge in ERP project preparation, blueprinting, design, configuration, testing, and go-live activities ▪ Experienced Project Team Leader and Manager <p>PUBLIC SECTOR, CA Principal HR Consultant /Functional Consultant – HR Project Team Lead Personnel Administration</p> <ul style="list-style-type: none"> ▪ Developed and trained client project team regarding information requirements gathering process ▪ Developed client blueprint, using the ERP Methodology ▪ Completed 36 blueprint sessions, gathering the customer's business requirements ▪ Completed configuration of Enterprise Structure ▪ Customized client action menus based on country code ▪ Developed listing of HR security administrations based on position ▪ Develop BPPs for unit, integration test scripts, and; final test scripts, and assisted client with testing <p>Organizational Management</p> <ul style="list-style-type: none"> ▪ Worked with client to gather requirements for organizational units, jobs, positions and tasks ▪ Created client organizational structure, which, included organizational units, jobs, and positions as well as cost centers ▪ Assigned master cost centers to the organizational units ▪ Created sub-types for business approvers ▪ Maintained features for organizational keys which defines the rules for creation of the organizational information ▪ Defined the administrator groups and assigned the client administrators to the relevant administrator groups

	<p>Benefits Administration</p> <ul style="list-style-type: none">▪ Configured benefit area, benefit providers, dependents, and beneficiaries, and benefits plans▪ Configured Health, Insurance, Savings, Retirement and a special union company matching fixed rate savings plans▪ Configured Options for Health Plans, Dependant Coverage Options and Cost Formulas, Beneficiaries for Savings and Insurance Plans▪ Created Insurance Plan general Data, Coverage and Cost Formulas and assigned insurance plan Attributes and Wage Types. (Payroll and Benefits Integration)▪ Maintained age limits for validity of dependency for COBRA▪ Configured Benefit enrollment process to allow employees to enroll in open, automatic and default and adjustment reasons for exception enrollment and termination▪ Completed unit, integration and final system testing <p>Payroll</p> <ul style="list-style-type: none">▪ Completed configuration of basic pay, which consists of two unions, salaried exempt and, salaried non-exempt employees▪ Configured the client payroll organization and created the Payroll Control Record <p>E-Recruiting</p> <ul style="list-style-type: none">▪ Completed 12 Blueprint Sessions▪ Completed documentation of client's AS-IS Recruitment Business Process▪ Led E-Recruiting Team▪ Led the development of E-Recruiting training curriculum▪ Developed and delivered E-Recruiting presentation describing E-Recruiting functionality▪ Configured Application Management, Administration, and revised Process Templates▪ Revised Recruiters and Administrators Roles▪ Completed E-Recruiting Demo for client's management <p>General Project Activities</p> <ul style="list-style-type: none">▪ Executed Project Plans and Deliverables based on client Statement of Work▪ Established HR project team – conducted interviews, completed hiring of HR Project Team▪ Coach and provided guidance for Time Management, and HR/Payroll Consultants, as well as, the client▪ Developed and delivered 11 customer presentations▪ Worked with Technical team to map legacy data to ERP system and performed data validations after data loads were performed▪ Executed cutover Plans
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	<p>PUBLIC SECTOR, CA Senior HR Business/Functional Analyst – HR Project Manager Personnel Administration</p> <ul style="list-style-type: none"> ▪ Responsible for managing ERP vendor interfaces, testing and fix/break activities surrounding issue resolution. ▪ Responsible for HR Validation Process relating to system conversion activities. ▪ Responsible for review and approval of the HR Template creation and disposal <p>Organizational Management</p> <ul style="list-style-type: none"> ▪ Responsible for Dependency Management ▪ Responsible for maintaining Organizational Structure Relationships ▪ Responsible for Human Resources/ Plant Maintenance interface ▪ Responsible for the creation and maintenance of organizational units, jobs, positions and tasks
* Staff member name	Tom Orr
* Employer name	CIBER, Inc.
Position in the company	Senior Technical Administrator
Length of time in position	17 Years
Length of time at company	8 Years
Project position and responsibilities	<p>Technical Administrator Assist with the installation, technical configuration, and monitoring of the ERP systems Document the Technical processes and procedures that are necessary for daily routine maintenance, systems installation and configuration, or other special tasks that are developed specific to the project Consultants who provide ERP expertise in the following areas fill this role:</p> <ul style="list-style-type: none"> ▪ Enterprise network ▪ Operating system administration ▪ Client server architecture ▪ Relational database management ▪ Client instance strategy

	<ul style="list-style-type: none"> ▪ Backup and disaster recovery ▪ Performance and tuning ▪ System security / user administration ▪ Release level and technical change management <p>The Technical Consultant is also responsible for the effective transfer of technical ERP process and product knowledge to the customer project team members.</p>
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ National Diploma in Electronics Data Processing (Witwatersrand Technikon, South Africa)
<p>Technical skills and qualifications for the project position</p>	<p>17 years business experience including project life cycle management, professional services and client and vendor management and systems and enterprise applications integration. Experienced in change management, business process reengineering, business systems and data analysis, organizational design, and risk management.</p> <p>MANUFACTURING, MA Technical Team Lead</p> <ul style="list-style-type: none"> ▪ Provide user and security management support during implementation ▪ Provide user and security training to customer's IT department ▪ Provide technical liaison between hosting facility and customer's IT department ▪ Provide on-going technical database support to project team <p>APPAREL, CA Technical Team Lead</p> <ul style="list-style-type: none"> ▪ Assist customer in ordering hardware and software for this implementation ▪ Install Development and Production ERP systems on Windows Server 2008 with SQL Server 2008 ▪ Install "add-ons" into the Development and Production ERP systems ▪ Create users and assign custom security roles to the implementation team members <p>COMMERCIAL BUSINESS, TX Performance analyst</p> <ul style="list-style-type: none"> ▪ Performed a complete performance assessment of the Production ERP system prior to implementation of additional external interfaces ▪ Provide ranked performance improvement recommendations ▪ Assist in implementation of the highest ranked performance recommendations ▪ Recommend application server configuration for both dialog and RFC usage in order to limit performance impact on existing dialog users

	<p>PUBLIC UTILITY, CA Technical Team Lead</p> <ul style="list-style-type: none"> ▪ Provided lead technical role throughout duration of project implementation and provided subsequent on-site go-live support ▪ Installed various ERP systems on 64-bit Windows 2003 and 64-bit Oracle 10.2 ▪ Setup and configured Oracle Data Guard to synchronize the Production ERP system with a remote system installed in a different data center ▪ Develop and configure database backup and recovery process ▪ Carried out various homogenous system copies in order to build various test and other landscape systems ▪ Developed processes to synchronize and reconcile transport request application between different landscapes and different companies ▪ Provided technical documentation and evidence of compliance for various SOX audits
* Staff member name	Richard Napast
* Employer name	CIBER, Inc.
Position in the company	Principal Consultant – Technical Development
Length of time in position	14 years
Length of time at company	10 Years
Project position and responsibilities	<p>Technical Lead This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Aiding in the creation of development and naming standards ▪ Design, development and unit testing of enhancements ▪ Design, development, and testing of Forms and Reports ▪ Design, development, and testing of conversion programs, interface programs ▪ Aids in the execution of system unit testing, integration testing, and volume and performance

	<p>testing</p> <ul style="list-style-type: none"> ▪ Aiding the Project Managers in the management and documentation of the development projects ▪ Assisting the in the development of a Go-Live Plan
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ AA, Seneca College in Toronto Canada, 1992
<p>Technical skills and qualifications for the project position</p>	<p>Summary</p> <ul style="list-style-type: none"> ▪ 13+ years of ERP development experience ▪ 4+ years of ERP leadership experience with both onshore and offshore teams ▪ 6 Full life cycle implementations <p>MANUFACTURING, MO Development Lead</p> <ul style="list-style-type: none"> ▪ Manage Development resources including defining, assigning, and prioritizing development tasks for 13 onshore and 7 offshore developers ▪ Develop overall strategy for development of RICEF objects and help define objects ▪ Define and manage architecture and overall design strategy for RICEF objects ▪ Work with Functional Team to determine architecture and design of complex RICEF objects ▪ Implement SDLC for the project to help define, approve and manage development deliverables ▪ Manage and help resolve issues, defects, and change request ▪ Develop several interfaces including middleware mapping and connectivity ▪ Develop enhancements using the Enhancement Framework to modify existing programs to meet business needs ▪ Mentor developers and work with them to solve technical hurdles <p>MANUFACTURING, NJ Development Lead</p> <ul style="list-style-type: none"> ▪ Manage Development resources including defining, assigning, and prioritizing development tasks for 10 onshore and 3 offshore developers ▪ Develop overall strategy for development of RICEF objects and help define objects ▪ Implement SDLC for the project to help define, approve and manage development deliverables ▪ Manage and help resolve issues, defects, and change request ▪ Develop several IDOC based interfaces to manage purchase orders and sales orders for intercompany orders in AFS ▪ Mentor developers and work with them to solve technical hurdles

AUTOMOTIVE MANUFACTURING, NC

Lead Change Management Consultant

- Manage Development resources including defining, assigning and prioritizing tasks
- Define System landscape as well as processes and procedures for ongoing system maintenance
- Define overall system integration strategy and standards between ERP system and legacy AS/400 system
- Defined, designed and developed numerous interfaces between and the legacy system including Product master, MRP Generated shopping carts, Purchase Order, PO Confirmations and invoices
- Defined, designed and developed integration with a third-party B2B integration partner using HTTPS for outbound Purchase Orders, inbound PO Responses, and invoices
- Configured Business Systems, Technical Systems and Software components
- Develop and configure integrations including custom development of technical proxies, mappings, messages, data types and multiple step BPM's. Configuration including the development of communication channels, Receiver/Interface determination, Sender and Receiver agreements
- Develop numerous programs to implement the various integration objects as well as for the customization of SRM
- Unit testing/Integration testing of developed objects
- Support post go-live application including custom development for new features, bug fixes, performance tuning and the addition of new functionality

MCKESSON PHARMACEUTICALS, MULTIPLE PROJECTS CA

Senior EDI consultant

- EDI Document Development. Design and develop all required programs and configuration to implement various EDI transactions.
- Outbound:
 - EDI 852 – Product Activity
 - EDI 850 – Purchase order
- Inbound:
 - EDI 832 – Price/Sales Catalog
 - EDI 850 – Inbound Sales Order
 - EDI 810 – Invoice
- Develop initial data loads for new acquisitions. Project was the pilot project for all future data

	<p>load requirements</p> <ul style="list-style-type: none"> ▪ Design and develop various online programs using Dynpro applications using controls including the Menu tree and text editor ▪ Numerous development projects as well as regular production support
* Staff member name	Deb Boston
* Employer name	CIBER, Inc.
Position in the company	Consultant
Length of time in position	11 Years
Length of time at company	1.5 Years
Project position and responsibilities	<p>This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Aiding in the creation of development and naming standards ▪ Design, development and unit testing of enhancements ▪ Design, development, and testing of Forms and Reports ▪ Design, development, and testing of conversion programs, interface programs ▪ Aids in the execution of system unit testing, integration testing, and volume and performance testing ▪ Aiding the Project Managers in the management and documentation of the development projects ▪ Assisting the in the development of a Go-Live Plan
Education and certifications	<ul style="list-style-type: none"> ▪ A.A.S University of Pittsburgh, Bradford Campus, PA
Technical skills and qualifications for the project position	<p>Experience Summary</p> <ul style="list-style-type: none"> ▪ 11 Years experience as Technical Consultant ▪ 10 Years Manufacturing experience

	<ul style="list-style-type: none">▪ 8 Months of Public Sector experience▪ 7 Months of K-12 experience▪ 2 Full life cycle implementations <p>PUBLIC SECTOR, CA Technical Consultant</p> <ul style="list-style-type: none">▪ Development, delivery assessments and knowledge transfer▪ Payroll reporting development and interfaces <p>MANUFACTURING, GA Technical Consultant</p> <ul style="list-style-type: none">▪ Evaluated needs to extract ERP data to interface with MC Frame Software▪ Designed and implemented system to programmatically extract production planning, shipping, receiving and inventory data on daily basis <p>LOCKHEED MARTIN, SC Technical Consultant</p> <ul style="list-style-type: none">▪ Develop RFC programs to interface with WEB Master for Army Integrated Prime Vendor project for bin replenishment and inventory control▪ Develop software to implement Readsoft/Ebydos tool to integrate with the ERP▪ Daily support of RFCs, Procurement processes and ERP interface with Perceptive handheld devices <p>MANUFACTURING, NY Technical Consultant</p> <ul style="list-style-type: none">▪ Develop technical objects for ERP Implementation <p>EDUCATION – K-12, GA Technical Consultant</p> <ul style="list-style-type: none">▪ Develop interfaces for AP, VISA, and Payroll▪ Develop Forms, scripts and programs for Material Management, Project Management ,and HR <p>MANUFACTURING, TN Technical Consultant</p> <ul style="list-style-type: none">▪ Develop user exits for Sales Orders, Quotes, and Purchase Orders▪ Develop reporting for Sales and Distribution upgrade▪ Modification of Booking program to accommodate custom tables▪ Supported Help Desk on a as-needed basis <p>PUBLIC SECTOR, FL</p>
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	<p>Technical Consultant</p> <ul style="list-style-type: none"> ▪ Develop Interface with Production Planning tool and the ERP system to automate Rate Routing process ▪ Help Desk Support <p>MANUFACTURING, NY</p> <p>Technical Developer</p> <ul style="list-style-type: none"> ▪ Improve reports, forms and functionalities to enhance company productivity ▪ Develop process to archive Material Ledger Reports to PDF on DVD ▪ Develop Price Quote system to automate manual process ▪ Develop Interface between CAD system and the ERP Production Planning module ▪ Played key role in ERP Upgrade <p>MANUFACTURING, NY</p> <p>Technical Consultant</p> <ul style="list-style-type: none"> ▪ Analyzed and develop download and interface with third party vendor for internet needs ▪ Collaborated with client's Business Analyst to create a materials waste reporting system for plants in Europe ▪ On Logistics team to convert legacy data to the new ERP system
* Staff member name	Mahesh Linga
* Employer name	CIBER, Inc.
Position in the company	Senior Consultant
Length of time in position	3.5 Years
Length of time at company	3.5 Years
Project position and responsibilities	<p>Technical Developer</p> <p>This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Aiding in the creation of development and naming standards

	<ul style="list-style-type: none"> ▪ Design, development and unit testing of enhancements ▪ Design, development, and testing of Forms and Reports ▪ Design, development, and testing of conversion programs, interface programs ▪ Aids in the execution of system unit testing, integration testing, and volume and performance testing ▪ Aiding the Project Managers in the management and documentation of the development projects ▪ Assisting the in the development of a Go-Live Plan
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ MSc. Computer Science, University of London, UK ▪ BTech Computer Science, JNTU India
<p>Technical skills and qualifications for the project position</p>	<p>MANUFACTURING, MO EDI Lead</p> <ul style="list-style-type: none"> ▪ Developed Interfaces into Material Management, Sales and Distribution ▪ Used middleware tool to exchange data with ERP AFS system <p>PUBLIC SECTOR, CA Technical Lead</p> <ul style="list-style-type: none"> ▪ Developed several Interfaces into Material Management, Financial, HR, and Plant maintenance modules ▪ Developed an interface to upload budgets in Funds Management ▪ Configured functionality in related with Grants management Resource ▪ Developed a complex custom program to calculate and update payroll deductions based upon a given amount for employees ▪ Created data conversion programs ▪ Taught core technical concepts to IT users <p>MANUFACTURING, NY Technical Lead</p> <ul style="list-style-type: none"> ▪ Worked on data conversions involving all the master data to transactional data ▪ Developed user exits in sales & distribution and financial modules for royalty calculation and profit center override ▪ Involved in configuring EDI settings ▪ Developed transformation routines in the business warehouse ▪ Developed some reports using ERP Query as required by business

