CedarCrestone Proposal

ADMINISTRATIVE REQUIREMENTS

EXHIBIT A1: OFFEROR INFORMATION, CONDITIONS, AND CERTIFICATIONS

OFFEROR INFORMATION

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

RFP Number:	**RFP 2010-0200-9388**
RFP Name:	**Statewide Administrative Systems Replacement Project**
Proposed Solution (Select one)	**Traditional Licensed Software**

Offeror Name:	CedarCrestone, Inc.
Mailing Address:	1255 Alderman Drive Alpharetta, GA 30005
Telephone Number:	877-827-3786
Fax Number:	678-385-7541
Federal Tax ID #:	58-2548193
Alaska Business License Number:	907728

Contact Name:	Fenton Penna
Title:	CedarCrestone Account Manager
E-Mail Address:	fenton.penna@cedarcrestone.com
Alternate Phone Number:	303-641-5578

AMENDMENT ACKNOWLEDGEMENT

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

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

No.	Date
Seven	September 24, 2010

No.	Date
Eight	October 1, 2010

No.	Date
Nine	October 4, 2010

OFFEROR'S CERTIFICATION

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

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

CONFLICT OF INTEREST STATEMENT (MARK ONE)

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

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

LOCATION-OF-WORK / HEADQUARTERS IN TIER 3 COUNTRIES

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

X	The Offeror and all subcontractors and joint venture partners are not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: http://www.state.gov/g/tip/. Failure to comply with this requirement will cause the State to reject the proposal as nonresponsive, or cancel the contract.

SUBCONTRACTORS

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

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

Subcontractor #1: Oracle Consulting

Relationship:
CedarCrestone has selected Oracle Consulting as a subcontractor for this project based on Oracle's past project experience; Oracle Consulting's extensive PeopleSoft state and local government focused consultant base; and Oracle's delivery capabilities across their technology, training and application footprint.

Oracle Consulting brings a wealth of statewide experience to the CedarCrestone Team. Oracle Consulting has participated in 15 of the statewide PeopleSoft implementations plus the territory of Puerto Rico, providing functional and technical value-add experience to their partners. Oracle was the prime vendor for the State of Oklahoma PeopleSoft Financials, Supply Chain Management, and Human Capital Management implementation. In addition, Oracle was the prime vendor for the State of Rhode Island's Oracle Public Sector Financials implementation. Oracle Consulting understands statewide requirements and how to implement PeopleSoft applications to meet the needs of state agencies. From years of experience participating on statewide PeopleSoft implementations starting with the State of Texas back in 1996, Oracle has continued to refine their approach and leading practices for implementing statewide implementations. Other states that Oracle Consulting has delivered PeopleSoft services include California, Connecticut, Delaware, Florida, Kansas,

Massachusetts, Nebraska, New Mexico, New Jersey, New York, Ohio, and Tennessee. During these projects, they have worked to implement, upgrade, and optimize the use of their applications. They also have the most direct line and access to Oracle Product Development, Product Strategy, and Support which is crucial to implementations and post go-live - something that no other implementer can match.

Oracle's consulting group is comprised of more than 10,000 consultants worldwide and over 1,000 consultants dedicated to Public Sector consulting. Each and every day, Oracle consultants deliver the functional and technical experience that helps enterprises turn technology into real business advantages.

CedarCrestone and Oracle have successfully worked together on projects where each led separate client functional project areas (e.g. HR and Financials) as well as having teamed in a prime and sub relationship, or under a common partner. Current and recent engagements include State of Kansas, State of Indiana's Public Employees' Retirement Fund and Teachers' Retirement Fund, Loma Linda University, Nassau County, a New York University (name withheld per client's request), and Payless.

RFP Section 1.14 – Subcontractors:
Subcontractors may be used to perform work under this contract. If an Offeror intends to use subcontractors, the Offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform. The Offeror must provide the following information (refer to Attachment A4) concerning each prospective subcontractor with their proposal:

(a) complete name of the subcontractor;

Oracle America, Inc.

(b) complete address of the subcontractor;

500 Oracle Parkway, Redwood Shores, CA 94065 USA

(c) type of work the subcontractor will be performing;

Oracle application and technology consulting services potentially including but not limited to: Project Management, Functional Application Consulting, Technical Application Consulting, DBMS, Cultural Change Management, Business Process Re-engineering, and Training.

(d) percentage of work the subcontractor will be providing;

30% of the Services Effort

(e) evidence that the subcontractor holds a valid Alaska business license;

Oracle America, Inc. has a current Alaska Business License (#947028, valid through December 31, 2011).

(f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

A signed written statement from Oracle America, Inc. verifying that they are committed to render the services required by the contract is attached directly behind this Exhibit A1.

Subcontractor #2: Sierra Systems

Relationship:
Sierra is a Platinum member of the Oracle Partner Network. As such, Sierra maintains a multi-layered partnership with Oracle, interacting with application and technology product lines as well as with Oracle Consulting Services.

Sierra Systems has delivered 100's of PeopleSoft implementations since 1992 and is one of the original 10 companies to complete a PeopleSoft project. CedarCrestone has selected Sierra not only for their PeopleSoft experience but also for their understanding of the State of Alaska and the Alaskan culture. Sierra has experience working with Alaska's Department of Health and Social Services, IT and Administrative Services, House Finance Committee and the Municipality of Anchorage. Sierra complements the CedarCrestone team's delivery capability in the Public Sector and logistically strengthens our capability and presence in the Pacific Northwest and Canada. CedarCrestone and Sierra have been working together since August of 2009 when a partnership was formed to best serve the State of Alaska. Sierra has over 100 PeopleSoft consultants, the majority of which are located in the Pacific Northwest and Western Canada. Some of Sierra's relevant current and recent engagements include: Texas Health and Human Services Commission, The Government of Alberta, Canadian National Railway (CN), and the Port of Seattle, WA.

The Sierra, CedarCrestone, and Oracle partnership allows us to bring the strength and stability of three long time PeopleSoft implementation services companies to bear, blending the "best of the best" from each company into a delivery powerhouse with the capacity and experience to create in partnership with the State an integrated statewide administrative system. Our partnership is uniquely qualified to best meet State of Alaska needs while mitigating the many risks inherent when one company, regardless of size, undertakes a project similar in nature to the SoA Administrative Replacement Project.

RFP Section 1.14 – Subcontractors:
Subcontractors may be used to perform work under this contract. If an Offeror intends to use subcontractors, the Offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform. The Offeror must provide the following information (refer to Attachment A4) concerning each prospective subcontractor with their proposal:

(a) complete name of the subcontractor;

Sierra Systems Inc.

(b) complete address of the subcontractor;

111 Market Street NE. Suite 225, Olympia, WA 98501 USA

(c) type of work the subcontractor will be performing;

Oracle application and technology consulting services potentially including but not limited to: Project Management, Functional Application Consulting, Technical Application Consulting, DBMS, Cultural Change Management, Business Process Re-engineering, and Training.

(d) percentage of work the subcontractor will be providing;

25% of the Services Effort

(e) evidence that the subcontractor holds a valid Alaska business license;

Sierra Systems has a current Alaska Business License (#732120, valid through December 31,

2011)

(f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

A signed written statement from Sierra Systems, Inc. verifying that they are committed to render the services required by the contract is attached directly behind this Exhibit A1.

Subcontractor #3: TKC Integration Services, LLC (A NANA Company)

Relationship:
As an Oracle Platinum Partner, TKCIS has invested extensive time and resources to be well educated and certified on all aspects of reselling Oracle Application Software and Oracle Technology Software, including pricing, licensing, and maintenance. TKC Integration Services, LLC (TKCIS) is an Alaska Native Small Disadvantaged Corporation 100%-owned by over 12,000 Alaska Natives (Inupiat Eskimos), most of them living in Northwest Alaska above the Arctic Circle. TKCIS is one of over 45 companies owned by NANA Regional Corporation and is one of the fastest growing ANCs. NANA is one of the original 13 regional corporations formed by Congress in 1971 under the Alaska Native Claim Settlement Act (ANCSA).

CedarCrestone has selected TKCIS to join our team as a reseller of Oracle Applications Software and Technology Software based on TKCIS' experience reselling Oracle software and their attention to detail, attentiveness to their customers, and unwavering commitment to excellence. TKCIS has worked diligently with the CedarCrestone team since 2009 to develop the appropriate Oracle Software solution for the State of Alaska's project, at the most cost effective price and terms. The CedarCrestone Team, which includes not only TKCIS, but also Oracle Consulting and Sierra Systems, is committed to the success of the State of Alaska Administrative Replacement Project.

RFP Section 1.14 – Subcontractors:
Subcontractors may be used to perform work under this contract. If an Offeror intends to use subcontractors, the Offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform. The Offeror must provide the following information (refer to Attachment A4) concerning each prospective subcontractor with their proposal:

(a) complete name of the subcontractor;

TKC Integration Services, LLC

(b) complete address of the subcontractor;

Corporate Office:
3201 C Street
Suite 400C
Anchorage, AK 99503

(c) type of work subcontractor will be performing;

TKCIS will be 100% responsible for reselling the Oracle Software and maintenance.

(d) percentage of work the subcontractor will be providing;

100% of the Oracle Software sale and maintenance

(e) evidence that the subcontractor holds a valid Alaska business license;

TKCIS holds Alaska Business License #718901 valid through December 31, 2010. TKCIS does plan to renew the license upon expiration.

(f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

A signed written statement from TKCIS verifying that they are committed to render the services required by the contract is attached directly behind this Exhibit A1.

JOINT VENTURES

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

ORACLE

Oracle America, Inc. 1910 Oracle Way Reston, VA 20190 Phone (703) 478-9000

September 17th, 2010

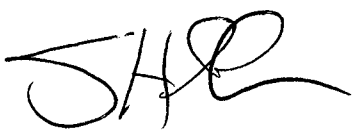
Staci Augustus, CPPB
Procurement Specialist
State of Alaska Department of Administration,
Division of Finance

Dear Ms. Augustus:

Re: RFP No. 2010-0200-9388 – Commitment to Provide Services

Oracle America Inc. (Oracle) is committed to render the services as required by Cedar Crestone, Inc. (CCI) and as represented in CedarCrestone's proposal in response to this RFP.

Yours truly,



Stephen Holdridge, Group Vice President
Government, Education and Healthcare Consulting
Oracle America, Inc.

Sierra Systems

September 15th, 2010

Staci Augustus, CPPB
Procurement Specialist
State of Alaska Department of Administration,
Division of Finance

Dear Ms. Augustus:

Re: RFP No. 2010-0200-9388 – Commitment to Provide Services

Sierra Systems Inc. (Sierra) is committed to render the services as required by Cedar Crestone, Inc. (CCI) and as represented in CedarCrestone's proposal in response to this RFP.

Yours truly,

SIERRA SYSTEMS INC.

Shelley Hodgson

Shelley Hodgson
Senior Vice President North America Justice and US Public Sector

TKC Integration Services, LLC
Alaska Native Small Disadvantaged Business

September 17, 2010

Staci Augustus, CPPB
Procurement Specialist
State of Alaska Department of Administration
Division of Finance

Dear Ms. Augustus:

Re: RFP No. 2010-0200-9388 – Commitment to Provide Software Products and One (first) Year of Software Update License & Support

TKC Integration Services, LLC (TKCIS) is committed to providing software products and one (first) year of software update license & support as required by CedarCrestone Inc. (CCI) for the above referenced RFP. TKCIS is an Oracle Platinum Partner and authorized reseller of Oracle technology products and services.