	<p>MANUFACTURING, LA Technical Lead Consultant</p> <ul style="list-style-type: none"> ■ As a Technical Consultant, involved in the development and implementation of ERP objects for several different modules ■ Involved in HR functional configuration ■ Developed various interfaces in HR, Material management, and Sales & Distribution ■ Used ERP tool extensively to do data loads across different modules ■ Involved in developing a custom time management transaction to deal with third party swipe system and developed interfaces ■ Developed an interface program in HR to upload employee details from legacy system to ERP system ■ Developed a report in HR to find out the manager details of an employee and send the employee details to the corresponding employee via email ■ Developed Customer Balance Aging Report and a report to display BOM of products along with quantities in a tree fashion <p>CONSUMER PRODUCTS, NY Technical Consultant</p> <ul style="list-style-type: none"> ■ As an Technical Consultant, supported the day to day running of the ERP business systems and involved as the core team member in implementation projects by providing technical development, across various functional areas ■ Actively participated in supporting HR implementation ■ Using EDI documents, configured RFC, created Partner Profiles, Ports, Message control and Configuration of Output control for inbound messages 850, 824, 875 and outbound messages 810, 856, 880
Technical	
* Staff member name	Shu Zhang
* Employer name	CIBER, Inc.
Position in the company	Portal Consultant
Length of time in position	4 years
Length of time at	4 years

company	
Project position and responsibilities	<p>Portal Consultant This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Aiding in the creation of development and naming standards ▪ Design, development and unit testing of enhancements ▪ Design, development, and testing of Forms and Reports ▪ Design, development, and testing of conversion programs, interface programs ▪ Aids in the execution of system unit testing, integration testing, and volume and performance testing ▪ Aiding the Project Managers in the management and documentation of the development projects ▪ Assisting the in the development of a Go-Live Plan
Education and certifications	<ul style="list-style-type: none"> ▪ Ph.D. Physics, University Of Rhode Island, RI ▪ M.A. Computer Science, University of Rhode Island, RI ▪ B.A. University of Science and Technology Of China, China
Technical skills and qualifications for the project position	<p>PUBLIC SECTOR, CA Lead Portal Consultant</p> <ul style="list-style-type: none"> ▪ Application tuning and Issue Fixing <p>RETAIL, MO Lead Portal Consultant</p> <ul style="list-style-type: none"> ▪ Team Leader for nine HR adobe interactive forms In English and French ▪ Developed coding enhancement for generic service, HR workflow, Employee Self Service, and Manager Self Service ▪ Mentor for ESS, MSS, Web dynpro, HCM Adobe form Process, workflow <p>PUBLIC SECTOR, GA Lead Portal Consultant</p> <ul style="list-style-type: none"> ▪ Portal Architect. (Business Process Design, Technical process design for Portal application and Portal integration with ERP system, and other application systems ▪ Mentor for ERP team <p>PUBLIC SECTOR, GA</p>

	<p>Lead Portal Consultant, J2EE Administrator</p> <ul style="list-style-type: none"> ▪ User, Service, Process Administrator <p>MANUFACTURING, GA Development/Portal Team Lead</p> <ul style="list-style-type: none"> ▪ EDI Technical Consulting ▪ Programmer for ERP Technical Upgrade ▪ Team Lead for several Portal/EJB projects to utilize the ERP platform ▪ Data warehouse data extract programming
* Staff member name	John Rathinam
* Employer name	CIBER
Position in the company	Principle Consultant
Length of time in position	12 Years
Length of time at company	2 Years
Project position and responsibilities	<p>The Functional Consultant is responsible for the execution of the detailed design and configuration of the company's business processes with the ERP system. This includes working with Alaska Subject Matter Experts:</p> <ul style="list-style-type: none"> ▪ In the analysis and decomposition of the business processes ▪ To document the business process requirements and designing and configuring the ERP system to support the organization's "To Be" process vision ▪ In the design of reports, forms, interfaces and conversions ▪ These Functional Consultants are also responsible for the execution of the initial system unit testing. This includes: <ul style="list-style-type: none"> ▪ Performing the test ▪ Making changes in configuration based on results ▪ Error resolution <p>The Functional Consultant will conduct workshops and presentations to validate business processes and ERP solutions with the end user community.</p>

	<p>The Functional Consultant is responsible for mentoring the end user documentation developers and trainers in the identification of business processes and ERP technical system tasks to be documented as well as providing training to the end user training team (training the trainer). The Functional Consultant is also expected to:</p> <ul style="list-style-type: none"> ▪ Provide expertise on both ERP processes and products ▪ Effectively transfer process and product knowledge to the customer project team members <p>Provide input regarding 'Best Business Practices' to aid in the design process</p>
<p>Education and certifications</p>	<p>MS - Computer Science. Post Graduate Diploma in Computer Applications</p>
<p>Technical skills and qualifications for the project position</p>	<p>Public Sector, CA. Supplier Relationship Management Lead Consultant</p> <ul style="list-style-type: none"> ▪ Lead the Supplier Relationship Management functional and development team. ▪ Perform workshops on ERP Supplier Relationship Management to the core team including the executive office. ▪ Perform requirement analysis, design and facilitating blueprint process ▪ Update project status to the PMO. ▪ Monitoring the configuration and development phase (realization phase). ▪ Convert and enhance existing material management purchasing functionality to Supplier Relationship Management (using Procurement for Public Sector). ▪ Integrating ERP Supplier Relationship Management with the Funds Management module. ▪ Implement the technical landscape and perform configuration . ▪ Coordinated the data warehouse team with respect to the new reports from Supplier Relationship Management business package. ▪ External and Internal Catalogs ▪ Custom application design and testing for various enhancements ▪ Electronic exchange of Purchase documents with the Suppliers. ▪ Coordinating with the HR team for the organizational structure distribution. ▪ Design and develop Supplier Relationship Management Workflows using process based workflow ▪ Help the core business team with identifying and developing testing scenarios and strategies. ▪ Identify Business Process Procedures (BPPs) and the guild the core team in creating them

	<ul style="list-style-type: none">■ Help and knowledge transfer to customer's support team in understanding system configuration.■ Unit testing and Cutover <p>Manufacturing, MI Supplier Relationship Management Lead Consultant</p> <ul style="list-style-type: none">■ Perform Strategy, Blueprint planning and execution for Procurement processes.■ Perform configuration activities for classic scenario■ Middleware, master data replication, backend document creation■ Design process flow for Approval Workflows.■ Custom application design and testing for various enhancements■ Unit Testing■ Cutover planning <p>IT Sector, GA Supplier Relationship Management Lead Consultant</p> <ul style="list-style-type: none">■ Perform Strategy planning and execution for an upgrade.■ Perform configuration activities for Extended - classic scenario■ Unit and Integration testing. <p>Public Sector, PA. Supplier Relationship Management Lead Consultant</p> <ul style="list-style-type: none">■ Perform requirement analysis, re-design and facilitating blueprint process■ Monitoring the Supplier Relationship Management configuration and development phase (realization phase).■ Monitoring the ERP Purchasing configuration and development phase.■ Perform Supplier Relationship Management configuration activities for extended classic scenario.■ Perform material management purchasing configuration including setting up of MRP.■ Middleware, master data replication, backend document creation.■ Sourcing functions like bidding engine, sourcing cockpit, and contract management
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	<ul style="list-style-type: none"> ▪ Guided the team with several critical issues (One-time vendor, emergency Pos, contracts etc). ▪ Design process flow for Approval Workflows. ▪ Approval for external requirements. ▪ Installed Procurement cards (P-Cards). ▪ Guided technical team with all development objects. ▪ Involved in designing the security roles needed for Supplier Relationship Management ▪ Integration testing and issues resolution management (used Mercury). ▪ Manage cutover & dress rehearsal activities ▪ Supporting the training team with creation of training documents. ▪ Post Go-Live support coordinating and resolving Help Desk Tickets. ▪ Conducted a workshop on Supplier Relationship Management
* Staff member name	Andrea J. Heaberg
* Employer name	CIBER
Position in the company	Change Management Lead
Length of time in position	13 Years
Length of time at company	2 Years
Project position and responsibilities	<p>The role of the Change Management Leader is to determine where and how the implementation of the ERP system will affect the organization and help the customer team develop change management plans and strategies to help the organization prepare for those changes. The change management leader will provide the framework and direction to customer's change management team in executing the change management plan. Some of those responsibilities include:</p> <ul style="list-style-type: none"> ▪ Provide change management training and guidance to customer's change management team ▪ Work with the County team to develop a Stakeholder Analysis that defines key stakeholders and the change impact and the potential resistance each group will have. ▪ Develop a plan with the customer team to build a Sponsorship Network to support change ▪ Develop a Communication plan with the customer's change team ▪ Guide the customer's change team with communication development recommendations and

	<p>support</p> <ul style="list-style-type: none"> ▪ Mentor the change team in how to perform role mapping and skills gap analysis ▪ Work with the implementation team in support of the business process redesign and identification of organizational impacts ▪ Work with the implementation team to define the appropriate support help desk processes and team to provide post implementation support
<p>Education and certifications</p>	<p>M.A. Personnel Management, Central Michigan State University B.A. Behavioral Science, University of California – Riverside</p> <p>Certified instructor with Wilson Learning, Kepner Tregoe, Development Dimensions International, the Forum Corporation, Saba, and Zenger-Miller.</p>
<p>Technical skills and qualifications for the project position</p>	<p>Results-oriented leader with a strong track record of performance in consulting to Public and Private organizations. Thirteen years experience in county government. Using analysis, insights and team approach to drive organizational improvement, business and enterprise transformations. Assisting clients with talent strategies, organization and process design, culture alignment, strategic change, learning and development, risk management. Superior interpersonal skills, capable of resolving multiple and complex business issues that result in business optimization, strong project governance and compliance, and reduced project risk. Responsible for motivating consultants to peak performance.</p> <p>Additional areas of expertise include:</p> <ul style="list-style-type: none"> ▪ Strategic Program and Account Management ▪ Organization Design and Workforce Transition ▪ Enterprise e-Learning, Learning Management Systems ▪ Developing High Performing Teams ▪ Project Management, Budget Management ▪ Process Redesign Workshop Sessions ▪ Resource Planning and Cost Allocation ▪ Project Turnaround Expert <p>Retail Company Training Advisor System replacement and operational transformation of Merchandizing and Financial divisions.</p>

	<p>Implementation of ERP's Retail Solution. This was phase one of five year IT strategic initiative to position the company for growth. Guided team in learning strategy, curriculum development, delivery and implementation in a pre-configured system environment.</p> <p>Global Insurance Company Organization Redesign Advisor</p> <p>Operational Transformation and Cost Reduction Project to design an end-state operating model to prioritize redesign activities to align with overall strategy and the cost reduction imperative. Redesign and rebuild key processes to create the company's desired low-cost, end-state operating model.</p> <p>Guided team in conducting a gap analysis between the As-Is and End-State operating model. Gathered design requirements, defined new job roles and responsibilities. Assessed required skill sets, and identified organizational change issues. Developed structure and action plan to address restructuring. Restructured and defined 60 job positions. Identified and implemented "Quick Wins" that were independent of redesign activities, yet yielded cost reduction benefits in the short-term.</p> <p>Building Supply & Distribution Company Human Capital Director, Project Advisor</p> <p>Executive management launched a major initiative to differentiate the company from the competition through the deployment of best-in-class technology. The goal was to reengineer the financial processes using retailing industry best practices, improve financial and management reporting capability, reduce overall operating cost and comply with Sarbanes-Oxley regulatory requirements. Geographic scope was US, Canada and Mexico.</p> <p>Coached steering committee, executives, and program management in the preparation of the organization to use the new business processes and technology to achieve business strategy, improve business performance and regulatory compliance. Responsible for determining strategy, facilitating and participating in steering committee meetings, and performing quality assurance reviews. Responsible for performing quality assurance reviews of assessments, strategies, documentation and continuous improvement. Advised divisional VP's on preparing their organizations to receive and sustain new processes and systems, including metrics for measuring program success.</p>
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* Staff member name	Richard Napast
* Employer name	CIBER, Inc.
Position in the company	Principal Consultant – Technical Development
Length of time in position	14 years
Length of time at company	10 Years
Project position and responsibilities	<p>Technical Lead This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Aiding in the creation of development and naming standards ▪ Design, development and unit testing of enhancements ▪ Design, development, and testing of Forms and Reports ▪ Design, development, and testing of conversion programs, interface programs ▪ Aids in the execution of system unit testing, integration testing, and volume and performance testing ▪ Aiding the Project Managers in the management and documentation of the development projects ▪ Assisting the in the development of a Go-Live Plan
Education and certifications	<ul style="list-style-type: none"> ▪ AA, Seneca College in Toronto Canada, 1992
Technical skills and qualifications for the project position	<p>Summary</p> <ul style="list-style-type: none"> ▪ 13+ years of ERP development experience ▪ 4+ years of ERP leadership experience with both onshore and offshore teams ▪ 6 Full life cycle implementations <p>MANUFACTURING, MO Development Lead</p> <ul style="list-style-type: none"> ▪ Manage Development resources including defining, assigning, and prioritizing development

	<p>tasks for 13 onshore and 7 offshore developers</p> <ul style="list-style-type: none">■ Develop overall strategy for development of RICEF objects and help define objects■ Define and manage architecture and overall design strategy for RICEF objects■ Work with Functional Team to determine architecture and design of complex RICEF objects■ Implement SDLC for the project to help define, approve and manage development deliverables■ Manage and help resolve issues, defects, and change request■ Develop several interfaces including middleware mapping and connectivity■ Develop enhancements using the Enhancement Framework to modify existing programs to meet business needs■ Mentor developers and work with them to solve technical hurdles <p>MANUFACTURING, NJ Development Lead</p> <ul style="list-style-type: none">■ Manage Development resources including defining, assigning, and prioritizing development tasks for 10 onshore and 3 offshore developers■ Develop overall strategy for development of RICEF objects and help define objects■ Implement SDLC for the project to help define, approve and manage development deliverables■ Manage and help resolve issues, defects, and change request■ Develop several IDOC based interfaces to manage purchase orders and sales orders for intercompany orders in AFS■ Mentor developers and work with them to solve technical hurdles <p>AUTOMOTIVE MANUFACTURING, NC Lead Change Management Consultant</p> <ul style="list-style-type: none">■ Manage Development resources including defining, assigning and prioritizing tasks■ Define System landscape as well as processes and procedures for ongoing system maintenance■ Define overall system integration strategy and standards between ERP system and legacy AS/400 system■ Defined, designed and developed numerous interfaces between and the legacy system including Product master, MRP Generated shopping carts, Purchase Order, PO Confirmations and invoices■ Defined, designed and developed integration with a third-party B2B integration partner using HTTPS for outbound Purchase Orders, inbound PO Responses, and invoices■ Configured Business Systems, Technical Systems and Software components■ Develop and configure integrations including custom development of technical proxies,
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	<p>mappings, messages, data types and multiple step BPM's. Configuration including the development of communication channels, Receiver/Interface determination, Sender and Receiver agreements</p> <ul style="list-style-type: none"> ▪ Develop numerous programs to implement the various integration objects as well as for the customization of SRM ▪ Unit testing/Integration testing of developed objects ▪ Support post go-live application including custom development for new features, bug fixes, performance tuning and the addition of new functionality <p>PHARMACEUTICALS, MULTIPLE PROJECTS CA Senior EDI consultant</p> <ul style="list-style-type: none"> ▪ EDI Document Development. Design and develop all required programs and configuration to implement various EDI transactions. ▪ Outbound: <ul style="list-style-type: none"> • EDI 852 – Product Activity • EDI 850 – Purchase order ▪ Inbound: <ul style="list-style-type: none"> • EDI 832 – Price/Sales Catalog • EDI 850 – Inbound Sales Order • EDI 810 – Invoice ▪ Develop initial data loads for new acquisitions. Project was the pilot project for all future data load requirements ▪ Design and develop various online programs using Dynpro applications using controls including the Menu tree and text editor ▪ Numerous development projects as well as regular production support
* Staff member name	Jamie D, Larson
* Employer name	Black & Veatch Corp
Position in the company	Consultant
Length of time in position	4 years
Length of time at	3 years

company	
Project position and responsibilities	<p>This role provides system management environment, train the teams on how to use the system to manage the project artifacts and share information with the team. The role also supports the project manager with managing communications and other project related support activities. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Work with the business client, contractor engagement teams, and project team members to promote a system management-based approach to project team development life cycle challenges ▪ Support solution definition and maintenance, including robust business process structures within new implementation projects to support new business process deployment ▪ Work with the business client, contractor engagement teams, and project team members to gather requirements for system management-based projects within the targeted deployment effort ▪ Prepare, communicate and execute cut-over plans to deploy system manager functional areas (Help Desk, Solution Monitoring, Business Process monitoring, etc.) to the production system manager instance, once tested and approved, to support project team needs ▪ Prepare, communicate, deploy and support system manager Implementation projects, Maintenance projects, and Upgrade projects, as needed to support functional project needs in production ▪ Assist with deployment of system manager security role profiles, including requirements gathering, role testing, and alignment of roles across the project team
Education and certifications	<ul style="list-style-type: none"> ▪ B.S., Management Information Systems, University of South Florida
Technical skills and qualifications for the project position	<p>A Programmer Analyst with more than three years of experience in programming and support. She is proficient in all aspects of the Full Systems Development Life Cycle (SDLC). Ms. Larson also is comfortable interacting with all levels of management and colleagues, allowing for productive teamwork and cooperation. Her problem-solving skills and self motivation are a welcome addition to any project engagement.</p> <p>Service Industry Programmer Analyst</p> <ul style="list-style-type: none"> ▪ Provided 24/7 on-call support for applications in a real-time payment transaction processing environment. She performed application maintenance, resolving and correcting application and system issues. She also planned, documented and executed the upgrade of SAN hardware and

	<p>software, which resulted in 50-plus Oracle databases being relocated</p> <ul style="list-style-type: none"> ▪ Participated in the planning and execution of a data center move consisting of 100-plus systems. The migration included both hardware and software upgrades. She created daily reports on the stability of production systems. She performed Oracle database updates based on internal and external inputs and modified code and/or parameter files to resolve application issues (C/Unix) and existing internal applications and tools (C/Unix). She also performed periodic stress tests of production applications and systems, participated in architecture changes to increase system performance and developed scripts for monitoring and trouble-shooting applications (Unix Shell) ▪ Facilitated the move of the Systems Management Center/Enterprise Command Center (ECC) from St. Petersburg, Fla., to Jacksonville, Fla., performed a lead role in the documentation currently used by the ERP system for check application support and documented support procedures for applications/systems. She conducted scheduled maintenance on production servers, interviewed applicants, and trained and mentored level 1 employees <p>SERVICE INDUSTRY Programmer Analyst</p> <ul style="list-style-type: none"> ▪ Duties as a Programmer Analyst with included developing, supporting and maintaining applications on-site and remotely that were responsible for running the manufacturing floor of over 100 users. She also maintained, supported and modified the systems used for daily service invoicing and shipping. She used the Software Development Life Cycle (SDLC) methodology to implement enhancements that resolve unexpected issues from the manufacturing floor ▪ Provided sole support for shipping applications and supported and maintained all applications dealing with sales order entry, purchasing, invoicing and production. She also provided on-call support for the manufacturing floor; supported a variety of system applications written in Visual Basic, C and C++; resolved trouble tickets, ranging from software to OS configuration to hardware issues; created and maintained User IDs on manufacturing servers; and created standard and ad-hoc reports upon request <p>SERVICE INDUSTRY Intern</p> <ul style="list-style-type: none"> ▪ During her internship focused on International banking and personal banking for organizational employees in 2004, she appraised the hardware of more than 200 PCs to determine if replacements were needed. She calculated the inventory of the department's 144 employees' workstation hardware and software. She also interned for the Information Systems Director and participated in a trial auditing program for implementation.

* Staff member name	Luc Cayet
* Employer name	Black & Veatch Corp
Position in the company	Managing Director
Length of time in position	10 years
Length of time at company	10.5 years
Project position and responsibilities	<p>The primary role of the Finance Lead / Integration Manager is to:</p> <ul style="list-style-type: none"> ▪ Ensure that the business targets and objectives are met by the system ▪ Work with the business process team to develop the To-Be view of the business processes ▪ Plan change management activities for existing business processes necessary for a successful system implementation ▪ Identify and manage mission critical business scenarios in the system environment and validate expected results versus actual results ▪ Analyze and decompose the business processes ▪ Develop business process documentation ▪ Design the process of turning blueprints into realization and system solutions ▪ Ensure that business processes are effectively mapped in the software configuration ▪ Identify the global and standardization requirements versus the local requirements ▪ Design and configure the system to support the organization's To-Be process vision, together with the technical team and the Business Process Owner ▪ Aid in the design of reports, forms, interfaces, and conversions ▪ Test, modify, and document the system configuration ▪ Resolve issues ▪ Ensure that business expertise is available to the project team ▪ Provide post-implementation support ▪ Conduct workshops and presentations to validate business processes and solutions with the end user community
Education and certifications	<ul style="list-style-type: none"> ▪ Commercial and Business Economics, Management Information Systems Engineer, K.U. Leuven, Belgium, 1990 ▪ Commercial Engineer, K.U. Leuven, Belgium, 1989

Technical skills and qualifications for the project position	<p>This Managing Director is a highly dedicated and skill-certified consultant with more than 19 years of hands-on ERP experience in Financial Accounting (FI), Controlling (CO) and Project System (PS). He also has experience in Plant Maintenance (PM), Service Management (SM), and Technical Development. He has performed the various roles of Functional and Technical Consultant, Team Lead, Project Manager, and Executive Manager for Public Sector, High-Tech, Bio-Tech, Manufacturing, and Telecommunications industry-related projects.</p> <p>Throughout his career, he has been involved in 11 full lifecycle ERP implementations, 5 ERP system upgrades, 5 ERP functional upgrades, and assisted in the support and training for numerous client sites. He has a strong background in programming languages that include: PL/1, COBOL and Pascal.</p> <p>PUBLIC SECTOR, NV Integration Lead</p> <ul style="list-style-type: none">As Integration Lead, he managed an ERP upgrade. He performed the implementation and configuration to support the management of the project. He was responsible for issue management and resolution, and he resolved ERP functional issues that arose from the upgrade. <p>PUBLIC SECTOR, CA Project Manager/Financial Lead</p> <ul style="list-style-type: none">This Project Manager/Financial Lead was responsible for managing the county's upgrade and for resolving numerous functional issues that arose as a result of that upgrade. He was responsible for the development of project plan and budget, as well as all the project standards. He also managed the implementation and configuration to support the management of the project, issue management and resolution, and he resolved ERP functional issues that arose from the upgrade. <p>PUBLIC SECTOR, NM Financial Lead/Project Manager</p> <ul style="list-style-type: none">As a Financial Lead /Project Manager, he was responsible for resolving numerous issues that arose as a result of an ERP implementation. In the same role, he was responsible for the implementation of a budget preparation solution for the county. He gathered requirements for the budget preparation solution (operational, capital, personnel and grants budget); designed a blueprint of the budget preparation solution using the ERP modules; and configured, implemented and tested the proposed solution, including functional and technical specification development, as well as training development support. <p>MANUFACTURING Interim Project Manager</p> <ul style="list-style-type: none">Served as Interim Project Manager for ERP upgrade project of its landscape
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	<p>Public Sector, OR Project Manager</p> <ul style="list-style-type: none"> ■ As Project Manager for the City of Portland, he managed the City's ERP implementation <p>Public Sector, NV Integration and Project Lead</p> <ul style="list-style-type: none"> ■ As Integration and Project Lead, he was responsible for the county's multi-phased, full-scope ERP ramp-up implementation. The county maintains a \$2 billion dollar budget and over 20,000 employees <p>PUBLIC SECTOR, OR Financial Lead</p> <ul style="list-style-type: none"> ■ Served as Financial Lead Consultant and was responsible for resolving numerous issues surrounding the month-end and year-end close that arose as a result of an ERP upgrade. He made it possible for the County to close the fiscal year ■ As Financial Lead, he was responsible for the implementation of the Fixed Assets module in full compliance with all relevant GASB statements. As the Financial Consultant, he also was responsible for the implementation of the Special Ledger, so that the County could produce its CAFR out of the ERP system. He developed a solution so the County could perform year-end processing within the ERP system on data converted prior to year-end following an upgrade
* Staff member name	Edward De Caro
* Employer name	Black & Veatch Corp
Position in the company	ERP Technical Consultant
Length of time in position	4 years
Length of time at company	4 Years
Project position and responsibilities	<p>This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ■ Aiding in the creation of development and naming standards ■ Design, development and unit testing of enhancements

	<ul style="list-style-type: none"> ■ Design, development, and testing of Forms and Reports ■ Design, development, and testing of conversion programs, interface programs ■ Aids in the execution of system unit testing, integration testing, and volume and performance testing ■ Aiding the Project Managers in the management and documentation of the development projects ■ Assisting the in the development of a Go-Live Plan
<p>Education and certifications</p>	<ul style="list-style-type: none"> ■ B.S., Information Systems, Coleman University (La Mesa, Calif.), 1988 ■ M.S., Information Systems, Coleman University (La Mesa, Calif.), 1997
<p>Technical skills and qualifications for the project position</p>	<ul style="list-style-type: none"> ■ This technical consultant is an experienced ERP Workflow Consultant who has been working with the ERP package since 1996. ■ He has been a team member of many ERP projects, implementations, upgrades and refreshes as a technical developer/analyst and has significant experience in RICEF objects, interface development and workflow. His background includes many years spent working with system users, Business Analysts and Configuration Analysts in designing thorough process specifications. ■ He has extensive experience in production environments, including batch job setup, monitoring and problem resolution for daily, period-end, quarterly, year-end, abnormal accounting period and other special processing. ■ He has worked closely with corporate departments, such as Production Control, Help Desk, Applications, Networks, Security, Change Management and Operations. He also has experience with complex job scheduling tools that span multiple platforms, including Sys-Admiral (Tidal), CA7 and CA-Unicenter. <p>CONSULTING Consulting Programmer MANUFACTURING Senior Technical Developer MANUFACTURING Programmer/Analyst</p>
<p>* Staff member name</p>	<p>Doug Settlemier</p>

* Employer name	Black & Veatch Corp
Position in the company	Security Consultant
Length of time in position	11 Years
Length of time at company	4 Years
Project position and responsibilities	<p>The primary role of the ERP Security Consultant is to:</p> <ul style="list-style-type: none"> ▪ Define overall security plan & profile requirements ▪ Develop and maintain custom profiles ▪ Define new user request and approval procedures ▪ Create new users in Production ▪ Create new users in development environment ▪ Unlock user profile templates ▪ Support client audit requirements around security profiles ▪ Setup initial passwords for user administrator and ERP delivered users ▪ Compare Roles and Users ▪ Display Change Documents for the Authorization Profile of a User ▪ Display the Transactions Contained in a Role
Education and certifications	<ul style="list-style-type: none"> ▪ Bachelor of Science in Business Administration
Technical skills and qualifications for the project position	<p>EXPERIENCE SUMMARY</p> <ul style="list-style-type: none"> ▪ Over 8 years experience as an ERP Security Team Lead ▪ Over 9 years of Pubic Sector experience working with ERP Security ▪ 21 years of experience working for a Public Sector company ▪ Over 11 years experience with HR module including configuration of Position Level Security, Organization Management, Structural Authorizations, Employee Self Service (ESS), Managers Self Service (MSS), Time Administration, Benefits, Open Enrollment, and Learning Solution (LSO) ▪ Over 6 years of experience with Java Security using User Management Engine (UME) to administer users on the Portal ▪ Over 8 years of experience writing Security Procedures, Policies, and Documentation of

	<p>Functional Requirements</p> <ul style="list-style-type: none">■ Experience implementing GRC Access Control suite including Access Enforcer, Compliance Calibrator, Firefighter, and Role Expert to reduce Security risks■ Experience in setting up Segregation of Duties (SOD) matrix and performing SOD analysis of risks■ Over 8 years of experience working with Auditors and Compliance Groups on SOX Controls■ Over 11 years of experience using MS Access to reconcile Security tables■ Over 5 years of experience using Mercury Quicktest to create ERP Scripts■ Over 6 years of experience configuring Single Sign On (SSO)■ Global ERP Rollout experience■ Experience working on a Identity Management Implementation■ Experience setting up LDAP/active directory to authenticate users■ Experience with TREX■ Experience with NWDI <p>PROFILE</p> <ul style="list-style-type: none">■ A Senior Security Consultant specializing in ERP Issue Management. Consistently streamlines Security processes while reducing operational cost of ownership■ Exceptional performance in design, development, and implementation of audit friendly Security strategies, while addressing compliance issues using GRC Access Control suite of Virsa tools to improve internal controls and issues resolution during Integration Testing and go-live readiness phases■ Offer a dynamic professional skill-set that includes Standard Authorizations, HR Structural Authorizations, BI Structural Authorizations, HR Context Solution Authorizations, EH&S, and SOD/SOX (Sarbanes Oxley) considerations■ A dependable professional with strong analytical skills. Routinely receives excellent client reviews on deliverables. Have been a Senior Accountant, Financial Analyst, Systems Analyst, Security Administrator, ERP Security Team Lead, and a ERP Security Consultant during the past 34 years■ Over 24 years of Information Technology experience■ Over 13 years as an HR/Information Systems Analyst doing System and Project Development, and Systems Conversion <p>TECHNICAL PROFICIENCIES</p> <ul style="list-style-type: none">■ Expert in configuration of HR Security covering Payroll, Benefits, Personnel Administration, Training, Organizational Management, and Compensation
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	<ul style="list-style-type: none">▪ Expert in configuration of HR Structural Authorizations▪ Expert in unit testing, integration testing, interface testing, and parallel testing▪ An efficient SOD and Sarbanes Oxley (SOX) compliance coordinator <p>MANUFACTURING, OH ERP HR Security Team Lead</p> <ul style="list-style-type: none">▪ Developed Security Strategy for Global HR Security Implementation – 27 Countries▪ Designed, Developed, Tested, and Implemented Structural Authorizations for HR and data warehouse▪ Designed, Developed, Tested, and Implemented Employee Self Service/Manager Self Service roles in conjunction with ERP Portal▪ Configured Risk Analysis & Remediation (formerly Compliance Calibrator)▪ Developed ERP Security Operating Procedures▪ Documented Functional Requirements from the Business.▪ Configured ERP Security based on Technical Specifications▪ Used MS Access to map users to positions and roles <p>FINANCIAL SERVICES, PA ERP HR Security Team Lead</p> <ul style="list-style-type: none">▪ Design, develop and implement Structural Authorizations. Led the Security team effort in the design, development, and testing of ERP Security Roles and Structural Authorizations▪ Designed, Developed, and Tested Structural Authorizations for the HR module▪ Designed, Developed, and Tested HR Security Roles to work with vendor’s Performance Planning System▪ Documented Functional Requirements from the Business▪ Setup Position Level Security on HR <p>MANUFACTURING, IN ERP HR Security Team Lead</p> <ul style="list-style-type: none">▪ Design, develop and implement Security Strategy. Developed and implemented a Security Strategy. Led the Security team effort in the design, development, and testing of ERP Security roles. Developed user administration strategy, and installed Central User Administration (CUA)▪ Designed, Developed, and Tested Structural Authorizations for the HR module▪ Set up Portal Groups to Assign Portal Roles in UME▪ Developed ERP Security Operating Procedures▪ Documented Functional Requirements from the Business▪ Configured ERP HR Security based on Technical Specifications
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	<ul style="list-style-type: none"> ▪ Configured Central User Administration ▪ Used MS Access to map users to positions and roles ▪ Completed All Cutover Activities For Go Live in 35 Minutes for 1500 employees. ▪ Developed Several Security Programs to Automate User Administration, Position Level Security Role Assignments, Structural Authorization Assignments, and Portal Role Assignments through UME <p>RETAIL, OH</p> <p>ERP Security Team Lead</p> <ul style="list-style-type: none"> ▪ Developed and implemented a Security Strategy. Led the Security team effort in the development of ERP Security roles ▪ Developed user administration strategy ▪ Designed, developed and tested Development Roles for Project Team and Production Support Roles ▪ Installed Central User Administration ▪ Configured LDAP and Single Sign On (SSO) ▪ Configuration of ERP Governance Risk and Compliance (GRC) ▪ Experience with NWDI <p>PUBLIC SECTOR, OR</p> <p>ERP Security Team Lead</p> <ul style="list-style-type: none"> ▪ Design, develop and implement Security Strategy. Led the Security team effort in the design, development, and testing of ERP Security roles. Developed user administration strategy, installed Central User Administration (CUA)and implemented Single Sign On (SSO) ▪ Designed, Developed, and Tested Structural Authorizations for the HR module ▪ Developed ERP Security Procedures ▪ Documented Functional Requirements from the Business ▪ Configured ERP HR/ECC Security based on Technical Specifications ▪ Configured Central User Administration ▪ Set up Position Level Security ▪ Set Up Configuration of Single Sign On (SSO) ▪ Used MS Access to reconcile ERP Security Table ▪ Configured data warehouse Structural Authorizations