Yours truly,

Joel Lipkin
General Manager
TKC Integration Services, LLC

EXHIBIT A2: OFFEROR MINIMUM REQUIREMENT

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

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

EXHIBIT A3: STATE OF ALASKA PREFERENCE

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

Are you claiming the State of Alaska preferences? (If "Yes", please answer the questions below). (RFP 2.13 and 7.01)	☐ YES

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

EXHIBIT A4: PROPOSAL CHECKLIST

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

PROPOSAL EXHIBITS

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

SUPPLEMENTAL RESPONSE DOCUMENTS

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

EXHIBIT A5: SOFTWARE OFFEROR PROFILE

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

SOFTWARE OFFEROR

Name of company	Oracle America, Inc.
Company website	www.oracle.com
Name of parent company (if applicable)	Oracle Corporation
Headquarters location	500 Oracle Parkway Redwood Shores, CA 94065
Number of field offices	Oracle is a worldwide organization with offices and resources on nearly every continent. Each office provides specific services to Oracle customers, from sales and consulting to education and support. There are currently 287 offices throughout the United States and 428 international offices, which are present in 82 countries. A listing of global offices is provided at http://www.oracle.com/corporate/contact/global.html
Location and hours of office servicing this account	Bellevue, WA 8 AM – 5 PM Pacific – Monday – Friday
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	Corporation
Length of time in business	More than 30 years
Gross revenue for the prior fiscal year (in US dollars)	in millions: $26,820
Net income for the prior fiscal year (in US dollars)	in millions: $ 6,135
Total number of full-time personnel	As of May 31, 2010 Oracle reported 104,569 full-time employees.
Number of full-time personnel in:	
♦ Customer and software support	♦ License Updates and Product Support: 9,000 ♦ Hardware Systems Support: 5,000
♦ Installation and training	Approximately 1,586
♦ Product development	Approximately 28,000
♦ Sales, marketing, and administrative support	Approximately 36,000

SOFTWARE PROFILE

Name and version of proposed software	PeopleSoft v9.1
Date of next planned software release	December 2011
Length of time the proposed software has been licensed	22 years
Percentage of gross revenue generated by licensing/support of proposed software	15%

SOFTWARE INSTALLED CUSTOMER BASE

Total number of installed clients with the proposed software	15,000
Number of installations of the proposed software within the last 36 months	6 Statewides
Total number of clients in production with the same software version being proposed	900
Total number of state or local government clients with at least 10,000 employees	600
Total number of state or local government clients with at least 10,000 employees with the proposed software in production	25
Total number of state or local government clients with at least 10,000 employees with the same version of the proposed software in production	25

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

Client	Production Software and Version
State of Kansas	PeopleSoft Enterprise *
State of Ohio	PeopleSoft Enterprise *
State of North Dakota	PeopleSoft Enterprise *
State of Tennessee	PeopleSoft Enterprise *
State of Georgia	PeopleSoft Enterprise *
State of New Mexico	PeopleSoft Enterprise *
State of Delaware	PeopleSoft Enterprise *
State of Connecticut	PeopleSoft Enterprise *
State of Montana	PeopleSoft Enterprise *
State of Vermont	PeopleSoft Enterprise *

** All customers are on recent releases. Some have completed upgrades in HCM and/or Financials so they may have different versions for each. All customers listed above are in the reference sections with contacts to explain their various versions and upgrades.*

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

PeopleSoft Human Capital Management and Financial Management were first produced by PeopleSoft Corporation. PeopleSoft Corporation was purchased by Oracle in 2005 The first commercial version of PeopleSoft Human Capital Management was released in 1987 and the first commercial version of Financial Management was released in 1992. Since that time there have been 14 major releases. The last release, version 9.1, became commercially available in November 2009.

The PeopleSoft Solution is stronger than ever with the release of Version 9.1. With over 1350 new features, 21 new PeopleSoft solutions, 28,000 pages enhanced with Web 2.0 capabilities, and 200 industry specific enhancements, PeopleSoft 9.1 is a world class application suite used by more states than any other. ARRC may be particularly interested in these new features:

- A new User Interface throughout the applications that drives higher user effectiveness by leveraging Web 2.0 capabilities such as type ahead searching and hover over content
- Recruiting Solutions integration with Microsoft Outlook 2007 calendaring which enables interview participants to manage interviews using their everyday desktop productivity tools
- Self-service leave donations enhancement that enable employees to request donated leave, donate leave, return unused leave, and stop their participation in voluntary leave donation programs.
- Financials Audit Framework which provides a centralized online views into General Ledger, Accounts Payable, and Asset Management logs as well as archiving and purging of logs
- Enhanced financial data-level security enabling security access to be defined at the ChartField (chart of account) level for online transactions and accounting data
- Third party event notification integration that enables organizations, particularly public sector organizations, to have third party agencies manage their bidders and bids while leveraging the PeopleSoft Strategic Sourcing system to post and manage bid events (RFx processes)
- Multiple funding support for projects that require the distribution of costs across several funding sources based on complex contract terms. This is particularly important to meet frequent state government needs of distributing costs associated with a particular project to several funding sources such as federal and state funds for billing purposes.
- Enhanced management of spend by allowing transactions to be pre-checked against budgets using what-if scenarios that do not actually commit the funds against any budget. This capability also provides pre-validation of the transaction data against budget definitions.
- Enhanced procurement contracts by providing improved capabilities for handling large volume contracts, extended default options to better control when contracts will be automatically referenced on transactions, and a flexible framework for audit tracking and version control. These enhancements will improve transactional performance in support of contract compliance.

TERMINATIONS FOR DEFAULT

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

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

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

Oracle has not had a termination for default from any State or Local Government in the United States nor the US Federal Government in the past five years.

EXHIBIT A6: SYSTEM IMPLEMENTATION OFFEROR PROFILE

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

SYSTEM IMPLEMENTATION OFFEROR

Name of company	CedarCrestone, Inc.
Company website	www.cedarcrestone.com
Name of parent company (if applicable)	The CedarCrestone Group
Headquarters location	Alpharetta, GA
Number of field offices	1
Location and hours of office servicing this account	Alpharetta, GA, 8am-8pm Eastern
Type of business (e.g., C-corp., S-corp., LLP, sole proprietor)	C-corp
Length of time in business	27 Years
Gross revenue for the prior fiscal year (in US dollars)	$130 Million
Net income for the prior fiscal year (in US dollars)	$4.3 Million after taxes
Total number of full-time personnel	643
Number of full-time personnel in:	
♦ Customer and software support	158
♦ Installation and training	335
♦ Product development	21
♦ Sales, marketing, and administrative support	129

IMPLEMENTATION SERVICES PROFILE

Length of time in business of implementing proposed software	19 Years
Percentage of gross revenue generated by implementing proposed software	75%
Total number of clients for which you have provided similar implementation services	125
Total number of state or local government clients with at least 10,000 employees for which you have provided similar implementation services	22
Total number of clients for which you have implemented the proposed software	125
Total number of state or local government clients with at least 10,000 employees for which you have implemented the proposed software	22
Number of installations of the proposed software completed within the last 36 months	24

TERMINATIONS FOR DEFAULT

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

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

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

CedarCrestone's services have never been terminated for default and it has never been found by a court or other judicial or administrative officer to have failed to comply with any contractual obligation in connection with provision of services to any client. CedarCrestone is not currently a party to any pending litigation regarding its services in any way. CedarCrestone has been a party to the following lawsuits in the past five years:

a. CedarCrestone, Inc. v. Hudson Highland Group, Inc., Superior Court of Gwinnet County State of Georgia – Civil Action 06-A-020223-3. Court ordered Summary Judgment for CedarCrestone regarding Hudson Highland Group's breach of contract and ordered Hudson Highland to pay CedarCrestone $758,195. (Hudson Highland Group, Inc., Suite 2600,10 South Wacker Drive, Chicago, IL 60606 t: 312-795-4200)

b. Albany Hotel, Inc. d/b/a Crowne Plaza Albany v. CedarCrestone, Inc., State Court of Gwinnet County, State of Georgia, Civil Action 07C-04483-4. Disputed claim for hotel taxes. Resolved prior to trial. (Crowne Plaza Albany, State & Lodge Streets Albany, NY 12207 Tel: +1 518 462 6611)

c. PHA v. CedarCrestone, Inc., Civ. Action No. 08-1192, E. Dist. Pa Resolved prior to trial by payment to CedarCrestone. (PHA, 12 South 23rd St., Philadelphia, PA 19103, 215 684 4000)

d. CedarCrestone, Inc. v. Westaff, Civ. Action No.1:09-CV-1740, US District Court, GA. CedarCrestone sued Westaff for contractual termination fee due as result of sale of Westaff to new corporation. Resolved by payment to CedarCrestone. (Westaff, 3820 State Street, Santa Barbara, CA 93105 805 882 2200)

e. CedarCrestone, Inc. v. Teresa Tryba, Georgia State Board of Workers Compensation claim no. 2001-030956, matter brought by CedarCrestone's insurance carrier without its participation regarding entitlement to worker's compensation benefits. Pending. (Ms. Tryba is a former employee; if the State needs to contact her, her personal information can be provided on request.)

f. CedarCrestone, Inc. v. IBM, Superior Court of Fulton County State of Georgia – Civil Action 2008EV 006051A. CedarCrestone sued IBM for breach of contract. Payment to CedarCrestone; matter settled without trial. (IBM Corporation, 1 New Orchard Road, Armonk, New York 10504-1722. 914-499-1900)

g. The Brookings Institution v. CedarCrestone, United States District Court, District of Delaware, Case No. 1:10-cv-00294-ER. The Brookings Institution filed a lawsuit asserting that CedarCrestone did not comply with contractual obligations. The suit was never served on CedarCrestone and The Brookings Institution never told

CedarCrestone about the filing. The suit was voluntarily withdrawn with prejudice by The Brookings Institution. (**The Brookings Institution,** 1775 Massachusetts Ave., NW Washington, DC 20036 202.797.6000)

EXHIBIT A7: PROPOSAL SIGNATURE

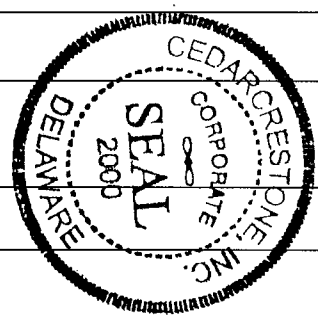
All responses must be signed by a duly constituted official legally authorized to bind the Offeror to its response, including the cost schedule.

Date: 10-11-10

Signed: _____
Offeror duly authorized representative

Name (printed): Brian Fees

Title: CFO/Treasurer



REFERENCE LISTS

EXHIBIT B1: CRITICAL COMPONENTS AND REFERENCE LIST DEFINITIONS

CRITICAL COMPONENTS

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

- Software Offeror(s)
- System Implementation Offeror

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

SOFTWARE VENDOR (FIRM):	Oracle America, Inc.
SYSTEM IMPLEMENTER (FIRM):	CedarCrestone, Inc.