* Staff member name	Ann Largent
* Employer name	Black & Veatch Corp
Position in the company	Consultant
Length of time in position	3 years
Length of time at company	2 years
Project position and responsibilities	<p>Technical Administrator The primary role of the technical consultant is to:</p> <ul style="list-style-type: none"> ▪ Configuring, monitoring, tuning, and troubleshooting the technical environment on an ongoing basis ▪ Define data distribution ▪ Performing checks, tasks, and backups within the technical environment ▪ Scheduling and executing the ERP transport system and Computing Center Management System (CCMS) ▪ Managing and executing system installations, upgrades and system patches ▪ Test, Development and Production Systems ▪ Connectivity between different systems (when relevant)
Education and certifications	<ul style="list-style-type: none"> ▪ B.A., Political Science; University of Wisconsin –Madison ▪ A.D., PC Technician, Colorado Mountain College
Technical skills and qualifications for the project position	<p>This consultant has experience managing all facets of ERP development, including technical management, workflow, and security. She also has extensive experience with SQL server applications and databases as well as the Microsoft Windows Server environments. Her support duties ranged from daily monitoring, support pack management to emergency issue resolution. She has delivered several customized technical training classes to customers.</p> <p>Prior to working for her current employer, she was the primary technical expert for a Colorado county government. She was the only technical expert on an ERP upgrade project and maintained the entire ERP landscape for eight years. She was the only technical lead for the 1st VMware system and was responsible for multiple infrastructure projects for the County.</p> <p>She builds strong relationships with management, internal and external customers and IT support staff. Her training in communication has resulted in excellent communication, presentation, analytical and</p>

	<p>problem-solving skills.</p> <p>SKILLS SUMMARY</p> <p>Systems:</p> <ul style="list-style-type: none">■ Windows 2000, 2003■ Unix■ VMware ESX 3.0 <p>Software:</p> <ul style="list-style-type: none">■ MSSQL Server 2000, 2005■ Symantec Backup Exec <p>PUBLIC SECTOR TECHNICAL SUPPORT</p> <p>Remote Technical Support Consultant</p> <ul style="list-style-type: none">■ Served as a Remote Technical Support Consultant. She is responsible for the maintenance, troubleshooting and resolution of standard Technical issues, including user and role authorization maintenance, workflow configuration, transport management system configuration, RFC connections, spool system administration, ERP Gateway, ICM configurations and job scheduling and management. She provided daily system, log and performance monitoring, applied kernel updates, support packages, applicable notes and tax updates.■ She has performed client copies, system refreshes and export/imports to Development, Quality Assurance, Training and Backup on production servers on a scheduled basis. She has maintained and provided troubleshooting to ITS and CRM systems, and made recommendations. She recommended best business practices for SQL Server and Windows operating systems, including backup procedures, disk monitoring and memory tuning. She assisted the staff with the documentation and training on basic and advanced Technical system tasks. <p>CONSULTING</p> <p>Systems Administrator</p> <ul style="list-style-type: none">■ She also manages the ERP Center of Excellence. Duties include maintaining, troubleshooting and applying enhancement packs to the ERP system. She also manages server backups, security updates and SQL server administration of the databases.■ Ann is also the administrator for the SLD systems. Duties including adding new ERP systems, including Java single & dual stack instances, maintain product software components. Setup project landscapes and maintain the service desk area . Configure Java Visual Administrator as landscape changes occur.■ She created and delivered on-site, customized Technical training classes for administrators at two public sector clients, provided immediate support for additional clients for emergency issues
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	<p>and provided an issue resolution success rate of 100 percent. She also provides upgrade and RFP recommendations for new and existing clients, and participates in oral presentations.</p> <p>PUBLIC SECTOR, CO Senior Systems Administrator</p> <ul style="list-style-type: none"> ■ While working on an ERP Initial Implementation as a Senior Systems Administrator, she was assigned as the sole IT staff person responsible for the implementation of the new ERP system. She assessed and recommended all technical requirements, assuring they were complementary with the existing infrastructure, internal technical knowledge and were appropriately sized for growth. She also researched, purchased and installed the appropriate back-end software and hardware, coordinated functional testing, remote consultant access and she set up end-user training. ■ She generated technical backup and emergency restore procedure documentation. She acted as the primary IT technician on the go-live weekend. The entire project was on time and on budget. She adjusted workflow and the HR security configuration after it became apparent that the initial implementation by technical consultants was flawed. ■ During a ERP technical upgrade, Ms. Largent led the technical portion of the upgrade. She assessed new technical requirements for the hardware and database platform, performed the technical upgrade of different systems and readied a new testing landscape for consultants and team members ahead of the project start. She made upgrade changes to the workflow, custom reports, security and the TMS landscape. In addition, she successfully upgraded the production system without assistance ahead of schedule. ■ As the technical administrator, she administered and supported all technical tasks of DEV and PRD systems. She designed, configured and implemented security roles including HR access for all functions; planned and perform local and remote client copies; researched, tested and applied ERP notes; applied support packages, add-ons, tax updates and set schedules with end users. She managed a spool system, RFC connections and standard technical background jobs; analyzed system and database performance and reviewed daily system reports; participated in yearly ERP system audits and documented technical system requirements and troubleshooting procedures.
<p>* Staff member name</p>	<p>Mitch Moss</p>
<p>* Employer name</p>	<p>Black & Veatch Corp</p>

Position in the company	HR Consultant
Length of time in position	25 years
Length of time at company	3 years
Project position and responsibilities	<p>The primary role of the Lead Application Consultant is to:</p> <ul style="list-style-type: none"> ▪ Ensure that the business targets and objectives are met by the system ▪ Work with the business process team to develop the To-Be view of the business processes ▪ Plan change management activities for existing business processes necessary for a successful system implementation ▪ Identify and manage mission critical business scenarios in the system environment and validate expected results versus actual results ▪ Analyze and decompose the business processes ▪ Develop business process documentation ▪ Design the process of turning blueprints into realization and system solutions ▪ Ensure that business processes are effectively mapped in the software configuration ▪ Identify the global and standardization requirements versus the local requirements ▪ Design and configure the system to support the organization's To-Be process vision, together with the technical team and the Business Process Owner ▪ Aid in the design of reports, forms, interfaces, and conversions ▪ Test, modify, and document the system configuration ▪ Resolve issues ▪ Ensure that business expertise is available to the project team ▪ Provide post-implementation support ▪ Conduct workshops and presentations to validate business processes and solutions with the end user community
Education and certifications	<ul style="list-style-type: none"> ▪ B.S., Business Administration; Barton College, 1981
Technical skills and qualifications for the project position	<p>This consultant is a highly dedicated and skilled ERP consultant with twelve years of ERP experience in Human Resources (HR), Benefits (BN), Payroll (PY) and Time Management (TM). He has more than 25 years of hands-on technology experience and has thorough knowledge of ERP HR project management, configuration and technical experience. Throughout his career, he has been involved in</p>

five full lifecycle ERP implementations, five ERP upgrades and assisted in the troubleshooting, project management, support and training for numerous client sites.
He has performed the various roles of Functional and Technical Consultant, Team Lead, Business Process Owner, and Trainer for multiple industries. He also has substantial experience importing legacy data from various sources.

CONSULTANT

ERP Support Manager

- He is serving as an ERP Support Manager, has provided HR and implementation support, project management leadership, functional and technical expertise for multiple clients within the public sector. He also is responsible for functions in human resources, payroll, time management, configuration, and implementation and upgrade experience.

CONSULTING, TX

HR Support Services Manager

- As the HR Support Services Manager, he was responsible for the management of operations of the consulting company's Support Center for multiple clients' ERP HR environments. This support included all HCM modules in the ERP system. The system support offerings included total outsourced solutions, on-demand help and "Ask the Expert" assistance.
- He provided ERP to ADP support, which included responsibilities in human resources, payroll, time management, Employee Self Service /Manager Self Service configuration, system assessments and end-user training. He also provided system support for both pre- and post-implementation

MANAGEMENT CONSULTING

HR Support Services Manager

- As an HR Support Services Manager, he managed all operations of the Symphony Help Desk for AMO Services within the clients' ERP HR environments. His responsibilities included human resources and payroll configuration, as well as end-user training. He also provided pre- and post-go-live support.
- He served as Project Lead for an ERP upgrade and was responsible for setting the project schedule and planning requirements needed from Development, Quality Assurance and Production for the upgraded system. He also gained ERP to ADP experience in human resources, payroll and taxation.
- He was also responsible for the configuration benefit plans within the HR benefit module. This included configuration, unit testing, integration testing, parallel testing and go-live.

PRIVATE SECTOR

Senior HR Consultant/Support Services Manager

	<ul style="list-style-type: none"> ■ HR served in the role of Senior HR Consultant/Support Services Manager. In this capacity, he was the Implementation Payroll Consultant responsible for the design, implementation and configuration. He also managed all operations of the Help Desk for AMO Services in the United States for the company's ERP HR environments. This support included all HR modules in ERP system. His responsibilities included human resources and payroll configuration; serving as Project Lead for an ERP upgrade project; end-user training; and providing pre-implementation/post-go-live support. <p>MANUFACTURING Senior Payroll Consultant</p> <ul style="list-style-type: none"> ■ He was a Senior Payroll Consultant in a production support role within an ERP human resources and payroll environment. He reviewed day-to-day issues and made corrections and suggestions. He reviewed business processes to obtain the best solution for the client's needs. He also provided the configuration of new deductions and earnings codes, third-party payment configuration and claims processing
* Staff member name	Nathan Iyer
* Employer name	Black & Veatch Corp
Position in the company	FI/CO Lead
Length of time in position	10 years
Length of time at company	3 years
Project position and responsibilities	The primary role of the Funds Management/HR integration Consultant is to: <ul style="list-style-type: none"> ■ Analyze and decompose the business processes ■ Develop business process documentation ■ Design the process of turning blueprints into realization and system solutions ■ Ensure that business processes are effectively mapped in the software configuration ■ Identify the global and standardization requirements versus the local requirements ■ Design and configure the system to support the organization's To-Be process vision, together with the technical team and the Business Process Owner ■ Aid in the design of reports, forms, interfaces, and conversions

	<ul style="list-style-type: none"> ■ Test, modify, and document the system configuration ■ Resolve issues ■ Ensure that business expertise is available to the project team ■ Provide post-implementation support ■ Conduct workshops and presentations to validate business processes and solutions with the end user community
<p>Education and certifications</p>	<ul style="list-style-type: none"> ■ Bachelor in Commerce from Gujarat University with specialization in Advance Accounts and Auditing, in 1994 ■ Cost Accountant from The Institute of Cost and Works Accountants of India, in 1997 ■ MS Harrowgate Technologies (India) Pvt. Ltd. Hyderabad
<p>Technical skills and qualifications for the project position</p>	<p>This consultant is an SR ERP Fincial Consultant with a consulting & technologies firm. He has been working with this ERP package since 2000, and has sub-modular expertise in General Ledger, Accounts Payment, Accounts Receivable, Accounting, Cost Accounting. His primary experiences have been to work closely with both Accounting and Operational Personnel during business process re-engineering, conversion and interface into the financial module. In addition to his functional expertise, he also has programming experience rounding out a suite of excellent consulting skills. He has both the private and public sectors with a solid reputation for quality work.</p> <p>MANUFACTURING, URUGUAY Financial Consultant</p> <ul style="list-style-type: none"> ■ This was configured for a manufacturing company Uruguay. They wanted to understand the feasibility of the ERP system replacing their existing systems, especially when corporate was making the ERP system as the uniform and single source system. ■ Configuring the company code, tax, controlling area, COA, etc. ■ Setup of Master Data – GL accounts, VMR, CMR, Cost centers, Profit centers, cost center hierarchy, profit center hierarchy, etc. ■ Working domain includes general ledger, accounts receivable / payables, cost center / profit center accounting, cost elements and internal orders <p>MANUFACTURING, WA Financial - AP EDI /RICE Consultant</p> <ul style="list-style-type: none"> ■ Part of the Design, Build and Test of Release 1A and 1B team in the Accounts Payable function. Responsible for Accounts Payable Reports, Interfaces, Conversion and Extension (RICE) Objects ■ Work includes creation of System Investigation Request (SIR) for initial build of any object.

- Maintaining the deadline of the SIR, creation of change / extension SIR for that object
- Sending the object for build to offshore to India, where the company has a development center
- Coordinating with the offshore and onsite technical contact and fulfilling the techno-functional queries and test data requirements
- Unit, String, Integration and Business Acceptance Testing, of the Objects
- For smooth transition / data flow from the legacy systems to the ERP system and vice-versa an entity by the name of Integration Services (IS) has been setup, which will act as a Common Message Interface point. Wherein all the data will come in and flow out in a Common Message Format
- Integration Testing involves testing of networks between various networks (i.e. the ERP system to the bank) and return acknowledgement
- Project System Landscape involves various servers per Releases. Hence, creation and release of change Requests, of RICE Objects and configuration, into the Quality Server and then into Production Server is also taken care of by me via Lotus Notes process
- Preparation of FS and approving the built objects during TS walkthrough
- Proper Documentation of the objects. To get the requirements from the client and do necessary configurations / build changes, etc.
- Close interactions with Client at Upper level management as well at user level so as to troubleshoot the issues
- Timely submission of Objects progress report to the management
- Worked in Production Support team, creation of Trouble Documents (TD's), working towards modification of objects to comply with TD requirements, updating TD with modification work and test details and finally closing the TD
- Being On-Call for the production tickets, assignment of tickets to the appropriate personnel, tracking and closing of tickets, resolution of tickets etc. The tickets were created, maintained and resolved in Action Request System – Remedy User
- Worked in Test Automation team where the scripts were built in Quick Test Professional (QTP), a product of Mercury, and these scripts ran the transactions in the ERP system, and was primarily required for Regression Testing purpose
- His role in Test Automation was to get requirements from the functional leads, simulate the transactions – analyze the input, output, validations / substitutions (standard or customized), positive testing, negative testing, etc and hand over to the test automation technical specialist. To troubleshoot any queries coming out during scripting. Once script is done, I run the script to check its behavior. Once that is done, I facilitate the Business acceptance
- Conducting workshops / meetings at every level of project execution

* Staff member name	Rajesh Pakhale
* Employer name	Black & Veatch Corp
Position in the company	Technical Consultant
Length of time in position	17 years
Length of time at company	3 years
Project position and responsibilities	<p>The primary role of the Development Lead Consultant is to:</p> <ul style="list-style-type: none"> ▪ Prepare Development standards, Conversion and Interface strategy etc. ▪ Understand the business function & gather the development requirement definition & design during Blue print ▪ Functional Specification & their Review ▪ Allocate the RICEFW Objects and track them ▪ Code Review & Unit Testing of the developments & Tech Specs ▪ Guide & help the developers ▪ Search & apply technical notes as needed ▪ Performance testing & fine tuning ▪ Participated in cut-over activities during UATs & Go-Live
Education and certifications	<ul style="list-style-type: none"> ▪ B.S. – Mechanical Engineering, College of Engineering, Pune (India)
Technical skills and qualifications for the project position	<p>Technical Consultant</p> <ul style="list-style-type: none"> ▪ This technical consultant has been working on this ERP system since 2000, including more than 9 years of ERP development experience. He has more than 17 years of collective industry experience, which includes functional exposure to ERP environments. He also has good knowledge in the common ERP functional modules that include Financials, Material Management, Sales & Distribution, Project Management and HR. He brings experience in all stages of the implementation efforts, including preparation, blueprint, realization/development, testing and support, more than 9 years of in-depth development experience and 16 years of total industry experience, including functional exposure in ERP environment.

- Currently, he is focused on HR and has hands-on experience in all stages of system development efforts, including requirement definition, design, development, testing and support. He is proficient in ERP development environments that include conversions, interfaces, reporting, dialog programming, user exits, function modules, and performance tuning. He has a good functional understanding of all ERP HR modules, as well as the Financial module.
- He has experience leading and managing small teams and has demonstrated the ability to mentor other developers on the team. He has served on two full-lifecycles of ERP implementations in the roles of Tech and Lead. He also has experience with on-site and offshore coordination.
- Throughout his career, he has worked for a number of reputable clients and has received several performance and recommendation awards. He employs good programming skills and communication skills and brings the problem-solving attitude and analytical skills required for a developer and Team Lead.

PUBLIC SECTOR, CA

ERP HR Senior Developer

- Time-Payroll outbound interface. Read Time and payroll results from the ERP system and send a file to SCO.
- Custom application (programs and tables) for vacation bid requirement
- Function modules: to calculate seniority of employees in a Business Unit. To get working hours of employees on each post (custom object type)

PUBLIC SECTOR (Canada)

ERP Technical Senior developer

- He created a dialog program to display plant maintenance orders and process to create notification

PUBLIC SECTOR, N/A (Phase 2 – HR)

ERP HR Tech Lead & Senior Developer

The county went live with the new ERP HR system in early April, 2008. He was an important part of the implementation team throughout the implementation. His role was to co-ordinate between the HR functional teams & the development team. He led the development team to finish the Technical objects on time with quality & also did work himself on interfaces & enhancements, Forms & Reports. He developed conversion programs, and was the coordinator in the conversion loads during various test cycles (integration tests, Payroll parallel & UATs) and the Go-Live cutover. He used the tools like MS Projects and MS Excel for planning and estimation. He also did necessary configuration for Development Team, as needed.

He also provided post go-live support for the ERP HR system at the county

- Understanding the business function & gathering the development requirement definition & design during Blue print
- Functional Specification & their Review
- Technical Development & write Technical specs
- Code Review & Unit Testing of the developments & Tech Specs
- Guide & help the developers
- Tracking transport requests
- Performance testing & fine tuning
- Coordinate Cut-over activities during UATs and Go-Live

PUBLIC SECTOR, NV (PHASE 1 – FINANCIALS, MATERIALS MANAGEMENT, PROJECT MANAGEMENT)

Development Team Lead & senior developer

- He was involved in full implementation project cycle, starting Preparation to go-live & support. We followed the project methodology (i.e. Preparation – Blueprint – Realization – Integration Testing – Final Prep – Go-live & post go-live support). We used Ascendant toolset for project tracking, documentation & project issues
- During preparation, he prepared standards for coding, conversion & interface strategy etc.
- During Blue Print, he attended various blue print sessions with the Functional Teams & the user community to understand the business functions. Also worked on development requirements & built technical inventory. Planned for development objects for the realization
- During realization – he worked with developers (onsite & offshore) to complete the development objects test them & prepare for integration testing. As a Team Lead, he handled team of 6 onsite Developers & 5 developers' offshore team
- During integration testing – tested enhancements, full conversion load & interfaces, forms with the functional team. He supported for any changes & fixes in developments. He was part of the team which prepared for the final cut-over plan. We used Solution Manager as issue tracking tool
- During final prep – final legacy data gathering, cleaning, freeze code and finalize the cut-over plan for go live
- Post Go-live Support – Rajesh worked with the development team to support the post go-live issues and corrections

MANUFACTURING, NY

Offshore Development Team Lead

As a Team Lead, he handled team of seven Developers:

	<ul style="list-style-type: none"> ■ Functional Specification Review ■ Technical Development & write Tech specs ■ Allocation of Development objects ■ Code Review & Unit Testing of the developments ■ Guide & help the developers ■ Review the TS and Developments ■ Deliver the complete Developments to the Client ■ Tracking & planning developments in SDMS
* Staff member name	Raghunath Balasubramaniam (Raghu)
* Employer name	Black & Veatch Corp.
Position in the company	Senior Consultant
Length of time in position	9 Years
Length of time at company	2010
Project position and responsibilities	<p>The primary role of the ERP Procurement Lead Consultant is to:</p> <ul style="list-style-type: none"> ■ Analyze and decompose the business processes ■ Develop business process documentation ■ Design the process of turning blueprints into realization and system solutions ■ Ensure that business processes are effectively mapped in the software configuration ■ Identify the global and standardization requirements versus the local requirements ■ Design and configure the system to support the organization's To-Be process vision, together with the technical team and the Business Process Owner ■ Aid in the design of reports, forms, interfaces, and conversions ■ Test, modify, and document the system configuration ■ Resolve issues ■ Ensure that business expertise is available to the project team ■ Provide post-implementation support ■ Conduct workshops and presentations to validate business processes and solutions with the

	end user community
Education and certifications	<ul style="list-style-type: none"> ■ M.S. in Computer Science
Technical skills and qualifications for the project position	<p>Highly experienced and motivated ERP Solution Consultant with more than 10 years of IT experience which includes 9 years of ERP functional experience and in-depth knowledge of project management, implementations, Go-Lives, project management methodology, business process re-engineering as well as sound understanding of various modules in the ERP system.</p> <ul style="list-style-type: none"> ■ Broad experience in configuring Complete Procure to Pay Process ■ Excellent experience in various ERP SRM Components ■ Various industry experiences include Automobiles, Pharmaceuticals, Bio-Technology, Chemical, Food, High Tech and Communication ■ Experience in ERP SRM process flow and implementation scenarios such as Classical, Extended Classic and standalone scenarios ■ Configuring complete CCM and MDM process for internal catalog. Also deployed multiple punch-out catalogs. ■ Experience in configuring and customization of SRM Workflow ■ Involved in master data replication such as Material and Vendor Master Data ■ Experience in user and vendor organization setup in SRM and replicate users from HR system ■ Excellent experience in plan driven procurement and service procurement ■ Extensive knowledge in implementing supplier collaboration using Supplier Self-Services (ERP SUS) ■ Good knowledge in procurement card (P-CARD) process ■ Strong technical programming knowledge and expertise in Performance tuning, SQL Optimization, SQL trace, ERP Security in terms of Authorization Objects ■ Experience in implementing, technical upgrade and monitoring of the ERP SRM and MDM application ■ Very good knowledge in the latest ERP Architecture <p>BUSINESS PROCESS EXPERIENCE:</p> <ul style="list-style-type: none"> ■ Lead consultant experience in multiple Global ERP SRM implementation projects ■ Experience in conducting workshops and meetings with high-level management and end users to gather business requirements ■ Extensive experience in analyzing and documenting existing business process ■ Conducted gap analysis to identify gaps between business process requirements and ERP

	<p>system</p> <ul style="list-style-type: none">■ Developed business process scenarios and Business Processes Procedures (BPP's)■ Ability to recognize, capture and convert business requirements to functional specs, convert functional specs to technical specs and follow through with assistance of the test phase■ Excellent analytical and problem solving skills with ability to develop outside-the-box solutions to solve business issues■ Developed test cases, testing strategy and test scripts for unit, integration and user acceptance tests■ Developed training documents, planning and deployment of training for end-users■ Proficiency in handling pre Go-live, Go-live and post Go-live situations while implementations■ Onsite user trainings, cutover and handover with support <p>MANUFACTURING, TX. Functional Consultant.</p> <ul style="list-style-type: none">■ Involved in SRM implementation & post go live support activities■ Configuring SRM & SUS for Sandbox, Development, QA, Testing and Production Clients■ This includes Sourcing cockpit work list, RFx functionality, Contract Management, Supplier Registration & Maintenance■ Also configured lot of custom functionality (Grouping, Xref) for Noble■ Also I have implemented ERP for Order confirmation & Invoice process■ Involved in creating Test Scripts for complete procurement process that covers all of the business scenario and Noble customizations■ Involved in Unit, Functional, Integration and UAT testing activities■ Involved in Post Go-Live support activities for SRM, SUS, & Material Management■ Also experience in Portal role based authorizations <p>PUBLIC SECTOR, AL SRM Functional Consultant</p> <ul style="list-style-type: none">■ Support package implementation for the SRM■ Perform Post-Installation activities■ Support the SRM & Material Management functionality■ Testing the SRM, Material Management and Financial application for support pack upgrade project <p>PRIVATE SECTOR, MA. SRM Lead Functional Consultant.</p> <ul style="list-style-type: none">■ Design the Procure To Pay (PTP) process based on the client procurement policy documents
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	<ul style="list-style-type: none">■ Understanding the AS-IS process■ Contacted various workshops for operational and strategic procurement■ Interviewed with the process owners for gathering AS-IS process■ Created and reviewed the Business Requirement Document (BRD) based on the workshops■ Delivered Proof of Concept (POC) in SRM 7.0■ Configured the SRM with SC Process, Sourcing (RFx) and Contract process■ Also configured SRM-MDM for internal catalog process <p>MANUFACTURING, TN Procurement Consultant</p> <ul style="list-style-type: none">■ Involved in daily support activities of the SRM and Material Management■ Provide support to the global super users and business process teams■ Worked with technical programmers to translate business requirements into technical design specifications■ Worked with end users in gathering detailed requirements, analyzing business processes, design, configuration, documentation and testing■ Maintain system integrity by following proper testing and documentation procedures■ Created Functional Specifications for Enhancements■ Supporting existing enhancements and upgrade projects■ Develop testing strategy and assessment■ Coordinate performance and functional testing■ Maintain an Issue log and defect management spreadsheet■ Work with technical team to resolve issue in timely manner <p>MANUFACTURING, NJ SRM Lead Functional Consultant</p> <ul style="list-style-type: none">■ Involved in up-gradation and support for SRM Procure to pay global implementation■ Interacted with business users to identify their pain points■ Based on the users inputs created TO-BE documents■ Conducted gap analysis to identify gaps between AS-IS and TO-BE documents■ Developed Business Processes Procedures (BPP's) documents■ Responsible for functional configuration and work closely with business team to design a new functionality■ Design a custom OCI form for non catalog item (eBuy form)■ Similarly design a custom OCI form for Service item (eService Request)
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	<ul style="list-style-type: none"> ▪ Designed company code specific Account Assignment Logic for Multiple Country-Specific GL Accts to one Corp GL Accts ▪ Worked with various team (AP, Security, etc.) for smooth integration into SRM System ▪ Involved to identify the various programs for SC, Sourcing and Contract to implement the business process ▪ Involved in SRM system integration with multiple ERP system and replicating a master data, setup approval workflow ▪ Resolving Post Go-live High Priority ticket in a timely manner ▪ Compiled and maintained the issue logs on a daily basis at all the Stages ▪ Post GO-Live Support issue managements and day to day production support management ▪ Involved in system test script creation, issue maintenance and UAT testing
<p>* Staff member name</p>	<p>Deborah Lester</p>
<p>* Employer name</p>	<p>Black & Veatch Corp</p>
<p>Position in the company</p>	<p>Consultant</p>
<p>Length of time in position</p>	<p>30 years</p>
<p>Length of time at company</p>	<p>2 years</p>
<p>Project position and responsibilities</p>	<p>The primary role of the Test Cut-Over Manager is to:</p> <ul style="list-style-type: none"> ▪ Manage unit testing, interface testing, system testing, integration testing, regression testing, scenario testing, end-to-end testing, end user testing, user acceptance testing, stress testing, load testing, performance testing, and cut over testing ▪ Build the cut-over and deployment plan (business, functional, and technical) together with the PMO, functional and technical leads, and change management team ▪ Establish and manage the cut-over command center ▪ Assist in establishing a conversion and production cutover strategy, policy, and plan ▪ Provide test status, and cutover status reporting to project leadership and key stakeholders ▪ Ensure entry into and exit out of cutover stage gates are met including the final Go/No-Go meetings

	<ul style="list-style-type: none"> ▪ Facilitate daily calls during actual cutover period ▪ Act as the final point of escalation for all Cut-over issues, proactively bringing about appropriate interventions when the Cutover may be jeopardized ▪ Conduct the test management meeting ▪ Participate in the test meetings as needed ▪ Coordinate defect resolution with the interface coordinator, functional, and technical leads ▪ Responsible for test plan and defect resolution strategy ▪ Ensure, with client management and leads, that coverage criteria for tests are met ▪ Work with test leads of the various work streams that all tests are planned, scheduled, and executed. If the project consists out of only one work stream the test manager will also act as the test lead
<p>Education and certifications</p>	<ul style="list-style-type: none"> ▪ B.A., Business Management, Davenport University
<p>Technical skills and qualifications for the project position</p>	<p>This consultant has more than 37 years of experience in electric and gas utility operations. Her breadth of experience includes billing, customer service, processes and procedures, training, testing, CIS project participation, natural gas hedging and call center quality assurance.</p> <p>She has been responsible for end-to-end billing and exception handling. She was appointed as a Subject Matter Expert on the joint CIS project, where she participated in JAD sessions for all facets of the system. Following the project implementation, she continued with the project and developed and executed the end-to-end testing for new system enhancements. She also has participated in the Oracle Customer Care & Billing workshops and created future state processes in conjunction with Customer Care & Billing functionality within the utility marketplace.</p> <p>PUBLIC SECTOR, TX Customer Care and Billing Test Team</p> <ul style="list-style-type: none"> ▪ She worked on the Customer Care & Billing Test Team at a public sector entity. Drawing on her utility experience, she developed configuration and SIT test scripts which included expected results. She also developed end-to end scenarios for all of the functional and security areas, based upon the utility requirements and functional designs. During the project lifecycle, she executed test scripts in HP Quality Center reported defects, and retested fixes. In addition, she assisted the team with requirements mapping. Following a successful Customer Care & Billing implementation, she was assigned to the Call Center where she provided stabilization support to the CSR's. She coached individual CSR's, held group follow-up meetings, and trained CSR's on workaround procedures.

	<p>PUBLIC SECTOR, TX Business Analyst</p> <ul style="list-style-type: none"> ▪ She served as a Business Analyst for a Customer Care & Billing implementation for all locations throughout seven states. Future state processes were being developed and presented to the executive committee to streamline and standardize the different processes into one efficient company-wide process. In this role, she was responsible for the development of future state business processes in Visio and attended Customer Care & Billing workshops. <p>ALLIANCE DATA SYSTEMS, DALLAS, TX Business Analyst</p> <ul style="list-style-type: none"> ▪ She served as Business Analyst and developed current state business processes in Visio <p>PUBLIC SECTOR, IN Multiple Roles</p> <ul style="list-style-type: none"> ▪ She served in varying roles for a Public Service Company throughout her 33-year career with the organization. She served in the role of Program Administrator for principal alternative pricing strategies for two deregulated natural gas programs offered to residential and commercial customers. In this role, she was responsible for daily pricing quotes, customer service issues, billing problems, weekly hedge order calculations, departmental training, training material development, call center quality assurance, process and procedure development and all program marketing campaigns. In addition, she was a department liaison to the IT Department for all requested system enhancements. ▪ In the role of CASR, she was responsible for one-stop customer service for the largest industrial customers and national accounts in a call center environment. She prepared rate comparisons, analysis and contracts in an effort to place the customer on the most efficient rate. ▪ As a Senior Customer Service Representative for a joint CIS project, she was appointed to the CIS project in its infancy as a Subject Matter Expert. She was a key group member on all customer service, budget, billing, dispatching, adjustments, credit and collection and payment modules. She executed configuration, SIT, UAT and regression test scripts for the initial CIS product. After implementation, she developed and executed test scripts, worked with the development to resolve issues and trained customer service employees.
<p>* Staff member name</p>	<p>Sudheer Bethanabotla</p>
<p>* Employer name</p>	<p>Black & Veatch Corp</p>