REFERENCE LIST DEFINITIONS

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

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

EXHIBIT B2: REFERENCE LISTS

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

SOFTWARE VENDOR REFERENCE LIST

SURVEY ID	POINT OF CONTACT	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS	CLIENT NAME	PROJECT NAME	DATE COMPLETED	COST OF PROJECT
1	Connie Guerrero	785-296-0754	785-296-0756	connie.guerrero@da.ks.gov	State of Kansas	ERP	2010	$29,000,000
2	David Ellis	614-466-4034	614-466-3813	david.a.ellis@obm.state.oh.us	State of Ohio	OAKS	2008	$158,000,000
3	Pam Sharp	701-328-4606	701-328-3230	psharp@nd.gov	State of North Dakota	ERP	2002	$49,000,000
4	Stephanie Richardson	615-253-2725	615-253-2980	stephanie.richardson@tn.gov	State of Tennessee	ERP	2009	$135,000,000
5	Sunil Aluri	404-651-9168	404-463-5089	saluri@sao.ga.gov	State of Georgia	ERP	2001	$53,000,000
6	Anthony Armijo	505-827-3689	505-827-3692	anthony.armijo@state.nm.us	State of New Mexico	SHARE	2006	$38,000,000
7	PN Narayanan	302-739-9697	302-739-1735	pn.narayanan@state.de.us	State of Delaware	ERP	2009	$24,000,000
8	Donalynn Black	860-622-2145	860-528-2740	donalynn.black@ct.gov	State of Connecticut	CORE	2003	$130,000,000
9	Paul Christofferson	406-444-4609	406-444-2812	pachristofferson@mt.gov	State of Montana	ERP	2003	$17,000,000
10	Brad Ferland	802-828-2336	802-828-2336	brad.ferland@state.vt.us	State of Vermont	ERP	2002	$18,000,000

SYSTEM IMPLEMENTER REFERENCE LIST

SURVEY ID	POINT OF CONTACT	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS	CLIENT NAME	PROJECT NAME	DATE COMPLETED	COST OF PROJECT
11	Duncan Friend	785-296-8134	785-296-5563	duncan.friend@da.state.ks.us	State of Kansas	PeopleSoft HCM Upgrade	7/1/2007	$300,000
12	Stan Jakubik	410- 455-5667	410-455-5600	sjakubik@sis.usmd.edu	University of Maryland System	PeopleSoft HCM, Financials, Campus Solutions Implementation	9/1/2004	$20,000,000
13	Scott Leazer	678-645-0521	678-645-1521	scott.leazer@coxinc.com	Cox Enterprises	PeopleSoft HCM Upgrade with add on modules	11/30/2007	$1,200,000
14	Kevin Schaefer	518-447-2938	518-447-2764	kschaefe@nystrs.state.ny.us	New York State Teachers Retirement System	PeopleSoft Financials and HCM Implementation	8/30/2004	$9,571,740
15	Paul Czarapata	859-256-3248	859-256-3125	paul.czarapata@kctcs.edu	Kentucky Community and Technical College System	PeopleSoft HCM Upgrade	11/30/2007	$440,000
16	Tom Davis	212-435-3190	212-435-3030	tdavis@panynj.gov	Port Authority of NY/NJ	PeopleSoft HCM Upgrade	10/30/2008	$700,000
17	Miley Habet	704-446-2303	704-446-2300	miley.habet@carolinashealthcare.org	Carolinas Healthcare System	PeopleSoft HCM Upgrade	2/1/2009	$600,000
18	Dan Berry	518-408-4149	518-402-2422	dberry@osc.state.ny.us	New York State Office of the State Comptroller	PeopleSoft HCM Re-Implementation	12/17/03	$21,000,000
19	Sharon Struble	414-286-8598	414-286-2113	sstrub@milwaukee.gov	City of Milwaukee, Wisconsin	PeopleSoft HCM Upgrade	9/15/2007	$580,000
20	Ivan Drinks, Sr.	816-513-0828	816-513-3620	ivan_drinks@kcmo.org	City of Kansas City , Missouri	PeopleSoft HCM and Financials Upgrade	9/15/2009	$3,200,000

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

[<<Offeror to complete this section>>]

To: Connie Guerrero Survey ID: 1

(Name of person completing survey)

Phone: 785-296-0754 Fax: 785-296-0756

Subject: Past Performance Survey of: Oracle

(Software Vendor Name)

Please return the completed survey to: Oracle

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

Organization Name: State of Kansas

Number of Employees: 72,470 w2's issued in 2009

Project Cost: Approx. $29 million

Project Duration (months): 21 months

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

Connie Guerrero — Printed Name (of Past Client Evaluator)

Connie Guerrero — Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **David Ellis** Survey ID: 2

(Name of person completing survey)

Phone: **614-466-4034** Fax: **614-466-3813**

Subject: Past Performance Survey of: **Oracle**

(Software Vendor Name)

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: Ohio Office of Budget + Management
Number of Employees: 59,000
Project Cost: $158 million } enterprise.
Project Duration (months): 2004 - 2007 }

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

David A. Ellis
Printed Name (of Past Client Evaluator)

Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **Pam Sharp** Survey ID: 3

(Name of person completing survey)

Phone: **701-328-4606** Fax: 701-328-3230

Subject: Past Performance Survey of: **Oracle**

(Software Vendor Name)

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: State of North Dakota
Number of Employees: 8000
Project Cost: $49 million
Project Duration (months): 30 months

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

Pam Sharp
Printed Name (of Past Client Evaluator)

Pam Sharp
Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **Stephanie Richardson** Survey ID: 4
(Name of person completing survey)

Phone: **615-253-2725** Fax: 615-253-2980

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

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: State of Tennessee
Number of Employees: 48 000
Project Cost: $ 435 million
Project Duration (months): 38 Months

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

Stephanie Richardson
Printed Name (of Past Client Evaluator)

Stephanie Richardson
Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **Sunil Aluri** Survey ID: 5
(Name of person completing survey)

Phone: **404-651-9168** Fax: 404-[redacted]463-5089

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

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: STATE ACCOUNTING OFFICE (GEORGIA)
Number of Employees: 120+
Project Cost: $53 Million (This included Infrastructure, network upgrades and outfitting Agencies with PCs in 1999)
Project Duration (months): 18

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

SUNIL ALURI
Printed Name (of Past Client Evaluator)

Signature (of Past Client Evaluator)

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

(*) The State Accounting office acts as an Application Service provider and processes for 80+ Agencies on one instance of Peoplesoft.

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **Anthony Armijo** Survey ID: 6
(Name of person completing survey)

Phone: **505-827-3689** Fax: 505-827-3692

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

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: STATE OF NEW MEXICO
Number of Employees: 22,000
Project Cost: $98 million
Project Duration (months): 14 months.

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

Anthony I. Armijo, CPA, CGFM — Printed Name (of Past Client Evaluator)

Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **PN Narayanan** Survey ID: 7

(Name of person completing survey)

Phone: **302-739-9697** Fax: **302-739-1735**

Subject: Past Performance Survey of: **Oracle**

(Software Vendor Name)

Please return the completed survey to: Oracle (In return envelope)

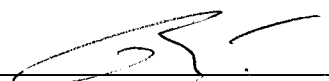
As part of its ERP vendor selection process, the State of Alaska is collecting past performance information on vendors and their product. As you have direct experience with the software product listed above, please respond to the following questions using a scale of 1 to 10, with 10 representing that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

Organization Name: State of Delaware
Number of Employees: 35000
Project Cost: 24M
Project Duration (months): 45 months

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

PN NARAYANAN

Printed Name (of Past Client Evaluator)



Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: Donalynn N. Black Survey ID: 8

(Name of person completing survey)

Phone: 860-622-2145 Fax: 860-528-2740

Subject: Past Performance Survey of: Oracle

(Software Vendor Name)

Please return the completed survey to: Oracle

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

Organization Name: State of Connecticut
Number of Employees: 7,000
Project Cost: $130M
Project Duration (months): See attached

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

Donalynn N. Black
Printed Name (of Past Client Evaluator)

Donalynn N. Black
Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **Paul Christofferson** Survey ID: 9

(Name of person completing survey)

Phone: **406-444-4609** Fax: **406-444-2812**

Subject: Past Performance Survey of: **Oracle**

(Software Vendor Name)

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: State of Montana
Number of Employees: 12-13 Thousand
Project Cost: 17 Million
Project Duration (months): 22 months

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

Paul Christofferson
Printed Name (of Past Client Evaluator)

Paul Christofferson
Signature (of Past Client Evaluator)

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

SURVEY QUESTIONNAIRES

EXHIBIT B3: SOFTWARE PRODUCT QUESTIONNAIRE

Software Product Survey Questionnaire (State of Alaska)

To: **Brad Ferland** Survey ID: 10
(Name of person completing survey)

Phone: **802-828-2336** Fax: **802-828-2336**

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

Please return the completed survey to: Oracle (In return envelope)

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

Organization Name: STATE of Vermont - Department of Finance & Mgt
Number of Employees: 8,000
Project Cost: 18,000,000
Project Duration (months): 18 months

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

Bradley Ferland
Printed Name (of Past Client Evaluator)

Signature (of Past Client Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Duncan Friend Survey ID: 11

(Name of person completing survey)

Phone: 785-296-8134 Fax: 785-296-5563

Subject: Past Performance Survey of: CedarCrestone, Inc.

(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: The State of Kansas
Number of Employees: 37,000
Project Cost: $300,000
Project Duration (months): 16 Months

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

Duncan Friend
Printed Name (of Evaluator)

Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Tamara Patronka Stan Jakubik Project Coordinator Survey ID: 12
(Name of person completing survey)

Phone: 410 455-5616 Fax: 410-455-5600

Subject: Past Performance Survey of: CedarCrestone, Inc.
(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: University of Maryland System
Number of Employees: 24,000
Project Cost: $20,000,000
Project Duration (months): 20 months

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

Tamara Petronka Stan Jakubik
Printed Name (of Evaluator)

Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Scott Leazer (*Name of person completing survey*) Survey ID: 13

Phone: 678-645-0521 Fax: 678-645-1521

Subject: Past Performance Survey of: CedarCrestone, Inc. (*System Implementer Name*)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: Cox Enterprises
Number of Employees: 66,000
Project Cost: $1,200,000
Project Duration (months): 10 months

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

Scott Leazer
Printed Name (of Evaluator)

T. Scott Leazer
Signature (of Evaluator)

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

They have done several projects for us, and everyone has been very successful!

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Kevin Schaefer Survey ID: 14

(Name of person completing survey)

Phone: 518-447-2938 Fax: 518-447-2764

Subject: Past Performance Survey of: CedarCrestone, Inc.

(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: New York State Teachers Retirement System

Number of Employees: 350

Project Cost: ~~$6,000,000~~ 9,571,740

Project Duration (months): 26 months

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

Kevin Schaefer — Printed Name (of Evaluator)

Kevin Schaefer — Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Paul Czarapata Survey ID: 15

(Name of person completing survey)

Phone: 859-256-3248 Fax: 859-256-3125

Subject: Past Performance Survey of: CedarCrestone, Inc.

(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: Kentucky Community and Technical College System

Number of Employees: ~~20,000~~ 10,000

Project Cost: $440,000

Project Duration (months): 8 months

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

Paul Czarapata
Printed Name (of Evaluator)

Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Tom Davis Survey ID: 16
(Name of person completing survey)

Phone: 212-435-3190 Fax: 212-435-3030

Subject: Past Performance Survey of: CedarCrestone, Inc.
(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: Port Authority of NY/NJ
Number of Employees: 7,500
Project Cost: $700,000
Project Duration (months): 8 months

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

Tom Davis
Printed Name (of Evaluator)

T. K. Davis
Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Miley Habet Survey ID: 17

(Name of person completing survey)

Phone: 704-446-2303 Fax: 704-446-2300

Subject: Past Performance Survey of: CedarCrestone, Inc.

(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: Carolinas Healthcare System

Number of Employees: 30,000

Project Cost: $600,000

Project Duration (months): 8 months

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

Miley Habet — Miley Habet

Printed Name (of Evaluator) Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Dan Berry Survey ID: 18

(Name of person completing survey)

Phone: 518-408-4149 Fax: 518-402-2422

Subject: Past Performance Survey of: CedarCrestone, Inc.

(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: New York State Office of the State Comptroller
Number of Employees: 250,000
Project Cost: $21,000,000
Project Duration (months): 26 months

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

Dan Berry
Printed Name (of Evaluator)

Daniel C Berry
Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Sharon Struble Survey ID: 19

(Name of person completing survey)

Phone: 414-286-8598 Fax: 414-286-2113

Subject: Past Performance Survey of: CedarCrestone, Inc.

(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: City of Milwaukee, WI
Number of Employees: 6,000
Project Cost: $580,000
Project Duration (months): 7 months

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

Sharon Struble — Sharon Struble

Printed Name (of Evaluator) Signature (of Evaluator)

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

EXHIBIT B4: SYSTEM IMPLEMENTER QUESTIONNAIRE

System Implementer Survey Questionnaire (State of Alaska)

To: Ivan Drinks, Sr. Survey ID: 20
(Name of person completing survey)

Phone: 816-513-0828 Fax: 816-513-3620

Subject: Past Performance Survey of: CedarCrestone, Inc.
(System Implementer Name)

Please return the completed survey to the address on the FedEx label included with this survey.

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

Organization Name: City of Kansas City, MO
Number of Employees: ~~8,000~~ 4,000
Project Cost: $3,200,000
Project Duration (months): 14 months

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

Ivan Drinks, Sr.
Printed Name (of Evaluator)

Signature (of Evaluator)

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

WORK PLAN

EXHIBIT C1: PROJECT WORK PLAN

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

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

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

PROJECT WORK PLAN

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

We have thoroughly reviewed all State provided materials in developing our recommended project scope, schedule, and costs in addition to a preliminary Microsoft (MS) Project-based work plan.. We've reviewed and commented on your preliminary Statement of Work (SOW) which will be reviewed and completed with the State in the Pre-award Phase. Once mutual agreement has been reached, the SOW becomes the benchmark against which scope will be managed. Adherence to the scope will be the responsibility of all team members, managed by the joint Project Management team. The team will follow a detailed scope management process, similar to the process outlined in Attachment K (Charter). All deviations from the scope contained in the SOW will be documented, even if there is no monetary impact, and will require State management approval to proceed. Recommendations are based on over 20 years of experience implementing our software solution and have been developed to specifically meet the State's requirements.

Our proposed implementation schedule is phased and will meet the State's priorities for system replacement. The baseline MS Project work plan includes a detailed work breakdown structure, resource assignments, task dependencies, and estimated task durations. Schedule management will be accomplished by working with each lead from the functional, technical, and change management/BPR teams. Each week, these resources will be responsible for assessing the status of assigned tasks and developing estimates to complete prior to updating the MS work plan.

Our team's Project Manager will co-manage the implementation project with the State's Project Manager following the disciplines of the Project Management Institute's (PMI) 5 process groups and 9 knowledge areas, each has been integrated into our methodology for packaged software implementations. Status reports as described in Attachment G will be provided to senior and executive State agency and division staff in addition to key State stakeholders. These reports will include the project's Technical Status, Resource Status, Schedule Status, Issues & Risks, proposed Change Control, updated MS work plan, and project health metrics. Recurring status meetings will be scheduled and supported.

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

System Initialization & Installation – During the Pre-award Phase, we will conduct a formal technical infrastructure assessment to refine and solidify the architecture requirements provided in Exhibit E. This assessment will address the Hardware Specification and Application Architecture Documentation requested by the State. The software will then be installed and certified by our infrastructure team. Knowledge transfer will be provided to State staff throughout this process, as our staff will perform the installation tasks with assistance from State resources.

During the Pre-award Phase we will conduct concept workshops covering the in-scope business areas. Concept workshops are designed to give the State's project team an overview of key software concepts and functions so they can begin to make informed process design decisions and confirm the requirements and scope contained in our proposed SOW.

Business Process Design/Reengineering, System Configuration, System Tailoring – After project kickoff, as part of the initial deployment, the team will develop an overall solution blueprint. The blueprint will contain the to-be processes for all integrated functions inclusive of those to be implemented in latter project deployments. The creation of an overall solution blueprint minimizes any re-engineering or re-configuration effort during the execution of subsequent deployments and provides greater knowledge transfer to State team members by demonstrating enterprise wide business processes rather than silo driven departmental transactions. The solution blueprint also includes an inventory of technical development items including reports, interfaces, and conversions. A requirements traceability matrix will be developed to address the State's System Configuration Reports deliverable, and will be updated throughout the implementation lifecycle.

During subsequent process design activities, our teams will leverage a state government model to assist with fit/gap activities. The state government model is a version of our software that is preconfigured with public sector common data. It is based on leading state and local government business practices, gained through our years of executing similar projects. The State's solution blueprint is compared to our

state government model. When needed, our state government model can be tailored/configured to meet the State's requirements in an iterative process. This interactive approach encourages participation and input from State team members, while accelerating the change management effort. If a State requirement cannot be met by configuration, the gap will be documented.

Resolution of functionality gaps can be accomplished by changing the State's business processes or, when absolutely necessary, enhancing system functionality through technical development. All new or changed business processes will be captured and documented as business process modification recommendations. Change management impacts are also identified and incorporated into the change management and training plans. The confirmed requirements, approved resolutions to functionality gaps, and other technical development items are all updated in the requirements traceability matrix.

System Tailoring, Interface Design and Development, Data Conversion –Approved development tasks related to customizations, reports, interfaces, and data conversions will be assigned to the appropriate project team members and incorporated into the MS work plan. Functional and technical design specifications will be created for approved development items. Items that have been successfully unit tested will be migrated to a test environment for further integration, system, and acceptance testing.

Our system supports industry-leading, standards-based technologies, including web services and native file integration capabilities, to pass information quickly and reliably throughout the solution and to internal and external systems. Once specifications are created, approved interfaces will be developed and unit tested by our technical staff. With involvement from the State agencies, our technical staff will perform integration, system, and acceptance testing prior to migration to production.

During project planning our conversion strategy template will be updated with State-specific conversion processes and data retention requirements. It will be further expanded during fit/gap to include a full Data Conversion Plan for all required data elements. Our assumption is that ALDER will be the primary source of State data. Data mapping will identify the fields/values in ALDER which will be converted. Programs will be written to convert data from ALDER to our system based upon data maps and the conversion plan. Our conversion team will include a resource experienced with the ALDER application technologies. Conversion testing is an iterative process, multiple test cycles will be executed to refine and perfect the process and complete the Validated Migrated Data deliverable. Once system design, system configuration, and technical development are completed, the software will be ready to test.

Testing - Our approach to system testing supports early identification of discrepancies and allows corrective action to be taken proactively throughout the project life cycle. We complete unit testing before progressing to integration testing between components across full business processes. We then progress to user acceptance and system testing prior to transitioning to system Go-Live. Full integration testing, user acceptance testing, and performance testing will be supported using our prebuilt templates with test plans, scenarios, and scripts. These templates will be updated to meet the State's requirements. Pre-defined templates for payroll parallel test processes will also be tailored to the State's needs and executed to validate the new system against AKPAY.

Post-Implementation Stabilization - Leveraging leading practices from other projects, our team will provide the State with a recommended organizational model for supporting the system after Go Live. We will define resource requirements, communication protocols, and help desk processes including a priority structure for issues, a tracking tool, escalation process, and system patch/maintenance processes. In an effort to provide stable deployments that the State is well equipped to manage, we will provide onsite, ongoing knowledge transfer to the State's functional and technical support organization over a three-month period following each deployment Go-Live. Key areas of knowledge transfer include techniques for troubleshooting issues, understanding the interdependence of processes, tuning activities, and ad hoc training to the support team and end users.

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

At a high level, our approach to the transition from existing systems to our proposed system features three deployments. This approach provides the State with the functionality needed to retire its systems while providing an environment conducive to user adoption. The first deployment will include the core Financials functionality needed to replace AKSAS while building the integration to supporting systems being retained as outlined in Attachment I. The second deployment includes the Human Resource and Payroll functionality allowing the AKPAY system to be retired. The third deployment includes extended module functionality across both the Financials and Human Resource/Payroll systems along with the

addition of Budgeting, which enables ABS to be decommissioned. The extended modules will eliminate the need for the existing "shadow systems" that currently accommodate these functions for the State.
At a lower level, the transition to Go-Live for each deployment involves very detailed tasks that are interdependent, such as closing the legacy systems to transactions, and thereby ALDER, in advance of the final extraction for conversion into the new system. During the execution of the project testing cycles, these detailed tasks are documented in our MS Project cutover plan template which addresses the State's Go-Live and stabilization plan deliverable. The cutover plan includes all activities related to production environment preparation, conversions, interfaces, system administration, network administration, desktop administration, peripheral device management, object migration, end user training, transitional procedures, communications, initiation of post production support and the help desk, and other "countdown" items. The cutover plan also includes a readiness checklist which indicates whether or not the system and organization are ready for Go-Live. At the culmination of the readiness checklist, if the State is not ready for Go-Live, the contingency plan will be activated. The cutover plan will help prepare business owners and end users for Go-Live and post-production support.

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

Knowledge transfer begins during the Pre-award Phase with activities focused primarily on the State project team. The project team orientation and kickoff session includes activities which confirm the objectives for the project, increase awareness, and build enthusiasm. The concept workshops are then delivered. Post-award, we deliver project team training - a series of instructor-led or e-learning courses for the State resources that will actively participate in the design, configuration, and validation activities of the project. Ongoing education, which spans the life of the project, occurs through creating process documentation, performing hands-on configuration and testing, performing transactions side-by-side with the system implementer, and reviewing documentation that will be used in end-user training.
We use communication events identified in the Change Management Plan and formal training to facilitate knowledge transfer for end users. End-user training will incorporate a blended learning approach that combines traditional learning methods with e-Learning technology. We focus on five (5) core activities: 1) Training Strategy Development - This provides an overview of the direction, goals, and objectives of the end-user training program. 2) Design and Develop Training Curriculum and Supporting Materials - Training materials will be created in multiple learning formats, including process documents, class presentations, instructor guides, quick reference guides, and self-paced e-Learning. The development of training materials will be accelerated by our pre-built content by process area. We will work with the State's e-Learning developers to supplement and/or customize approximately 10-15% of the pre-built e-Learning content for end users. 3) Deliver a Train-the-Trainer Program (T3) - The T3 program is designed to teach State trainers the fundamentals of classroom management and includes a detailed review of the educational content that will be covered during end-user training classes. The T3 program also serves as pilot training to secure feedback from State users on content, allowing for final adjustments to be made prior to delivery to the larger population. 4) Support and Monitor End-User Training Delivery - Training classes provide users with an overview of the business process and hands-on exercises facilitate practice and learning. We mentor State trainers during the first delivery of each course and then the State delivers the remaining training. 5) Establish an Ongoing Training Plan - Our ongoing training plan includes working labs, where employees learn while performing actual work.