Position in the company	SRM Senior Consultant
Length of time in position	3 years
Length of time at company	3 years
Project position and responsibilities	<p>The primary role of the data warehouse Lead Consultant is to:</p> <ul style="list-style-type: none"> • Ensure that the business targets and objectives are met by the system • Work with the business process team to develop the To-Be view of the business processes • Plan change management activities for existing business processes necessary for a successful system implementation • Identify and manage mission critical business scenarios in the system environment and validate expected results versus actual results • Analyze and decompose the business processes • Develop business process documentation • Design the process of turning blueprints into realization and system solutions • Ensure that business processes are effectively mapped in the software configuration • Identify the global and standardization requirements versus the local requirements • Design and configure the system to support the organization's To-Be process vision, together with the technical team and the Business Process Owner • Aid in the design of reports, forms, interfaces, and conversions • Test, modify, and document the system configuration • Resolve issues • Ensure that business expertise is available to the project team • Provide post-implementation support • Conduct workshops and presentations to validate business processes and solutions with the end user community
Education and certifications	
Technical skills and	DISTRIBUTION, TX

qualifications for the project position	<p>Data Warehouse Lead Consultant</p> <ul style="list-style-type: none">▪ Worked as a technical lead/project manager for scoping the work effort involved and preparing detailed project plan for upgrading customer's landscape.▪ Coordinated the detailed regression test activities involved in upgrade with multiple functional teams across different modules.▪ Involved in installation of data warehouse Installation Kit in ERP environment.▪ Proposed enhancements to load schedule to improve data load performance and save time during daily batch processing.▪ Performed code and architecture reviews for new designs developed by other developers before moving them to further systems.▪ Developed function module based extractor for reading change log tables and identifying delta records when extracting data from a custom table.▪ Successfully performed post go-live testing of upgrade project and documented all test results in Quality Center. <p>DISTRIBUTION, CA</p> <p>Data Warehouse Lead Consultant</p> <ul style="list-style-type: none">▪ Designed and developed backend data models to support various data warehouse dashboards in the areas of Purchasing, Inventory and HR for Upper Management to track KPIs.▪ Conducted workshops to gather reporting requirements. Role included design of Cubes, Update Rules, queries and Web Templates.▪ Extensively interacted with end users in gathering reporting requirements for various business processes like Procure to pay, inventory and HR data.▪ Used standard extractors to load inventory data for feeding the reports like Stocks Overview, Inventory aging, Inventory turns etc.▪ Developed custom ODS Objects and InfoCubes for HR and purchasing DataSources.▪ Audited the current security setup in data warehouse and worked closely with senior managers and technical teams to propose new solutions. Met with Finance controllers to get the requirements to secure finance data.▪ Created and activated transformations, DTPs, transfer rules, communication structure and update rules.▪ Designed and developed data models for HR reports like Employee Headcount, Promotions, Attrition, Spans & Levels, Requisitions (approved/pending/completed), Emergency Contact
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	<p>Information, Internal Development and External Starts, EEO and Diversity Awareness, LOA etc.</p> <ul style="list-style-type: none"> ▪ Developed XCelsius Dashboards using Queries. Also designed and built the universes, classes and objects. ▪ Extensively involved in Unit Testing, Integration Testing and Batch stabilization during Go-Live. <p>CONSULTANT FIRM, FL Data Warehouse Architect</p> <ul style="list-style-type: none"> ▪ Involved in the ERP HR global implementation as a data warehouse architect by analyzing and consolidating the reporting requirements, documenting them as technical documents and developing data model solutions. ▪ Performed employee, person, position, org. unit hierarchy, job etc., master data loads on a daily basis and fixed production issues. ▪ Performed development verifications including user exit code reviews to identify data inconsistencies and means to improve performance. ▪ Involved in complex security design based on Org. Unit hierarchy involving multiple portal roles and analysis authorizations to restrict the visibility of sensitive HR data. ▪ Developed multiple reports like Involuntary Terminations, Payroll Summary, Payroll count, Headcount Report, Vacation Accrual, Position details, Compensation Plan ▪ Created custom web templates with enhanced bookmarking functionality, tab reporting etc. to satisfy business requirements. ▪ Extensively involved in go-live stabilization of the BI system by fixing defects while meeting aggressive timelines. ▪ Created info spokes (Open Hub) to send large volumes of data as flat files to non-ERP systems. ▪ Developed new queries, web templates and security variable (with variable exits) in BI 7.0 and published them as lviews on the portal. ▪ Extensively scheduled information broadcasting events to distribute BI reports as ZIP files in ERP Enterprise portal (EP). ▪ Prepared training documents handled multiple end user training sessions by educating them on the technical limitations and alternative & efficient approaches for accessing BI data.
<p>* Staff member name</p>	<p>Matt Childs</p>

* Employer name	PangoMedia
Position in the company	Consultant – Technical Development
Length of time in position	16 Years
Length of time at company	16 Years
Project position and responsibilities	<p>This role provides ERP expertise in the areas of programming, data conversion management and forms and application development. Generally, these tasks are split between several resources. Detail responsibilities include:</p> <ul style="list-style-type: none"> ▪ Aiding in the creation of development and naming standards ▪ Design, development and unit testing of enhancements ▪ Design, development, and testing of Forms and Reports ▪ Design, development, and testing of conversion programs, interface programs ▪ Aids in the execution of system unit testing, integration testing, and volume and performance testing ▪ Aiding the Project Managers in the management and documentation of the development projects ▪ Assisting the in the development of a Go-Live Plan
Education and certifications	<ul style="list-style-type: none"> ▪ Bachelor of Science in Computer Science, Western Washington University, 2005
Technical skills and qualifications for the project position	<p>This consultant is an extremely experienced IT professional with a diverse background in business/systems analysis, software development, database development, and project management. He has experience with large projects, working with the software development lifecycle and several different project management methodologies. His technical skill set includes Java, VB, ETL, SQL, and web application development with a focus on Data Warehousing/ Business Intelligence and web application development. He brings to the table extensive real world experience with such companies as Union Carbide, Dow Chemical, Entergy and Federal Express, where he worked on many successful software development and integration projects.</p> <p>PUBLIC SECTOR, AK Technical Consultant</p> <ul style="list-style-type: none"> ▪ Worked with the Division of Oil and Gas on the development of their royalty account management application

	<ul style="list-style-type: none">■ Developed processes for handling the filing of royalty reports, their validation and the reconciliation of the reports■ Automated the FTP process for receiving EDI transmissions and processing them into the database. Converted existing Crystal Reports into SQL Server Reporting Services format and created new SQL Server Reporting Services reports■ Augmented an existing console application so that it could be run as part of a scheduled task and so that it would accept command line arguments■ Worked on the conversion of the source control system from Visual Sourcesafe to Subversion■ Developed a Windows Service that runs the automated validation of EDI and Excel based royalty filings <p>PUBLIC SECTOR, AK Technical Consultant</p> <ul style="list-style-type: none">■ Reviewed the current set up of the Departments Oracle database infrastructure■ Ensured that backups were currently being scheduled and run■ Added data to several tables that the department needed for maintenance■ Helped to design an outboard reporting solution for their in house application that would carry them until the application could be replaced <p>PUBLIC SECTOR, AK Technical Consultant</p> <ul style="list-style-type: none">■ Worked with the Department to review their existing data warehouse and make recommendations on how to proceed with changes■ Wrote a document that covered the existing infrastructure, identified areas that needed improvements and recommended a set of potential solutions for moving the warehouse forward <p>PUBLIC SECTOR, AK Technical Consultant</p> <ul style="list-style-type: none">■ Worked with the AOGCC to determine the subset of their well data that should be turned over to the Department of Natural Resources■ Performed database analysis and reviewed the existing code in order to develop a requirements and design document that demonstrated a solution using SQL Server Integration Services that can copy and move the data extract to the Department of Natural Resources for their consumption, while at the same time maintaining the AOGCC's legislative mandate to protect the integrity and confidentiality of the data
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* Information contained in these fields will not be provided to the PEC during evaluation.

EXHIBIT D2: SAMPLE SYSTEM CONFIGURATION DOCUMENT

Attach a sample system configuration document, which will demonstrate your approach to business process analysis, configuration design, and system configuration/tailoring. The sample does not have to be a complete document. An excerpt sufficient to demonstrate the typical contents, quality, and detail of your proposed deliverable will suffice. Note that simply reproducing the table of contents will not be considered an acceptable sample document.

In order to minimize any bias, this document **must NOT** contain any names that can be used to identify the Offeror (company name, personnel names, past project names, product names or any other identifying information).

Please note that your Sample System Configuration Document cannot exceed three pages (excluding these instructions).

EXHIBIT D3: EXCEPTIONS TO TERMS AND CONDITIONS

Describe any specific exceptions to the terms and conditions set forth in the Standard Implementation Services Agreement (Attachment G) or the Standard Licensing and Maintenance Agreement (Attachment H) included in the RFP. Identify the section where the applicable terms and/or conditions are located and provide proposed alternative language. The State's standard agreements will be used for the resulting contract from this RFP and objections to these terms will be evaluated and scored. Wholesale repudiation of the State's terms and conditions will result in an Offeror's proposal being deemed non-responsive under Section 1.11 Right of Rejection.

CIBER has identified the following exceptions to the RFP that need to be clarified and negotiated:

3.03 STANDARD CONTRACT PROVISIONS

See CIBER response below re Attachment G. CIBER is not licensing the software so Attachment H is not applicable. CIBER desires the opportunity to mutually negotiate all terms and conditions that will be included in Attachment G – Standard Agreement Form for Services.

3.09 WITHHOLDING

CIBER proposes negotiating mutually agreeable retainage in lieu of 20% and payment schedule for paying retainage to CIBER upon State's acceptance of milestones/deliverables.

3.12 CONTRACT PERSONNEL

CIBER proposes that due to difficulty of travel schedules for consultants to and from Alaska that the State reasonably approves all replacement personnel.

3.13 INSPECTION AND MODIFICATION – REIMBURSEMENT FOR UNACCEPTABLE DELIVERABLES

All deliverables should be accepted in accordance with the following procedure and in accordance with the mutually agreed project schedule:

Acceptance criteria for Services and deliverables ("Work Products") shall be set forth in each Statement of Work ("SOW"), or in such other document that the parties mutually agree in writing, including without limitation, project charters or project governance plans, which shall be incorporated into the SOW by this reference. Upon Contractor's delivery of Services or Work Products, State must inspect the Services and Work Products for conformance with specifications. If Contractor has not received written notice from State (the "Acceptance/Rejection Form") within 3 business days following completion of the Services or delivery of the Work Products, the applicable Services or Work Products will be deemed accepted by State. Furthermore, for other kinds of work performed by Contractor, including without limitation, staffing work for which acceptance criteria are not specified in an SOW, the applicable Services or Work Products will be deemed accepted by State on the date of delivery unless Contractor receives an Acceptance/Rejection Form or other written notice from State specifying the reason for non-acceptance within 3 business days after completion of the Services or delivery of the Work Products.

3.14 TERMINATION FOR DEFAULT

CIBER proposes having 30 days to cure a default following its receipt of the State's default notice. CIBER proposes that CIBER also have the right to terminate the contract for the State's default which remains uncured for 30 days following receipt of written notice specifying the default.

ATTACHMENT A

TERMINATIONS FOR DEFAULT A-8

CIBER has a large and diverse organization with operations in all 50 states and worldwide and annual revenue of over \$1 billion. Over a five-year period, it is possible that we have had contracts terminated for cause or default. If the termination did not carry material adverse financial consequences at the corporate level, CIBER's corporate office would not have record of it, since a financial consequence is "material" if it must be reported on CIBER financial or other filings with the SEC.

TERMINATIONS FOR DEFAULT A-11

As set forth in response to page A-8 above, CIBER is a large international company total annual revenues of over \$1 billion. CIBER's stock is traded on the New York Stock Exchange. As with all large public companies, CIBER is involved legal proceedings, audits, claims and litigation arising in the ordinary course of business. Although the outcome of such matters is not predictable with assurance, we do not expect that the ultimate outcome of any of these matters, individually or in the aggregate, will have a material adverse effect on our financial conditions, results of operations or cash flows 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/cbr/ or in our public filings with the SEC at <http://www.sec.gov/cgi-bin/srch-edgar>.

EXHIBIT D3 – EXCEPTIONS TO STANDARD IMPLEMENTATION SERVICES AGREEMENT (ATTACHMENT G):

ARTICLE 5 – TERMINATION. CIBER requests that "sixty days' prior" be inserted between "by" and "written." CIBER proposes the addition of the following:

In event of such termination, the State will pay (i) in full for all completed and accepted Services and Deliverables, (ii) on a percentage of work performed basis, as reflected in the most recent project status report, for Services and Deliverables completed by Contractor, but not accepted by State pursuant to the Acceptance Criteria as provided in this contract (iii) all of Contractor's reasonable costs to terminate and transition the work; and (iv) any cancellation fees applicable to the affected SOW as set forth in such SOW. Additionally, State will release all applicable retainage held by State.

In addition either party may terminate the contract upon the other party's material default which remains uncured for thirty (30) days from receipt of written notice specifying the default. If State terminates this contract or SOW for default, State is obligated to pay for all undisputed Services and Work Products accepted by State and the unpaid portions of all disputed Services and Work Products completed by Contractor on a percentage of work performed basis, as reflected in the most recent project status report, prior to Contractor's receipt of State's dispute/default notice.

ARTICLE 10 – OWNERSHIP OF DOCUMENTS

CIBER proposes that this section be changed as follows:

Unless Contractor and the State agree otherwise in writing, the deliverables ("Work Products") developed specifically for the State by Contractor pursuant to this contract and any applicable Statement of Work ("SOW") will belong to the State. This provision does not apply to third party works or products Contractor provides to the State or to Contractor Materials (as defined below). The State acknowledges that Contractor is in the business of providing information technology consulting services and has accumulated expertise in this field and agrees that Contractor will retain all right, title and interest in and to all Contractor Materials. "Contractor Materials" means all discoveries, concepts and ideas, whether or not registrable under patent, copyright or similar statutes, including, without limitation, patents, copyright, trademarks, trade secrets, processes, methods, formulae, techniques, tools, solutions, programs, data and documentation, and related modifications, improvements and know-how, that Contractor, alone, or jointly with others, its agents or employees, conceives, makes, develops, acquires or obtains knowledge of at any time before, after or during the term of this contract

without breach of Contractor's duty of confidentiality to the State. If Contractor Materials are included with or embodied in any Work Product, the State will have a perpetual, irrevocable, nonexclusive, worldwide, royalty-free license to use, execute, reproduce, display, perform, distribute internally, and prepare for internal use "derivative works" as defined in the Copyright Act, 17 U.S.C. §101, based upon, the Contractor Materials in each case solely in conjunction with the Work Product delivered hereunder. Any interest in the Services and Work Products granted hereunder by Contractor to the State shall be effective upon and to the extent of payment by the State of the fees and expenses invoiced by Contractor pursuant to this contract. Notwithstanding anything to the contrary in this contract, Contractor and its personnel are free to use and employ their general skills, know-how, and expertise, and to use, disclose, and employ any generalized ideas, concepts, know-how, methods, techniques, or skills gained or learned during the course of this contract so long as they acquire and apply such information without any unauthorized use or disclosure of confidential or proprietary information of the State.

ARTICLE 12 – CONFLICTING PROVISIONS

12.2 CIBER proposes that (5) and (6) be reversed so that CIBER's proposal takes precedence over the RFP as CIBER's proposal will be more specific and address and respond to the RFP requirements as set forth in CIBER's proposal.

In any resultant contract between the State and CIBER, CIBER proposes the following additional terms and conditions to Appendix A:

- **ACCEPTANCE.** The parties agree that acceptance criteria for any Services and/or Work Product should, if possible, be set forth in each SOW. Promptly following contractor's completion of any Services or delivery of any Work Product, the State will examine the Services and/or Work Product to confirm conformance with specifications. If contractor has not received written notice from the State within ten (10) business days following completion of the Services or delivery of the Work Product, the applicable Services or Work Product will be deemed accepted by the State. Furthermore, if acceptance criteria are not specified in a SOW, the applicable Services or Work Product will be deemed accepted by the State on the date of delivery unless contractor receives written notice from the State specifying the reason for non-acceptance within ten (10) business days after completion of the service or delivery of the Work Product.
- **INVOICE AND PAYMENT.** Contractor will invoice charges for third-party materials purchased pursuant to a SOW upon delivery of such materials to the State. Contractor will invoice charges for Services or Work Product provided in accordance with the payment schedule agreed upon by the parties. All invoices will be in contractor's standard form and, except for amounts reasonably disputed by the State, will be due and payable within thirty (30) days from the date of invoice. The State must raise any concern or dispute in writing within ten (10) days from the date of the invoice or the invoice will be presumed payable. The State's dispute of any amounts will not delay its payment of undisputed charges and expenses to contractor. If the State defaults in payment of any sum due contractor, contractor may suspend further performance under any or all SOWs.
- **DELAY OF WORK.** If the performance of any part of the work of this agreement is delayed or interrupted by an act of the State in the administration of this agreement that is not expressly authorized by this agreement, or by a failure of the State to act within the time specified in this agreement, or within a reasonable time if not specified, equitable adjustments shall be made (i) for any increase in the contractor's cost of performance caused by the delay or interruption, (ii) in the delivery or performance dates and any other agreement term or condition affected by the delay or interruption, and the agreement shall be modified in writing accordingly. No adjustment shall be made under this clause for any delay or interruption to the extent that performance would have been delayed or interrupted by any other cause, including the fault or negligence of the contractor, or for which an adjustment is provided or excluded under any other term or condition of this agreement.