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

Performance will be monitored throughout the project by both our Project Management team and our Project Management Oversight team consisting of our Project Director and other executive leadership. During the Pre-award Phase, the Project Management team will establish governance tools in compliance with the State's IT standards per Attachment K. They will also perform project quality management in compliance with the PMI processes of plan quality, perform quality assurance, and perform quality control. The governance tools include a combination of the MS work plan, weekly status reports, and weekly status meetings. Our team will also establish a comprehensive quality management plan (QMP) for the project during the planning phase. The QMP will be continually monitored by our project management oversight team and will include processes for weekly risk reporting (WRR), satisfaction surveys, and other check point audits. Anticipated monitoring activities will include work product/deliverable validation and sign-off processes, project change control logs, issues and risks logs, project plan review, and status reporting including project progress and risk dashboards. The QMP will also include QA activities to be provided by the State's oversight resources.

RAVA PLAN

EXHIBIT C2: RISK ASSESSMENT

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

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

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

RISK ASSESSMENT

Risk 1: Selecting an ERP product not specifically proven to support public sector requirements as reflected through dominant state and local government market share, commitment to continued product innovation and the strongest overall application and technology fit to State defined requirements.
Solution 1: Our proposed ERP solution provides the State with a mature product that has been successfully implemented, upgraded, supported and maintained by state, county, and city governments of different sizes. Our ERP solution has already been chosen by more than twenty states as their statewide solution to replace legacy systems and address common and unique state government business processes similar in nature to the State. These business processes include Financials, Procurement, Budgeting, Human Resources and Payroll. Our solution readily incorporates regulatory changes into the general releases through maintenance updates. These regulatory changes include such items as federal, state, and local tax changes; GAAP, GASB/FASB, and FHWA requirements. Our products are supported by an extensive user group in which the State can network with peers and other active ERP owners. This network of public sector clients also drives innovation in our products by specifying and testing innovative new functionality that incorporates industry best practices as they emerge. Our products and technology are enriched by more than $3 billion dollars in Research and Development (R&D) funds annually. Our significant investment in R&D makes our solution one that is designed to address the State's needs now and well into the future. Strong software fit to State requirements minimizes the need for custom solutions and provides rich "out of the box" solutions.

Risk 2: State selects an implementation vendor lacking the employee base, skills depth and experience to execute this project. The vendor has not properly factored into its solution the challenges that travel to a remote location may present for some project team members over the project's duration.
Solution 2: Our team is intentionally comprised of three organizations that focus on providing implementation services for the proposed software solution. The consortium of partners provide access to a comprehensive talent pool with the depth and breadth of resources to execute. This talent pool includes project management, technical, functional, and enterprise readiness professionals with broad public sector experience implementing our proposed solution. Our leads and key resources exemplify the strength of our talent pool. Since the consulting arm of the software vendor is part of the team, we have unfettered access to product development and support personnel for our solution. We have likewise built a project team that is a cultural fit for the State. This includes staff traveling from geographically desirable locations, individuals with a specific interest in working and/or relocating to Juneau and robust remote services options. Whenever possible, project staff performing remote tasks and activities will coincide with State personnel constraints including payroll cycles, legacy system year end processing, legislative session demands, and holidays.

Risk 3: The selected System Integrator's approach to the ERP project has not carefully considered the State's investment in ALDER and ASSET and how these remaining systems will impact the design of the State's new chart of accounts, reporting requirements, and consolidation of current, historical and inception to date information. The resulting project approach is not structured to incorporate all eventual system components leaving the State with multiple Chart of Accounts' structures, complex reporting schematics, and requires the State's end users to manually translate multiple data sets. The State's end users are faced with complex reporting requirements after the initial deployment and potentially on an ongoing basis whenever historical or inception to date information is required in a production report. In many cases, IT is required to design, program, and run reports.
Solution 3: Our deployment approach takes a comprehensive view of the State's new ERP system by performing enterprise-wide design tasks starting with an overall solution blueprint designed during the initial phase of the project. In addition, we conduct cross-system requirements' confirmation sessions throughout the project. Our phased deployment approach includes check points to coordinate reporting of the ongoing historical and inception to date information maintained in ALDER, with the soon to be decommissioned systems such as AKPAY, and the soon to be deployed new applications. Our strategy is not a piecemeal approach and mitigates extensive rework and manual translations and crosswalks by the State's end users.

Risk 4: Developing an over aggressive project scope and schedule that stifles State adoption by

implementing all the comprehensive requirements in Exhibit F - Software Functionality and Technical Requirements too rapidly. Attempting to automate too many new business processes, while replacing the AKSAS and AKPAY financial and payroll systems, could create user adoption issues if the pace of change is too rapid or executed in an overly condensed project timeframe.
Solution 4: Our schedule contains a phased deployment of functionality that has been mapped to the existing automated functions performed by AKPAY and AKSAS and requirements from Exhibit F that are germane to these core processes and transactions. Our deployment approach allows for the complete decommission of AKSAS and then AKPAY, while simultaneously incorporating measured amounts of new functionality and redesigned business process flows, based on our prior experience with similar projects. As evidenced by the success of our prior payroll implementations, separating payroll into a discreet deployment provides for the focus on comprehensive testing, including parallel testing, that is mission critical in an organization with 13 collective bargaining units. This approach provides the foundation of the enterprise solution which will serve as the core system for the State to utilize, expand, and adjust as business process, organizational, and legislative changes occur.

Risk 5: To reduce project costs vendors have created an unrealistic project schedule, reduced project scope or increased State staffing and responsibilities. These actions will ultimately result in the State executing contract change orders to meet original project goals and unexpected project costs. It would also result in a strained working relationship between the State and the vendor as a lack of trust and administrative inefficiencies are counterproductive and can lead to project delays.
Solution 5: Our proposed scope is based on the information provided in the State's RFP including Exhibit F: Software Functionality and Technical Requirements and the three educational sessions. Our key management team (Director, Project Manager, Leads) has evaluated the recommended State approach against their combined experience implementing 10 different statewide ERP projects as it factors into scope, approach, schedule, and assumptions. Our proposed price reflects a 48 month project duration to replace AKSAS, AKPAY and ABS. The approach is a multi-phase deployment of foundation Financials and Procurement, followed by foundation HR/Payroll, followed then by the extended modules to increase the functionality of the Financials/Procurement and Human Resource/Payroll applications and Budget Development. Deployments have minimal overlaps each includes three (3) months of dedicated post implementation support after Go-Live. We have clearly defined a realistic joint staffing plan inclusive of roles and responsibilities. Our staffing plan reflects our LEAD role on most tasks and activities and the knowledge that State staff will have either a SUPPORT or PARTICIPANT role due to periodic availability constraints given cyclical events. We have also created a detailed project schedule, begun refinements of the State's Statement of Work contained in Attachment G, and documented our assumptions in preparing our response. We continue to prepare for the Pre-award Phase where we expect to perform validation of the State's requirements, create the project's requirements traceability matrix, and finalize a comprehensive Statement of Work, schedule, staffing plan, and team roles and responsibilities.

Risk 6: The State of Alaska, as client is unable or reluctant to change business processes when implementing a new system and, as a result, elects to customize the new system to reflect how employees are "used to doing business."
Solution 6: Our approach to the implementation of a vanilla system is based on iterations of Business Process Re-engineering, unique design techniques, and formal and informal training activities. Our approach begins with training. Concept workshops will provide the State with an orientation to the new system as a whole. Concept workshops are performed before any formal design activities occur. During project design, activities are performed in our "preconfigured" state government model containing public sector common data. This model is based on leading state and local government business practices. Use of the state government model provides a "Show Me" approach, with hands-on demonstrations of preconfigured workflows and processes as opposed to conceptual white-boarding of requirements and diagramming To Be processes. State project team members can immediately process transactions, execute delivered reports, and view inquiry screens that contain realistic information that is representative of public sector scenarios. We have found that the earlier a new user has hands-on system exposure entering transactions and running business processes using a "Do It" mode the more effective is the acceptance of the new system.

Risk 7: Poor employee adoption of the new system.
Solution 7: Our proposal includes a comprehensive change management approach that is a component of our Enterprise Readiness program. Our program is led by a Certified Change Management Professional and supported by a dedicated Enterprise Readiness team. Our Enterprise Readiness Team's purpose is to create awareness of the new system and the associated changes. Successful employee adoption incorporates cultural change management behaviors that focus on the State's organizational life and the basic assumptions that drive organizational behaviors.
Iterations of communication and training, executed over the project's duration, are instrumental to increasing employee adoption and facilitating knowledge transfer. Engaging executives, employees/end users and business owners leverages the core human desire of "feeling" involved in the process. Employee adoption is more achievable when sponsorship is visible and active, when front-line managers drive the desired employee behavior, and when there is a well-defined training strategy. To encourage involvement and employee adoption of the new system and business processes, we concentrate on stakeholder engagement, communications, and a change agent network across the State. Business process re-engineering and training are provided for both the project team and employee/end user communities.
Project team members begin their adoption process in the Pre-award Phase and continue to gain experience throughout the life of the project. Employees participate in events that are driven by a carefully planned, crafted and communication strategy and a training program. The program will be designed and developed by our training team. Our training has design experience in addition to hands on delivery experience focused on the application of learning theories in a variety of settings. The combination of these activities is influential in increasing employee adoption of the system and associated process changes.

Risk 8: A lack of training or excessive demands on State staff make it challenging for them to effectively take on ownership and support of the production system upon Go Live.
Solution 8: Our proposed solution mitigates this risk by providing formal and informal training, readiness check points and formal staff capacity and skills assessments in advance of Go Live. Our solution includes a variety of alternative post implementation support options that could supplement State personnel should any needs arise. These options include hosting, managed services, and on-site or remote technical and functional support packages. We have outlined more details about these solutions and how the State can utilize these quality services, in our Value-Add section.

Risk 9: Selecting a Software product and/or System Integrator that is not financially sound and whose solution may, therefore, not be supported in the future.
Solution 9: The prime implementation contractor has operated profitably since inception. . Operating profits have been invested to build managed service capabilities including infrastructure for ERP hosting and lab upgrades. FY2010 annual revenues approximate $130 million, about 30% of which comes from multi-year hosting and managed service agreements. The prime contractor has a diversified client base across public sector, higher education and commercial sectors. No single client represents more than 6% of annual revenue. The prime implementation contractors financial and working capital position, coupled with a history of performance, allows the company to undertake large-scale projects as the prime contractor. A copy of the most recent audited financial statement is available upon request
The proposed software solution is supported by one of the world's largest enterprise software companies. This software company develops, manufactures, markets, distributes and services database and middleware software, applications software and hardware systems, consisting primarily of computer server and storage products. The breadth of this product offering is designed to help customers manage and grow their business operations in an integrated fashion at their own pace. The software company's Public Sector Division is their #1 vertical industry in North America and therefore benefits greatly by over $3 billion in annual Research and Development invested to enhance and develop the product suite.

Risk 10: Lacking key personnel credentials and experience as a predictor of future success.
Solution 10: Our project director, key project managers and lead staff have successfully executed similar engagements, the best overall predictor of future project successes.

EXHIBIT C3: VALUE ADDED OPTIONS

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

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

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

VALUE ADDED

Item 1: Implementation Hosting - Our first value added option includes implementation hosting and data center services during the implementation phases of the project with flexible timeframes. The applications to be hosted will include foundation Financials and Procurement and will provide the Demo, Development, Test, QA, Conversion, and Training environments. Providing hosting and data center services for the initial deployment will support a more rapid start to design and fit/gap activities by eliminating the risk of not having hardware environments created, stable and well administered by skilled staff in early project stages. Implementation hosting during solution blueprint activities will allow the State to delay their hardware purchases. This option also affords the State's DBAs and System Administrators the extra time to transition into their new roles with opportunities for training. This value added option would allow for our project team DBA/System Administrator resources to be reduced during the design, fit/gap, and solution blueprint portion of the initial deployment as our data center team will deliver most of the environment services. Once the State's infrastructure has been appropriately architected, procured and environments established, the implementation environments will be ported back to the State's infrastructure to continue the implementation and transition to production activities.
Cost: Implementation hosting fees: $15,300/month. Implementation Services Cost Savings as the result of implementation hosting: $10,000 per month for reductions to traveling consultant DBA/Admin.

Item 2: Post Implementation Hosting - Our second value added option includes production hosting and data center services for the production and non-production environments. Following the initial deployment go live, the foundation Financials applications' production environment will be hosted in our data center. Foundation HR/Payroll will be added to the hosted production environment following the second deployment Go-Live. Modules that increase the functionality of Financials/Procurement, HR/Payroll, and Budgeting will be added to the hosted production environment at the third deployment Go Live.
Our production hosting services include our full service level agreement (SLA) which provides for 100% of our hosting fees to be at risk for the system availability commitment and system performance. We will also provide full hot-site disaster recovery for all production environments. This solution relieves the State of the responsibility to provide the production servers, other data center facilities and services, and disaster recovery needs for the new ERP application. We currently provide production hosting services of our ERP applications for over 600 environments, for organizations ranging in size from 100 users to over 10,000 concurrent users and 50,000 employees.
The cost of production hosting is dependent on system sizing metrics. We have relied on those metrics provided in the RFP for concurrent users in calculating anticipated database sizes and number of environments required.
Cost: Production Hosting fees: $42,000/month once the first Phase goes live (includes impl hosting). $59,900/month once all phases are live. We will discuss options during Pre-Award activities, where deemed of interest.

Note: The next 3 value added options are focused on providing an alternative to applications that the State is utilizing and are designated as not being replaced by the new ERP application. The benefits of adding these applications into the overall project will allow the State to reduce additional applications that need to be integrated, supported, and act in a standalone fashion. The additional benefit of these applications is that they can be added within the current applications and server configurations.

Item 3: ERP Travel & Expense Module - Implement the fully integrated Travel & Expense module for expense reporting and travel reports. This product could be used to replace the State's current DATABASICS – Travel Expense Management System for expense reporting and would eliminate the need for developing integration between the module and the ERP system.
Cost: Software Cost: $169,000, Implementation Services: $250,000

Item 4: ERP Maintenance Management module - Implement the fully integrated maintenance management module for work orders and maintenance plans. This product could be used to replace the State's current Maximo system for work orders and related maintenance areas and would eliminate the need for developing integration between the module and the ERP system.
Cost: Software Cost: $221,000; Implementation Services: $500,000 – 900,000. More details would

need to be gathered to determine how many agencies would utilize it, types of work orders would be utilized, level of detail for time break-out.

Item 5: ERP Recruiting module - Implement the fully integrated recruiting module for job openings, recruiting and new hires. This product could be used to replace the State's current Workplace Alaska system for recruiting and hiring and would eliminate the need for developing integration between the module and the ERP system.
Cost: Software Cost: $97,000; Implementation Services: $600,000.

Note: The next option covers additional software products and modules, in our suite of applications, that we recommend to the State to facilitate further improvements in productivity and process efficiencies.

Item 6: Imaging and Process Management/Document Capture - This application could be used for scanning and storing different document repositories (invoices, HR documents, contracts, photos and graphics, warranties, engineering documents and drawings, etc.). These images could then be easily retrieved directly from the ERP application business areas.
Cost: Price list. $80,000 per processor (estimated 6 processors); Implementation Cost:$400,000 – 800,000. More details are needed to refine estimates and evaluate the extent of business areas to be incorporated into imaging, integration into the transaction systems.

Note: The next 2 options describe opportunities for dramatic process improvement enabled by our ERP system. We will work with the State in each of these areas to assess the opportunity and further develop the implementation strategy in each area.

Item 7: Strategic Sourcing – In this value added option we will review the sourcing processes that are currently followed at the State and determine if improvement opportunities, enabled by our software solution, exist. These improvement opportunities will be measured by lower prices, better quality, and increased transparency. Outputs from the assessment will include an understanding of how the State is currently spending money for goods and services, a determination of the opportunity for savings, the ease of implementation (focus on big ticket, low hanging fruit first), and the strategy for implementation.
Cost: Implementation Services: $90,000

Item 8: Shared Services - This value added option includes the consolidation and redesign of business processes into cross-organizational "service centers" which perform administrative functions more efficiently. Given the integration and deep functionality within our software solution, numerous features and functions of the application suite will be utilized to enable this transformation. Implementing some shared service initiatives in conjunction with our software solution can result in dramatic cost savings for administrative functions in accounting, procurement, and human resources (as high as 30%). We will begin by evaluating any shared services already in place at the State, identify leading practices and lessons learned from those initiatives, evaluate the applicability for additional shared services (or expansion of existing shared services), determine the expected benefits from any new initiatives. Once the scope of new initiatives has been determined, we will develop an implementation strategy for the desirable new/expanded shared services. The implementation strategy will include the organization change management and educational aspects of the transformation (standardization and consolidation), as well as the risks included in the project.
Cost: Implementation Services: $90,000

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

* 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)
Roch Hoedebecke	CedarCrestone	VP – Public Sector Services	Project Director	800	800	15	N
Steve Rupp	CedarCrestone	Senior Project Manager	Project Manager	9,739	8,765	10	Y
Marianne Hennessey	CedarCrestone	Senior Consultant	Financials Lead	4,239	3,815	14	Y
Robert Wayne Pinckley	Oracle	Technical Manager	Technical Lead	7,441	6,697	14	Y
Janet (Jan) Edwards	CedarCrestone	Practice Manager, Change Mgmt	Change Management / BPR Lead	6,571	5,914	6	Y
Nancy Grimshaw	CedarCrestone	Senior Consultant	Training Lead	5,756	5,180	10	Y
Elizabeth Lo	Oracle	Manager	BPR Consultant	5,221	3,916	2	N
Tammy Staneart	CedarCrestone	Senior Consultant	Change Management Consultant	3,936	2,952	15	N
Cliff Merkel	CedarCrestone	Senior Consultant	General Ledger Module Lead	3,997	2,998	13	N
Julie Petersen	Oracle	Senior Consultant	Payables Module Lead	3,997	2,998	10	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)
Lois Riegel	CedarCrestone	Senior Consultant	Purchasing Module Lead	3,977	2,983	17	N
Gary Livingston	CedarCrestone	Senior Consultant	Projects Module Lead	3,889	2,917	15	N
Chester C. Chu	Oracle	Senior Consultant	Grants/Contracts Module Lead	3,671	2,753	9	N
Juli Bednarzyk	CedarCrestone	Senior Consultant	Receivables/Billing Module Lead	3,321	2,491	13	N
Amy McClintic	Sierra Systems	Principal	Inventory Module Lead	3,496	2,622	8	N
Nathan Reed	CedarCrestone	Senior Consultant	Conversion Developer	5,399	2,700	12	N
Cheryl Klopper	CedarCrestone	Senior Consultant	Interface Developer	5,685	2,843	12	N
Mark Manning	CedarCrestone	Senior Consultant	Report Developer	4,997	2,499	10	N
Doreen Wayland	CedarCrestone	Senior Consultant	Customizations Developer	3,480	1,740	14	N
John Adcock	CedarCrestone	Senior Consultant	Workflow Developer	3,918	1,959	15	N
Alexandra Lozano	CedarCrestone	Senior Consultant	Portal / Security Lead	5,578	2,789	9	N
Dan O'Day	CedarCrestone	Senior Consultant	DBA/Admin Lead	9,147	4,574	15	N
Becky Hutcherson	CedarCrestone	Senior Consultant	HR / Payroll Lead	3,480	3,132	15	N
David Ambrose	CedarCrestone	Senior Consultant	HR Module Lead	3,168	2,376	15	N
Paulette Shekell	Oracle	Senior Consultant	Benefits Module Lead	3,079	2,309	14	N
Carol Hazelton	CedarCrestone	Principal Consultant	Payroll Module Lead	3,480	2,610	13	N
Michael Northrup	CedarCrestone	Senior Consultant	Labor Distribution/ Commitment Accounting Module Lead	3,391	2,543	12	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)
Stephanie Claus	Oracle	Product Manager	Planning and Budgeting Lead	2,499	1,874	12	N
Mahesh Ayapati	Oracle	Tech Manager	Planning and Budgeting Technical Lead	2,499	1,874	11	N
Michael Miller	CedarCrestone	Senior Consultant	Strategic Sourcing / eSupplier Module Lead	2,142	1,607	12	N
Jose Salvador Jimenez	CedarCrestone	Senior Consultant	Self Service Applications	2,142	1,607	9	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**	Roch Hoedebecke
*** Employer name**	CedarCrestone, Inc.
Position in the company	VP – Public Sector Services
Length of time in position	13 years as a Project Manager and Director
Length of time at company	Less than 1 year
Project position and responsibilities	Project Director Engagement oversight and delivery responsibility. Mr. Hoedebecke will be the Project Executive from CedarCrestone and was directly involved in architecting our solution. He will be actively engaged in supporting the implementation efforts and the Project Management Team. Mr. Hoedebecke will interface directly with the State's Steering Committee and Executive Sponsors.
Education and certifications	Bachelor of Science, Mechanical Engineering
Technical skills and qualifications for the project position	Mr. Hoedebecke has more than 15 years of ERP consulting experience with implementing Financials, Procurement, HR/Payroll and Data Warehousing applications for public sector clients. His public sector clients have included states, cities/counties, special districts, and universities. He has performed in a managerial position for 7 state ERP projects of which 5 were statewide (all state agencies) implementations for Financials, HR/Payroll and Procurement systems. The key project activities that have been common on these statewide projects have been business process design, architecture design, change management needs for the entire enterprise (all agencies), training needs for the diverse end user groups (sessions throughout the state), and thorough testing.