A claim under this clause shall not be allowed—

- (1) For any costs incurred more than twenty (20) days before the contractor notifies the State in

writing of the act or failure to act involved; and

- (2) Unless the claim, in an amount stated, is asserted in writing within a reasonable period after the termination of the delay or interruption.
- **NONSOLICITATION.** During the term of this agreement and for a period of one (1) year after its termination, neither party will directly or indirectly (a) solicit for hire or engagement any of the other party's personnel who were involved in the provision or receipt of Services under this agreement or (b) hire or engage any person or entity who is or was employed or engaged by the other party and who was involved in the provision or receipt of Services under this agreement until one hundred eighty (180) days following the termination of the person's or entity's employment or engagement with the other party. For purposes herein, "solicit" does not include broad-based recruiting efforts, including without limitation help wanted advertising and posting of open positions on a party's internet site. If the State hires or engages, directly or indirectly, any personnel of contractor in violation of (b) above, the State will pay contractor a finder's fee equal to three times the monthly billing rate (assuming 168 hours per month) for such personnel.
- **STATUTES OF LIMITATION.** Any dispute or other action arising out of this agreement must be brought within two years of the date the cause of action accrued.
- **LIMITATION OF LIABILITY. NEITHER PARTY WILL BE LIABLE TO THE OTHER PARTY FOR ANY LOST DATA, LOST PROFITS OR INCIDENTAL, CONSEQUENTIAL, PUNITIVE, SPECIAL OR OTHER INDIRECT DAMAGES OF ANY KIND FOR ANY REASON WHATSOEVER INCLUDING, BUT NOT LIMITED TO, DAMAGES BASED UPON NEGLIGENCE, BREACH OF WARRANTY, STRICT LIABILITY, OR ANY OTHER THEORY EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.** Except for Contractor's indemnification obligations for its negligence causing property damage and personal injury, each party agrees that the other party's liability hereunder for damages, regardless of the form of action, will not exceed the total amount actually paid for Services and Work Product under the SOW giving rise to the damages. Notwithstanding the above, the liability of the State may be increased to include Contractor's costs of collection of Services fees, including without limitation reasonable attorney's fees and court costs. The parties agree that amounts stated herein are fair under the circumstances and that the prices reflect this limitation of liability.
- **FORCE MAJEURE.** If either party is delayed or prevented from performing due to a cause beyond its reasonable control, including without limitation, strike, labor or civil unrest or dispute, embargo, blockage, work stoppage, protest, criminal acts, acts of the public enemy, acts of government in a sovereign or contractual capacity, acts of war or terrorism, or acts of God or nature, the delay will be excused during the continuance of the delay and the period of performance will be extended as reasonable after the cause of delay is removed. If a delay continues for a period of more than 30 days, either party may terminate an affected SOW upon written notice to the other party and State will pay Contractor for all work performed, Work Product created and expenses incurred through the effective date of termination.

APPENDIX B INDEMNITY AND INSURANCE

ARTICLE 1 INDEMNIFICATION

CIBER proposes that this section be revised as follows:

- The Contractor shall indemnify, hold harmless, and defend the contracting agency from and against any claim of, or liability for injuries or damage to person or property caused by any negligent error, or omission, or negligent act of the Contractor while performing work for the contracting agency under this agreement. The Contractor shall not be required to indemnify the contracting agency for a claim of, or liability for, the independent negligence of the contracting agency. If there is a claim of, or liability for, the joint negligent error or omission or negligent act of the Contractor and the independent negligence of the Contracting agency, the indemnification and hold harmless obligation shall be apportioned on a comparative fault basis. "Contractor" and "Contracting agency", as used within this and the following article, include the employees, agents and other contractors who are directly responsible, respectively, to each.

The term "independent negligence" is negligence other than in the Contracting agency's selection, administration, monitoring, or controlling of the Contractor and in approving or accepting the Contractor's work.

Conditions: A party's responsibility to indemnify and hold harmless the other party is conditioned upon:

1. The indemnifying party receiving prompt written notice of any claim or action. Timely receipt of notice by the indemnifying party is of the essence of this indemnification section.
2. The indemnifying party having the sole authority to defend the indemnified party against any claim or action upon which third party indemnity is sought.
3. The indemnified party reasonably cooperating with the indemnifying party in defending or settling the claim.
4. The indemnifying party has no liability to indemnify or hold the indemnified party harmless for any payment by the indemnified party in settlement or compromise of a claim or action unless the indemnifying party receives written notice at least ten (10) business days in advance of such settlement or compromise and approves the settlement in writing before payment is made.
5. All indemnification rights and obligations under this contract are subject to the terms of the Limitation of Liability section of this agreement.

APPENDIX C – STATEMENT OF WORK

D. STAFFING

Key Consultant Staff; Subcontracting

1. CIBER proposes that "unless due to reasons outside of Contractor's control" be added to end for first sentence. In 3rd sentence, CIBER proposes "reasonable" be added between "State's" and "prior."
2. CIBER proposes that "ten" be changed to "five."

Right of State to Reject Employees or Subcontractors

CIBER proposes that this be revised as follows: The State shall have the right to reject any of Contractor's employees or subcontractors whose qualifications or performance in ~~the State's good faith and reasonable judgment~~ do not meet the standards established by the warranty provisions in the contract that work must be performed in a professional and workmanlike manner, ~~State as necessary for the performance of the Services~~, provided that such rejection does not violate any applicable law or regulation.

E. CONTRACTOR DELIVERABLES

PERFORMANCE OF SERVICES

In lieu of the 2nd sentence CIBER proposes the following:

For a period of ninety (90) days from the date of the State's acceptance (the "Warranty Period"), Contractor warrants that it will provide Work Products that conform in all material respects to the specifications set forth in the SOW. The State must report any deficiencies to Contractor in writing within the Warranty Period to receive warranty remedies. The State's exclusive remedy and Contractor's entire liability is to provide Services to correct the deficiencies. If Contractor is unable to correct the deficiencies, the State is entitled to recover the fees paid to Contractor for the deficient portion of the Services or Work Product. **CONTRACTOR DISCLAIMS ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR PARTICULAR PURPOSE.** Contractor makes no warranties regarding any portion of any deliverable developed by the State or by any third party, including any third party software, hardware, or other third party products provided by Contractor.

G. WARRANTY OF PERFORMANCE

1. In lieu of "software industry" CIBER proposes "within the ERP consulting services industry."
2. In lieu of this warranty CIBER proposes the same warranty as in response to E. above.
3. CIBER proposes that 3, 4 and 6 be deleted. In lieu of 4, CBIER can provide the following indemnity and in lieu of warranty in 6, see warranty in response to E. above.
 - **INTELLECTUAL PROPERTY INDEMNITY.** Contractor shall indemnify State from all claims,

damages, losses and expenses, including reasonable attorneys' fees arising out of any claim by a third party that a Service or Work Product provided by Contractor, when used in conformity with Contractor's instructions and documentation, infringes a U.S. patent, copyright or other proprietary right or violates a trade secret of any person or entity under U.S. law. If any Service or Work Product is determined by a court of competent jurisdiction to be infringing or a violation, or in Contractor's opinion is likely to become the subject of a claim of infringement or violation, Contractor may, at its option, procure for State the right to continue using the Service or Work Product, or replace or modify the Service or Work Product so it is not infringing or a violation. If Contractor cannot secure these remedies on reasonable terms and if State must discontinue use of any Service or Work Product, Contractor will refund a portion of the fees paid for the infringing or violating Service or Work Product.

- The foregoing indemnity shall not apply to any infringement claim or claim of violation to the extent arising from (i) a Service or Work Product that has been modified by any party other than Contractor; (ii) State's use of a Service or Work Product in conjunction with the products or services of parties other than Contractor where such use gives rise to the infringement or violation claim; (iii) State's use of a Service or Work Product after written notice to State to cease such use; (iv) a Service or Work Product not used in accordance with Contractor's instructions and specifications; (v) State's use of other than the current release of a Service or Work Product if such claim would have been avoided by the use of the current release provided by Contractor; (vi) State's use of a Service or Work Product with services or products not provided by Contractor; or (vii) Contractor's compliance with any design, specification or instruction of State.
- This Section sets forth State's sole and exclusive remedies for infringement or violation. Services and Work Products do not include any third party services, products or materials, whether or not supplied by Contractor.

H. LIMITATION OF LIABILITY

In lieu of this provision, CIBER proposes the following:

NEITHER PARTY WILL BE LIABLE TO THE OTHER PARTY FOR ANY LOST DATA, LOST PROFITS OR INCIDENTAL, CONSEQUENTIAL, PUNITIVE, SPECIAL OR OTHER INDIRECT DAMAGES OF ANY KIND FOR ANY REASON WHATSOEVER INCLUDING, BUT NOT LIMITED TO, DAMAGES BASED UPON NEGLIGENCE, BREACH OF WARRANTY, STRICT LIABILITY, OR ANY OTHER THEORY EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

Except for Contractor's indemnification obligations for its negligence causing property damage and personal injury, each party agrees that the other party's liability hereunder for damages, regardless of the form of action, will not exceed the total amount actually paid for Services and Work Product under the SOW giving rise to the damages. Notwithstanding the above, the liability of the State may be increased to include Contractor's costs of collection of Services fees, including without limitation reasonable attorney's fees and court costs. The parties agree that amounts stated herein are fair under the circumstances and that the prices reflect this limitation of liability.

EXHIBIT D4: IMPLEMENTATION ROLES AND RESPONSIBILITIES

Complete the table below by estimating both the State's and Offeror's labor effort for each required deliverable described in Section 5.04 of the RFP. This information will clarify the expected roles, responsibilities and time required for implementing the proposed solution and help the State more accurately evaluate the Offeror's proposal.

Deliverable	Estimated State labor effort (hours)	Proposed Offeror labor effort (hours)
1. Baseline detailed project work plan	1295	1619
2. Project status reports	22665	28332
3. Weekly risk reports	1295	1619
4. Satisfaction surveys	648	809
5. System configuration reports	1295	1619
6. Business process modification recommendations	3238	4047
7. Configured software ready for test	3885	4857
8. Accepted workflows	416	520
9. Hardware specification (applicable to licensed solution)	648	809
10. Application architecture documentation	1295	1619
11. Installation certification document	1295	1619
12. Data conversion plan	984	1230
13. Validated migrated data	984	1230
14. Reports	2400	3000
15. Interface specifications	1440	1800
16. Tested interfaces	1440	1800
17. Test plan	2590	3238
18. Volume/stress testing report	648	809
19. Training plan	1943	3238
20. Training materials	4371	7285
21. Training	7083	4047
22. Knowledge transfer plan and activity	3238	4047
23. Go-live and stabilization plan	4533	5666
24. Technical operations manual	648	809
25. Business user manual	2590	3238
26. Configured and licensed software in productive use	1295	1619
27. Stabilization services	4000	5000

ATTACHMENT E COST PROPOSAL FORMS

The Offeror's cost proposal shall include all costs associated with the performance of the resulting contract, including, but not limited to: administrative overhead, transportation, lodging, and per diem costs sufficient to pay for all staff required to be on-site in Juneau, Alaska. Should the State require travel by contractor staff to other locations, these travel costs from Juneau will be the responsibility of the State and will be reimbursed in accordance with State travel policies as provided in Alaska Administrative Manual (AAM) 60 - Travel.

The State will use these forms to evaluate costs.

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.

To prepare your response, follow these instructions:

1. Open the electronic version of these forms in Excel.
2. Insert the Offeror's organizational name in the document footer of each worksheet.
3. Save this document as a new file, compatible with Office 2003 (this format is **required**).
4. Complete all cost tables as instructed. Individual form instructions are presented in gray boxes.
5. Add more lines to tables as necessary; do not modify the form layout in any other way.
6. Present all prices in U.S. dollars.
7. Failure to provide all requested information may result in disqualification from response consideration.
8. When each of the forms are complete, produce the document for submission in accordance with the instructions in **Sections 1.01 and 6.01** of the RFP.

Offeror Name: CIBER, Inc.	Contact Name: Doug Owen
Mailing Address: 6363 S Fiddler's Green Circle Suite 1400 Greenwood Village, Colorado 80111	Title: Director of Sales, Public Sector
	Phone Number: (720) 255-4451
	E-Mail Address: dowen@ciber.com

User counts and transaction volume information are located in **Section 5.02** of the RFP.

ONE-TIME COSTS: SYSTEM COMPONENTS

In Table A below, itemize the application license purchase costs, by module, for the software you are proposing. Add more lines as necessary. If there are no one-time software costs for a hosted model ("cloud") proposal, leave the applicable tables blank. Provide ongoing/annual software costs for a hosted model ("cloud") proposal on Tab 4. Recurring Costs.

Table A - Application Software Costs

Module/Version	Description and Comments	Type of License (e.g., named, concurrent)	List Cost	Discounted Cost	User Count (quantity)	Total Cost
Finance/ SRM / HCM	Enterprise Foundation Package	Foundation package	\$ 24,000.00	\$ 2,592.00	1	\$ 2,592
HCM - Payroll	SAP Payroll Processing	Master Records	\$ 11,250.00	\$ 1,215.00	50	\$ 60,750
Payroll - BSI	BSI US Payroll Tax Processing	Master Records	\$ 31,800.00	\$ 3,434.40	1	\$ 3,434
Treasury and Risk	SAP Treasury and Risk Management	Revenue	\$ 9,000.00	\$ 972.00	730	\$ 709,560
Treasury and Risk	SAP Bank Communication Management	Business Partner	\$ 2,250.00	\$ 243.00	25	\$ 6,075
Procurement for Public Sector	SAP Procurement for Public Sector	Spend Budget	\$ 1,800.00	\$ 194.40	730	\$ 141,912
Public Budget Formulation	SAP Public Budget Formulation, first 8 units	Total Annual Spend	\$ 750,000.00	\$ 887.67	730	\$ 647,999
Adobe Forms	SAP Interactive Forms by Adobe enable enterprise	Licensed User	\$ 60.00	\$ 6.48	13850	\$ 89,748
			\$ -	\$ -		\$ -
			\$ -	\$ -		\$ -
<i>Application Software Total</i>					16117	\$ 1,662,071

In Table B below, list any system or technical (e.g., database, report writer) software licenses required for the proposed configuration, that you are including in your cost proposal. Add more lines to the table as necessary.

Table B - System Software Costs

Module	Description and Comments	Type of License (e.g., named, concurrent)	List Cost	Discounted Cost	User Count (quantity)	Total Cost
Enterprise Foundation Package (ECC 6.0)	SAP Application Developer User	Named	\$ 9,000.00	\$ 972.00	5	\$ 4,860

Enterprise Foundation Package (ECC 6.0)	SAP Application Business Expert User	Named	\$ 7,500.00	\$ 810.00	150	\$ 121,500
Enterprise Foundation Package (ECC 6.0)	SAP Application Professional User	Named	\$ 4,800.00	\$ 518.40	345	\$ 178,848
Enterprise Foundation Package (ECC 6.0)	SAP Application Limited Professional User	Named	\$ 1,950.00	\$ 210.60	1000	\$ 210,600
Enterprise Foundation Package (ECC 6.0)	SAP Application Business Information User	Named	\$ 1,200.00	\$ 129.60	11850	\$ 1,535,760
Enterprise Foundation Package (ECC 6.0)	SAP Application Employee Self-Service User	Named	\$ 188.00	\$ 20.30	500	\$ 10,150
Business Intelligence	Crystal Reports Professional	Named	\$ 495.00	\$ 53.46	25	\$ 1,337
Business Intelligence	SAP BusinessObjects Web Intelligence	CPU	\$ 100,000.00	\$ 10,800.00	6	\$ 64,800
Business Intelligence	Xcelsius Enterprise Interactive Viewing	CPU	\$ 68,750.00	\$ 7,425.00	6	\$ 44,550
Business Intelligence	SAP BusinessObjects Xcelsius Enterprise	Named	\$ 1,220.00	\$ 131.76	25	\$ 3,294
Enterprise Information Management	SAP BusinessObjects DQM Premium	CPU	\$ 109,375.00	\$ 11,812.50	4	\$ 47,250
			\$ -	\$ -		\$ -
System Software Total					13916	\$ 2,222,949

In Table C below, list any system or technical (e.g., database, report writer) software licenses required for the proposed configuration, that you are **NOT including** in your cost proposal. Add more lines to the table as necessary.