*** Staff member name**	Steve Rupp
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Project Manager

Length of time in position	6 years as a Project Manager for ERP implementations
Length of time at company	Less than 1 year
Project position and responsibilities	Project Manager Mr. Rupp will be the onsite Project Manager with day-to-day responsibility for the delivery of services. All project team members will functionally report to Mr. Rupp, who will with the State's project manager develop and manage the overall project plan. Mr. Rupp will be responsible for reporting project status, tracking project metrics, and resolving project issues.
Education and certifications	Bachelor of Arts, Economics PMP Certification in progress
Technical skills and qualifications for the project position	Mr. Rupp has more than 10 years of professional experience in consulting and project management implementing Financials, HR and Performance Management applications in the public sector industry and is based out of Seattle, WA. His public sector clients have included states, counties, cities, public transportation and school systems. As a manager, Mr. Rupp has successfully led project teams in full lifecycle projects based on PMI standards and methodology working through the initiation and planning, design, development, validation and production phases of projects. He has served as the project manager for two statewide ERP Financials and HR projects. In this role, Mr. Rupp delivered the projects by establishing and managing to project plan and schedule, gaining team and client buy-in and acceptance of the plan, implementing project management controls and maintaining effective communications with the project team and stakeholders. He has successfully directed teams with up to 35 consultants in the implementation and rollout of these ERP systems to all state agencies. He also served as the project manager at a transportation district and led a team of consultants in implementing the HR software application as well as the design and installation of the technical architecture and datacenter. In addition to the implementation of the application software the project included installing and integrating new technology for the collection and approval of employee time, design and implementation of the help desk and innovative training methods to reach widely dispersed field workers. Mr. Rupp served as the project manager with a large city for a Performance Management and Budgeting system. In the first phase of the project, he worked directly with a city department to conduct the project scoping tasks and defining the requirements for guiding the city through the system selection process. The second phase of the project called for completing the project initiation, and managing the execution of the project through the rollout to support the first year's budget development process. Prior to roles in project management, Mr. Rupp functioned as a module and team lead on numerous public sector projects with demonstrated expertise in the areas of Purchasing and Procurement, Project Costing, Inventory and Automated Workflow. On these projects, he conducted the requirements definition, fit/gap analysis, business process development and prototyping, testing and successful go live.

*** Staff member name**	Marianne Hennessey
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	12 years as a Financials lead on different projects.
Length of time at company	2 years
Project position and responsibilities	Financials Lead Ms. Hennessey will lead the Functional Financials implementation team. The Functional Financials resources will report to her, and work at her direction. She will be responsible for providing guidance and support for the Financials team for the analysis, installation, configuration, and testing of the Financials applications.
Education and certifications	Canadian Institute of Management – Certificate in Management Saint Mary's University – Completed 20 of 25 credits toward Bachelor of Commerce, Accounting Lunenburg Regional Vocation School – Accounting Diploma
Technical skills and qualifications for the project position	Ms. Hennessey has more than 14 years of ERP functional experience. Prior to this she spent 10 years in the accounting field in the telecommunications industry. She has worked in a functional capacity as a team member and a lead role. Ms. Hennessey also has extensive experience working as a project manager on several ERP implementations and upgrades focusing on the full project lifecycle planning and management, resource and financial management, risk mitigation, contract oversight and invoice management and analysis. She has worked with the following module areas in a module focus role: General Ledger, Project Costing, Asset Management, and Commitment Control. Ms. Hennessey has been responsible for many aspects of a project lifecycle; including RFP authoring, system analysis, vendor selection, detail design and configuration, system integration testing, conversion testing, user acceptance testing, training, report writing, production cutover, and production support. Ms. Hennessey is highly skilled in business process re-engineering and thoroughly knowledgeable in General Ledger, Asset Management, Project Costing, Encumbrance Accounting and Financials. On her most recent project, Ms. Hennessey served as the project manager for an upgrade of the General Ledger, Accounts Receivable, Billing, Purchasing, Accounts Payable, Inventory, and Asset Management modules as well as the functional lead for the Asset Management and General Ledger modules including Commitment Control. Examples of specific Project Management experience includes the following initiatives: • Managed the project on an ERP Financials and Supply Chain project including Asset Management, Accounts Payable, General Ledger, Purchasing, Accounts Receivable, Billing and

	Commitment Control for a transportation agency with multiple legal entities. Responsibilities including, but not limited to, scope, schedule, resource and financial management for the duration of the project. • Managed the project team on an ERP Financials and Supply Chain project including Accounts Payable, General Ledger, Purchasing, Accounts Receivable, Billing, Inventory, Cost Management, Manufacturing, Order Management, Demand Planning, Inventory Policy Planning and Supply Planning for a high volume parts distribution company. Responsibilities including, but not limited to, scope, schedule, resource and financial management for the duration of the project. • Managed the project team for an ERP Financials and Supply Chain project including Accounts Payable, General Ledger, Purchasing, Accounts Receivable, Billing, Inventory and Asset Management for a City with sophisticated encumbrance accounting requirements. Responsibilities including, but not limited to, scope, schedule, resource and financial management for the duration of the project.

*** Staff member name**	Robert Wayne Pinckley
*** Employer name**	Oracle America Inc.
Position in the company	Technical Manager
Length of time in position	6 Years
Length of time at company	3 years
Project position and responsibilities	Technical Lead Mr. Pinckley will be responsible for managing the Technical Development team, and supporting the Functional team. All technical design decisions will be approved by Mr. Pinckely, who will manage the development staff. This will include task assignments, providing guidance to development approaches and establishing standards for all customization, interfaces/integration, custom reports, and data conversion.
Education and certifications	Bachelors of Arts, Theology PMI Certified Project Management Professional
Technical skills and qualifications for the project position	Mr. Pinckley has more than fourteen years experience with Proposed Product HCM and Financials applications and more than 6 years experience with Public Sector implementations and upgrades. During the past 6 plus years, Mr. Pinckley has functioned as a Technical Manager for two Statewide implementations and several local government implementations and as a Deputy Project Manager for a large Federal implementation of Payroll. Although his private sector experience includes Manufacturing,

	Banking, Telecommunications and Staffing, his Public Sector experience including statewide implementations and upgrades as a Technical Project Manager is impressive. He is able to draw on his experiences as a developer and technical lead to provide leadership and experience to the Technical Team. Mr. Pinckley has earned the Certification of Project Management Professional from the Project Management Institute in 2006. Mr. Pinckley is currently working as the Deputy Project Manager and the onsite Proposed Product Project Manager for an implementation of Proposed Product for a large Federal client. The client is replacing three legacy payroll systems. Mr. Pinckley served as the Proposed Product Integration Technical lead for a statewide implementation project. Mr. Pinckley lead Business Process Analysis and integration design sessions to identify and document Service Oriented Architecture SOA (SOA) integration requirements. Mr. Pinckley served as the Deputy Project Manager and Technical Manager for a statewide implementation of Proposed Product Financials application and an upgrade of Proposed Product, HR, Benefits and Commitment Accounting. His responsibilities included meeting with Project sponsors to provide communications on project status, developing and maintaining the technical portion of the Project Work Plan to include identification of project risk and critical path. He developed the Technical Change Control plan and the technical Change Management strategy. Mr. Pinckley provided technical leadership and mentoring to development team and assigned development tasks to technical resources and monitored the status of the assigned tasks.

*** Staff member name**	Janet (Jan) Edwards
*** Employer name**	CedarCrestone, Inc.
Position in the company	Practice Manager, Change Management
Length of time in position	11 years
Length of time at company	1 year
Project position and responsibilities	Change Management Lead Working in conjunction with the project team, Ms. Edwards will be responsible for managing and delivering organizational and business process change management for the project. This will include the development and delivery of education services to the State's end-users.
Education and certifications	Bachelor of Science, Business Administration Certified Change Management Professional

	PMI Project Management Professional Certification (in process, expected to obtain November, 2010)
Technical skills and qualifications for the project position	Ms. Edwards has had a broad range of experience with ERP software implementations and the development of training, communication, and change management systems to support company-wide initiatives. She brings more than 18 years of experience heading the organizational change process of major ERP implementations as a team leader, manager, and consultant for ERP implementations and upgrades. Prior to joining CedarCrestone, Ms. Edwards spent four years as a Practice Manager for Education and Change Leadership Consulting, focusing on developing and delivering education solutions and organizational change management services based on leading enterprise software packages for a diverse set of clients. She was involved in all aspects of educational service offerings, including business development, methodology development, consulting delivery, quality assurance, and client satisfaction. An experienced project manager, Ms. Edwards is skilled in the deployment of progressive, cost-effective ERP training and change management solutions. She has built an impressive record of implementation successes while managing and overseeing projects leveraging the latest methodologies for the EPR's on-line training tool, education and e-Learning tools and technologies. Additionally, Ms. Edwards has served as a Change and Training Manager on more than 15 successful public and private sector implementation projects and five successful projects within the oil and gas industry. She has been responsible for overseeing the organizational implications of major initiatives, the creation and delivery of communication strategies, change navigation work plans to facilitate organizational transformation, assessment of organizational impact and change readiness, identification of roles and security definitions, development of training curricula, materials, logistics and multiple e-learning initiatives, comprehensive reviews of policies and procedures, and go-live support mechanisms. Her key responsibilities have also included impact analysis for numerous departments, development of new job descriptions, stakeholder communication strategies, and smoothing the progress of organizational culture shifts. Additionally, Ms. Edwards has been responsible for the creation and maintenance of a sponsorship network, developing a change navigation blueprint to support organizational readiness in five world regions (US/Canada, Latin America/Caribbean, Central Europe/Middle East/Eastern Europe/Africa, and Asia-Pacific). Her background also includes serving as Project Manager on an ERP applications upgrade for a national healthcare services provider and as a Project Manager on an ERP Applications implementation for a public transportation provider that included financials, human capital management, and fleet management. Ms. Edwards has attained a professional certification in change management and is currently working on obtaining PMP certification.

*** Staff member name**	Nancy Grimshaw
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant

Length of time in position	4 years
Length of time at company	4 years
Project position and responsibilities	Training Lead Ms. Grimshaw, working with counterparts from the State, will be responsible for documenting the training plan, developing training materials, and delivering training sessions to various State organizations and end-users.
Education and certifications	Masters of Science, Management in Human Resources Bachelor of Arts, English Professional in Human Resources, SHRM (1996-2009) Certified Compensation Professional, (2000-2009)
Technical skills and qualifications for the project position	Ms. Grimshaw possesses more than 20 years of functional experience in the full breadth of human resources. She has experience on major management consulting projects including serving as training lead for HCM and Financial implementations. She is familiar with the full lifecycle of ERP implementation processes including vendor selection, business requirements definition, business process re-engineering, prototyping, conversion, testing, end-user training and change management. Specific experience includes: • Training Lead for a Financials project at large healthcare organization with 500+ locations nationwide • Training and Change Management Lead, HCM project at large public university • Training Lead, Financials project at public relations firm with 50+ locations worldwide

*** Staff member name**	Elizabeth Lo
*** Employer name**	Oracle America Inc
Position in the company	Manager
Length of time in position	2 Years of state-wide implementations
Length of time at company	Less than 1 Year

Project position and responsibilities	BPR Consultant Ms Lo, working with counterparts from the State, will be responsible for leading, recommending, and documenting the business process changes identified during the analysis stage of the project, and developing the change management materials needed to communicate and train the State's staff and end-users.
Education and certifications	Bachelor of Science in Foreign Service, International Politics Master of Arts, Economics Master of Arts, Journalism Certified Project Management Professional Certified in ITIL Foundations v3
Technical skills and qualifications for the project position	Ms. Lo brings years of consulting experience in a variety of positions to the proposed work effort, working primarily in the public sector area. This includes State, County, and City related agencies and projects, in a variety of roles and projects. Ms. Lo has extensive experience providing Change Management, Business Process Redesign, and Project Management services for these projects using the proposed ERP suite of products.