Table C - Other Required System Software

Software	Description and Comments
SAP Talent Visualization by Nakisa, Talent Planning	SAP Talent Visualization by Nakisa, Talent Planning helps identify and groom tomorrow's leaders – today, and ensure powerful leadership strategy through a strong talent pipeline. This fully Web-based succession management application provides real-time, in-depth visualization and execution of succession plans to effectively align talent goals with your business strategies. Insightful succession planning and organization modeling capabilities helps place the right people in the right roles at the right time. (This is optional but recommended)
SAP Org Visualization by Nakisa, Org Chart	SAP Talent Visualization by Nakisa, Org Chart's enhanced user interface provides graphical display real-time of organizational charts from SAP HCM systems, and transform the data into strategic business intelligence through dynamic visualization of the human capital and organizational structure. Seamlessly integrated as a powerful front-end layer to SAP ERP HCM, Org Chart gives up-to-date easy access to valuable hierarchical data and eliminates manual processes, improving the way employees work. (This is optional but recommended)
SAP Organization Visualization by Nakisa, Org Planning	SAP Talent Visualization by Nakisa, Org Planning gives in-depth visibility into the entire organization and helps organizations to proactively plan for future workforce. It is seamlessly integrated as a powerful front-end layer to SAP ERP HCM to provide 360-degree view into the organization and workforce structures; reduce the risk and uncertainty of making critical enterprise and talent decisions; promote communication and collaboration enterprise-wide; and allow to more efficiently model 'what-if' organizational change scenarios at the organizational unit, department, position, as well as employee levels. (This is optional but recommended)
SAP Talent Visualization by Nakisa, Career Planning	SAP Talent Visualization by Nakisa, Career Planning helps employees visualize and manage their career goals and professional profiles; search and identify jobs of interest; and understand how they match up against jobs they are interested in. It also enables managers make better-informed talent decisions based on visual indicators such as competencies, performance, potential, talent grouping, flight risk and more. (This is optional but recommended)
SAP Loans Management for Bank Suite Edition, Retail Loans (Bonds)	The SAP Loans Management solution facilitates efficient data entry and portfolio management for both loans granted (loans given) and loans received (loans taken). It aims to automate typical loan processes. The Loans Management solution offers a large number of functions for upporting and speeding up loan processing, from creating loan offers for prospective customers, right through to transferring data to Financial Accounting. (This is optional but recommended)
Opentext	The SAP® Invoice Management application by Open Text helps you control invoice processing to avoid these risks. It helps AP personnel and vendors optimize the creation, management, monitoring, and routing of purchase orders and invoices. You can improve the timeliness of payments, optimize productivity and cash flow, and limit fiscal and noncompliance risks. (This is optional but recommended)

Database	A database platform is required for this solution. SAP has not priced database software into this RFP response. If the State of Alaska would like to receive database pricing for the SAP solution, we would be happy to provide upon request.

In Table D below, list expected hardware specifications and requirements for the proposed solution. This information will be used to understand proposed architectures, but **will not** be used for cost analysis. The State will acquire the necessary hardware. Sizing requirements will be further refined as the project progresses. Do not complete Table D for hosted ("cloud") proposals.

Table D - Required Servers

Server Type and Quantity	Recommended Storage Volume	RAM	Processor and Speed	# of Processors
Dell Power Edge R710 (Quantity 3)	3TB	16GB	Intel® Xeon® 5500	8-Core
Dell Power Edge R410 (Quantity 14)	100GB	16GB	Intel® Xeon® 5500	Quad-Core
Dell Power Edge R410 (Quantity 9)	500GB	8GB	Intel® Xeon® 5500	Quad-Core
Dell Power Edge R410 (Quantity 2)	1TB	16GB	Intel® Xeon® 5500	Quad-Core
Dell Power Edge R410 (Quantity 6)	300GB	8GB	Intel® Xeon® 5500	Quad-Core

ONE-TIME COSTS: IMPLEMENTATION PRICING

In Table E below, list total hours to implement the proposed solution, the blended rate (i.e., total Offeror cost divided by total Offeror hours), and total cost. The entries should correspond to the deliverable listed in Section 5.04 of the RFP. If a specific deliverable (e.g., Hardware Specification) does not apply to your bid, leave that line blank. Note that these figures should include your travel costs.

Table E - Professional Services

Implementation Function (task group)	Hours	Blended Rate ¹	Cost
(1) Baseline Detailed Project Work Plan	1619	\$ 217.25	\$ 351,714
(2) Project Status Reports	28332	\$ 217.25	\$ 6,154,995
(3) Weekly Risk Reporting System (WRRS)	1619	\$ 217.25	\$ 351,714
(4) Satisfaction Surveys	809	\$ 217.25	\$ 175,857
(5) System Configuration Reports	1619	\$ 217.25	\$ 351,714
(6) Business Process Modification Recommendations	4047	\$ 217.25	\$ 879,285
(7) Configured Software Ready for Test	4857	\$ 217.25	\$ 1,055,142
(8) Accepted Workflows	520	\$ 175.76	\$ 91,395
(9) Hardware Specification	809	\$ 217.25	\$ 175,857
(10) Application Architecture Documentation	1619	\$ 217.25	\$ 351,714
(11) Installation Certification Document	1619	\$ 217.25	\$ 351,714
(12) Data Conversion Plan	1230	\$ 175.76	\$ 216,185
(13) Validated Migrated Data	1230	\$ 175.76	\$ 216,185
(14) Reports	3000	\$ 175.76	\$ 527,280
(15) Interface Specifications	1800	\$ 175.76	\$ 316,368
(16) Tested Interfaces	1800	\$ 175.76	\$ 316,368
(17) Test Plan	3238	\$ 217.25	\$ 703,428
(18) Volume/Stress Testing Report	809	\$ 217.25	\$ 175,857
(19) Training Plan	3238	\$ 217.25	\$ 703,428
(20) Training Materials	7285	\$ 217.25	\$ 1,582,713
(21) Training	4047	\$ 217.25	\$ 879,285
(22) Knowledge Transfer Plan and Activity	4047	\$ 217.25	\$ 879,285
(23) Go-Live and Stabilization Plans	5666	\$ 217.25	\$ 1,230,999
(24) Technical Operations Manual	809	\$ 217.25	\$ 175,857
(25) Business User Manual	3238	\$ 217.25	\$ 703,428
(26) Configured and Licensed Software in Productive Use	1619	\$ 217.25	\$ 351,714
(27) Stabilization Services	5000	\$ 215.00	\$ 1,075,000
(28) Other Development (Forms)	580	\$ 175.76	\$ 101,941
(29) Other Development (Enhancements)	4840	\$ 175.76	\$ 850,678
Flexible use hours ²		\$ -	\$ -
Total Hours	100948	Total Professional Services Cost	\$ 21,297,100

¹ Blended rate equals Cost divided by Hours.

² Contingency hours that may be used under the direction of the State.

In Table F below, please list all additional costs included in your response (e.g., training materials, facility and equipment rental or lease, office supplies etc.). Add more rows as necessary.

Table F - Other Expenses

Item	Description	Cost
		\$ -
		\$ -
		\$ -
		\$ -
		\$ -
<i>Total Other Expenses Cost</i>		\$ -

In Table G below, please list your not-to-exceed hourly rates for staff, total estimated hours, and cost. Add more rows as necessary. **The total cost for professional services in Table G should equal the total professional services cost in Table E.**

Table G - Staffing Rates

Title	Rate	Total Estimated Hours	Cost
Executive Sponsor	\$ 50	109	\$ 5,445
Engagement Manager	\$ 245	1,023	\$ 250,635
Project Manager	\$ 240	4,312	\$ 1,034,880
Solution Manager Consultant	\$ 205	572	\$ 117,260
Testing Manager	\$ 235	1,672	\$ 392,920
Technical Architect	\$ 235	1,056	\$ 248,160
Steering Committee Advisor	\$ 185	1,100	\$ 203,500
Finance Lead	\$ 245	2,024	\$ 495,880
General Ledger Consultant	\$ 215	1,936	\$ 416,240
Funds Management Consultant	\$ 215	3,872	\$ 832,480
Controlling / Grants Consultant	\$ 215	1,936	\$ 416,240
Project Accounting / Asset Accounting Consultant	\$ 215	1,936	\$ 416,240
Accounts Payable / Accounts Receivable Consultant	\$ 215	1,936	\$ 416,240
Treasury & Cash Management Consultant	\$ 215	1,936	\$ 416,240
Budget Formulation Lead	\$ 350	1,364	\$ 477,400
Budget Integration Consultant	\$ 300	1,144	\$ 343,200
Business Intelligence Lead	\$ 215	1,364	\$ 293,260
Business Objects Consultant	\$ 205	1,144	\$ 234,520
Visual Composer Developer	\$ 300	1,144	\$ 343,200
Procurement Lead	\$ 235	2,156	\$ 506,660
Bid Management Consultant	\$ 215	1,936	\$ 416,240
Inventory Management Consultant	\$ 215	1,408	\$ 302,720
Procurement Technical Consultant	\$ 215	2,332	\$ 501,380
Human Capital Management Lead	\$ 235	1,936	\$ 454,960
Organizational Management Consultant	\$ 215	1,936	\$ 416,240
Personnel Administration Consultant	\$ 215	1,936	\$ 416,240
Benefits Consultant	\$ 215	1,936	\$ 416,240
Payroll Consultant	\$ 215	1,936	\$ 416,240

Payroll / Time & Attendance Consultant	\$ 215	1,936	\$ 416,240
Self-Service Consultant	\$ 215	1,584	\$ 340,560
System Administration Lead	\$ 225	4,092	\$ 920,700
System Administrator	\$ 205	1,584	\$ 324,720
Security Administrator	\$ 205	2,728	\$ 559,240
Development Lead	\$ 200	2,880	\$ 576,000
Developer	\$ 170	12,120	\$ 2,060,400
Change Management Lead	\$ 235	4,136	\$ 971,960
Change Management Consultant	\$ 215	4,092	\$ 879,780
Training Lead	\$ 235	3,916	\$ 920,260
Training Developer / Trainer	\$ 135	6,776	\$ 914,760
e-Learning developer	\$ 135	1,012	\$ 136,620
Support Pool of Hours	\$ 215	5,000	\$ 1,075,000
			\$ -
	<i>Total</i>	100,948	\$ 21,297,100

RECURRING COSTS: ANNUAL MAINTENANCE AND SUPPORT

In Table H, please list all ongoing costs for each applicable component proposed in your response. In each item category name the specific element that the fee covers and briefly describe the maintenance terms. The cost of each module, regardless of its implementation date, must include ten years of licensing and maintenance pricing.

In Table H, list all ongoing costs for each applicable component proposed in your response. In the 'Application Software' column, complete one row for each major implementation grouping. For instance, there might be separate rows for Finance, Human Resources, and Budget. In the 'Item' column, list the modules included in that grouping and briefly describe the associated maintenance terms. In the '1st Pymt' column, provide the due date for the first maintenance payment, considering the overall implementation schedule. Note that the State will NOT purchase software prior to the initiation of the implementation effort for that software. So, the State will not purchase the human resources modules until the associated services begin. In the next four columns, provide the total maintenance cost for the periods referenced. Accordingly, the 'Years 1-4' cell should contain the Offeror's fixed price for the first four years of maintenance, the 'Years 5-6' cell should contain the fixed price for the next two years, etc. The 'Total' column calculates automatically and does not require data entry.

In the 'System Software' column, complete one row for each major system software component. For instance, there might be a row for the database management system to support the finance implementation. In the 'Item' column, list the elements included in that grouping and briefly describe the associated maintenance terms. In the '1st Pymt' column, provide the due date for the first maintenance payment, considering the overall implementation schedule. Note that the State will NOT purchase system software prior to the need for its use. So, the State will not purchase the database licenses necessary to run the human resources modules until necessary. In the next four columns, provide the total maintenance cost for the periods referenced. Accordingly, the 'Years 1-4' cell should contain the Offeror's fixed price for the first four years of maintenance, the 'Years 5-6' cell should contain the fixed price for the next two years, etc.

Table H - Annual Maintenance

Category	Item	1st Pymt Due Date	Years 1-4	Years 5-6	Years 7-8	Years 9-10	TOTAL
Application Software							
Finance / HCM/ SCM	Enterprise Foundation Package	6/30/2011	\$ 2,281	\$ 1,140	\$ 1,232	\$ 1,330	\$ 5,983
HCM	SAP Payroll Processing	6/30/2011	\$ 53,460	\$ 26,730	\$ 28,868	\$ 31,178	\$ 140,236
HCM	BSI US Payroll Tax processing	6/30/2011	\$ 53,424	\$ 26,712	\$ 28,849	\$ 31,157	\$ 140,142
Treasury and Risk	SAP Treasury and Risk Management	6/30/2011	\$ 624,413	\$ 312,206	\$ 337,183	\$ 364,158	\$ 1,637,960
Treasury and Risk	SAP Bank Communication Management	6/30/2011	\$ 5,346	\$ 2,673	\$ 2,897	\$ 3,118	\$ 14,024
Procurement for Public Sector	SAP Procurement for Public Sector	6/30/2011	\$ 124,883	\$ 62,441	\$ 67,437	\$ 72,832	\$ 327,592
Budget	SAP Public Budget Formulation	6/30/2011	\$ 570,239	\$ 285,120	\$ 307,929	\$ 332,563	\$ 1,495,851
Finance / HCM/ SCM	SAP Interactive Forms by Adobe	6/30/2011	\$ 78,978	\$ 39,489	\$ 42,648	\$ 46,060	\$ 207,176
			\$ -	\$ -	\$ -	\$ -	\$ -
System Software							
Enterprise Foundation Package	SAP Application Developer User	6/30/2011	\$ 4,277	\$ 2,138	\$ 2,309	\$ 2,494	\$ 11,219
Enterprise Foundation Package	SAP Application Business Expert User	6/30/2011	\$ 106,920	\$ 53,460	\$ 57,737	\$ 62,356	\$ 280,473
Enterprise Foundation Package	SAP Application Professional User	6/30/2011	\$ 157,386	\$ 78,693	\$ 84,989	\$ 91,788	\$ 412,856
Enterprise Foundation Package	SAP Application Limited Professional User	6/30/2011	\$ 185,328	\$ 92,664	\$ 100,077	\$ 108,083	\$ 486,152
Enterprise Foundation Package	SAP Application Business Information User	6/30/2011	\$ 1,351,469	\$ 675,734	\$ 729,793	\$ 788,177	\$ 3,545,173
Enterprise Foundation Package	SAP Application Employee Self-Service User	6/30/2011	\$ 8,932	\$ 4,466	\$ 4,823	\$ 5,209	\$ 23,430
Business Intelligence	Crystal Reports Professional	6/30/2011	\$ 1,177	\$ 588	\$ 635	\$ 686	\$ 3,086
Business Intelligence	SAP BusinessObjects Web Intelligence	6/30/2011	\$ 57,024	\$ 28,512	\$ 30,793	\$ 33,256	\$ 149,585
Business Intelligence	Xcelsius Enterprise Interactive Viewing	6/30/2011	\$ 39,204	\$ 19,602	\$ 21,170	\$ 22,864	\$ 102,840
Business Intelligence	SAP BusinessObjects Xcelsius Enterprise	6/30/2011	\$ 2,899	\$ 1,449	\$ 1,565	\$ 1,691	\$ 7,604
Business Intelligence	SAP BusinessObjects DQM Premium	6/30/2011	\$ 41,580	\$ 20,790	\$ 22,453	\$ 24,249	\$ 109,073
			\$ -	\$ -	\$ -	\$ -	\$ -
Total Recurring Maintenance Costs							

Maintenance Notes:

SAP has confirmed that Enterprise Support will be locked at 22% until December 2016. Which is reflected in Years 1 – 6 of the 'Recurring Cost' tab of the exhibit.

After 2016 the maintenance costs provided is based on an aggregating CPI ratio for Enterprise Support. All numbers provided beyond December 2016 are based on estimates and should be used for budgetary purposes only.

RECURRING COSTS: HOSTING FEES

In Table I, please list any fees the State should expect to incur for a hosted ("cloud") proposal. Add more lines to the table as necessary. In the description column, summarize the underlying assumptions (e.g., number of transactions, volume of disk space, support hours, growth) for your recurring cost entries.

Table I - Hosting Fees

Item	Description	1st Pymt Due Date	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Hosting Fees</i>													

RECURRING COSTS: OTHER ONGOING COSTS

In Table J, please list any additional ongoing costs the State should expect to incur. Add more lines to the table as necessary. Please provide a description for each element.

Table J - Other Ongoing Costs

Item	Description	1st Pymt Due Date	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Other Ongoing Costs</i>													

TOTALS

Tables K and L represent a summary of the total costs identified in this form. Please double check your numbers prior to submission to ensure accuracy.

Table K - One-Time Costs

Item	Costs
System Components	
Table A: Application Software Costs	\$ 1,662,071
Table B: Proposed System Software Costs	\$ 2,222,949
<i>System Components Subtotal</i>	\$ 3,885,019
Implementation	
Table E: Professional Services	\$ 21,297,100
Table F: Other Expenses	\$ -
<i>Implementation Subtotal</i>	\$ 21,297,100
ONE-TIME COSTS TOTAL	\$ 25,182,119

Table L - Total Recurring Costs

Item	Costs
Table H: Recurring Maintenance	\$ 9,100,454
Table I: Hosting Fees	\$ -
Table J: Other Ongoing Costs	\$ -
RECURRING COSTS TOTAL	\$ 9,100,454

GRAND TOTAL \$ 34,282,573