*** Staff member name**	Tammy Staneart
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	15 years
Length of time at company	15 years
Project position and responsibilities	Change Management Consultant Ms. Staneart, working with counterparts from the State, will be responsible for documenting the change management plan, developing change management materials, and delivering change management sessions to various State organizations.
Education and certifications	Work towards Bachelor's degree

Technical skills and qualifications for the project position	Ms. Staneart has more than 15 years of human resources, payroll and benefits experience prior to joining our firm in 1995. Since joining the organization, Ms. Staneart has served in numerous consulting capacities which uniquely qualify her for the change management consultant. Her key strengths focus on change management services which include: business process assessment; communications planning, development and deployment; and training planning and development utilizing the ERP automated training tool. Her primary focus in her change management roles is one of a change agent working directly with a client change manager to understand the key business process and policy changes, facilitating those changes and then providing communication planning and communications to assist the organization in successfully adapting to the new technology. Ms. Staneart brings approximately five years of experience in the public sector and higher education industries. Her experience includes being the change management lead for the 10th largest city in the US, as well as served as a consultant/analyst for two major higher education institutions. She is currently serving as change management lead at one of our state engagements.

*** Staff member name**	Cliff Merkell
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	10 years
Length of time at company	10 years
Project position and responsibilities	General Ledger Module Lead
Education and certifications	Bachelors of Arts, Accounting Certified Public Accountant Project Management Professional
Technical skills and qualifications for the project position	Mr. Merkell has 24 years of accounting and financial system implementation experience. With more than 13 years of ERP Financials implementation, upgrade and business process support experience, Mr. Merkell has been responsible for all aspects of the implementation lifecycle. He routinely assists clients by helping to define project scope, business process requirements, business process

	prototyping, information design, data conversion, rollout, reporting, testing, training, and production support. He has extensive experience with General Ledger, Commitment Control, Accounts Payable, Purchasing, Asset Management, Accounts Receivable, Expenses, and Billing modules, including extensive fund accounting experience in public sector agencies and higher education institutions. Mr. Merkell has implemented Commitment Control and supported the cross functional Labor Distribution and General Ledger Interface for five clients and assisted five others with upgrades, mainly for government entities and universities. Currently, Mr. Merkell is the functional lead on an engagement at a county government. The project includes an implementation of Asset Management and the design of the annual financial reports.

*** Staff member name**	Julie Peterson
*** Employer name**	Oracle America Inc
Position in the company	Senior Consultant
Length of time in position	5 years
Length of time at company	5 years
Project position and responsibilities	Payables Module Lead Ms. Peterson will lead the functional implementation of Accounts Payable and Cash Management areas.
Education and certifications	Bachelor of Business Administration, Accounting
Technical skills and qualifications for the project position	Ms. Peterson has over 10 years of professional experience with financial software applications. She served as Functional Lead, implementing and supporting the Proposed Product Cash Management, General Ledger, Projects and related reporting using Proposed Product Reporting tools including Crystal and Query. She has experience in all facets of implementations including upgrades, gap analysis, documentation, system testing, training development, and training. In addition, Ms. Peterson provided end-user support for multiple ERP Financials modules, including issue identification, reconciliation and resolution, identifying system enhancements, defining scope, determining

	requirements, and completing testing. Ms. Peterson also led an initiative to develop training programs including developing the training curriculum and materials for General Ledger, Projects, Payables, Reporting Tool and Query.

*** Staff member name**	Lois Riegel
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	4 years
Length of time at company	4 years
Project position and responsibilities	Purchasing Module Lead
Education and certifications	Bachelor of Arts Certified General Accountant (Canada)
Technical skills and qualifications for the project position	Ms. Riegel has more than 30 years of experience with financial and procurements systems and more than 17 of those years working with the proposed ERP applications. She has a strong knowledge of all aspects of General Ledger, Accounts Payable, Purchasing, Expenses, and Commitment Control. Ms. Riegel has worked on projects implementing and supporting the Purchasing areas for a large public university, and the 2nd largest City in the US. This includes validation of purchase orders and requisitions and encumbrances and pre-encumbrance balances.

*** Staff member name**	Gary Livingston
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	More than 11 years

Length of time at company	More than 11 years
Project position and responsibilities	Projects Module Lead
Education and certifications	Bachelor of Business Administration, Accounting
Technical skills and qualifications for the project position	Mr. Livingston has more than 15 years of ERP Financials experience with Project Costing, Contracts, Billing, Grants Management, Effort Reporting, Commitment Control, Payables and Security. Mr. Livingston has been responsible for many aspects of the project lifecycle, including detail design, scenario testing in a lab environment, implementation, maintenance of production systems, training, system testing, report development, business process design, conversion, customization, and upgrades. During his assignments, Mr. Livingston has developed outstanding functional, technical and communication skills. Mr. Livingston has implemented and upgraded Project Costing in may environments including a Public Utility, Universities, and City/County governments. Mr. Livingston's experience with Project Costing has included the integration of Project Costing with Customer Contracts, Grants Management and Asset Management along with federal reimbursement processes.

*** Staff member name**	Chester C. Chu
*** Employer name**	Oracle America Inc.
Position in the company	Senior Consultant
Length of time in position	6 years
Length of time at company	6 years
Project position and responsibilities	Grants Module Lead Mr. Chu will head the functional implementation of the Grants functional area.
Education and certifications	Bachelor of Business Administration – Economics Master of Business Administration – Finance
Technical skills and qualifications for the project position	Chester has more than 9 years of Proposed Product experience on implementing and upgrading modules such as Grants, Contracts, Project Costing, General Ledger and Asset Management to the States, Higher Education and Health Care industry. He also has more than 20 years' experience working directly involved with business processes, computer system design and implementations on government (federal, state and local) grants and other capital or non-capital projects.

*** Staff member name**	Juli Bednarzyk
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	3 years
Length of time at company	3 years
Project position and responsibilities	Receivables / Billing Module Lead
Education and certifications	Bachelor of Arts, Political Science and Sociology
Technical skills and qualifications for the project position	Ms. Bednarzyk has 15 years of consulting experience, including 13 years of ERP experience, as a functional consultant and a business analyst implementing the following Financial modules: Accounts Receivable, Billing, Accounts Payable, Purchasing, General Ledger, Asset Management, and Contracts. She has been responsible for business process design, fit/gap analysis, configuration, analysis and design, development and testing, training, production support, and upgrade. Recently, Ms. Bednarzyk has served in the role of Accounts Receivable and Billing functional lead for a large city for an upgrade project. She has also implemented Accounts Receivable and Billing for another city and implemented Accounts Receivable for a state agency. Ms. Bednarzyk has also led an implementation of a custom bolt-on to handle loans for a large city's development office.

*** Staff member name**	Amy McClintic
*** Employer name**	Sierra Systems
Position in the company	Principal
Length of time in position	3 Years
Length of time at	8 Years

company	
Project position and responsibilities	Inventory Module Lead
Education and certifications	BBA in Accounting Certified Public Accountant (CPA) Certified Project Management Professional (PMP)
Technical skills and qualifications for the project position	Ms. McClintic is a licensed Certified Public Accountant possessing 17 years of experience in both Information Systems and Accounting. Key skills include expertise in large integrated accounting software packages, program management oversight, project management, financial reporting, system design, system development, system implementation, web design, and web development. She has over 7 years of project experience with state agencies implementing the proposed ERP application. Business areas have included Financials and Procurement (Inventory, Purchasing), with her last project being focused on Procure to Pay business process needs.

*** Staff member name**	Nathan Reed
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	More than 4 years
Length of time at company	More than 4 years
Project position and responsibilities	Conversion Developer
Education and certifications	Bachelor of Science, Information Systems ERP Technical Certified Consultant
Technical skills and qualifications for the project position	Mr. Reed has extensive experience with the planning, adaptation, and implementation of custom developed and packaged ERP information systems for state and local governments. His technical implementation experience includes system and interface design and development, conversion

	planning and execution, report design and development, system testing and related areas requiring an in-depth understanding of both the application and the underlying technologies. He has, as an ERP technical developer, participated in project lifecycles from the design stages to production support in this role for both the HR and Financial applications, including the implementation of two complex statewide systems.

*** Staff member name**	Cheryl Klopper
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	9.5 years
Length of time at company	9.5 years
Project position and responsibilities	Interface Developer
Education and certifications	Bachelor of Commerce, Accounting and Commercial Law
Technical skills and qualifications for the project position	Ms. Klopper has more than 12 years as an ERP Financial Technical consultant. She has worked on implementations and upgrades for state, local government, higher ed and commercial projects. She has analyzed and designed conversions and interfaces from clients existing systems into ERP databases and wrote interfaces from and to third party systems. Ms. Klopper has loaded budgets into the General Ledger at a large public sector client and a large healthcare client. She has loaded assets into ERP applications from multiple sources ranging from legacy systems to access databases and spreadsheets at a large Higher Ed client. Ms. Klopper wrote interfaces to load third party data into Accounts Payable and created vendors at a large healthcare client.

*** Staff member name**	Mark Manning
*** Employer name**	CedarCrestone, Inc.

Position in the company	Senior Consultant
Length of time in position	10 years
Length of time at company	10 years
Project position and responsibilities	Reports Developer
Education and certifications	Bachelor of Science, Accounting Certified Public Accountant Certified ERP instructor
Technical skills and qualifications for the project position	Mr. Manning is an advanced Report Writer consultant, having designed and built layouts for full range of GAAP, SEC, and internal management reporting. Use of imbedded macros and queries in these reports allows for increased analytical capability and comparisons, crossing to other ERP modules, outside of the standard availability within the General Ledger. Mr. Manning has built advanced queries and developed these queries into SQL views to bring into nVision and also used to build custom ERP pages.

*** Staff member name**	Doreen Wayland
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	12.5 years
Length of time at company	12.5 years
Project position and responsibilities	Customizations Developer
Education and certifications	Bachelor of Science, Mathematics and Computer Science

Technical skills and qualifications for the project position	Ms. Wayland has more than 21 years experience in systems development and analysis with more than 14 years ERP Financials experience. She has participated in Financials upgrades at Commercial, Higher Ed and Public Sector clients. Her role has included retrofitting customizations for Application Engines, Component Interfaces, Pages/Components, and Integration development, as well as developing new integrated and bolt-on customizations. She has written detailed technical specifications for new and retrofitted customizations.

*** Staff member name**	John Adcock
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	More than 10 years
Length of time at company	More than 15 years
Project position and responsibilities	Workflow Developer
Education and certifications	Bachelor of Science, Computer Science
Technical skills and qualifications for the project position	Mr. Adcock has more than 15 years experience working with ERP Financial applications. He has customized the delivered Virtual Approver workflows for Voucher Approval, Purchase Order Approval and Journal Approver. Additionally, Mr. Adcock has implemented Procurement Requisition approval, Journal Approval, Expense Report approval and Purchase Order approval.

*** Staff member name**	Alexandra Lozano
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant

Length of time in position	3 years
Length of time at company	3 years
Project position and responsibilities	Portal / Security Lead
Education and certifications	Master of Science, Information Systems Bachelor of Science, Communications
Technical skills and qualifications for the project position	Ms. Lozano brings more than nine years of experience within public sector and higher ed clients. She has five years ERP Portal implementation experience spread across higher ed, commercial, and public sector industries. Ms. Lozano specializes in portal strategy across ERP applications. She has been involved in multi-institution strategy and implementations. Ms. Lozano has functional and technical experience in the following Portal modules: Content Management, Branding, Navigation, Site Management, Workspaces, and Web 2.0. She has also technical experience with Security, LDAP Integration, Integration, and Single Sign-on. Ms. Lozano has a strong technical background and experience in program and project management within the enterprise environment and is able to communicate within all levels of an organization. Her recent projects include: Serving as a Portal lead at multi-institution higher education client for student, employee, and faculty self service; Serving as a Portal lead for Portal strategy and fit/gap at public sector client; and serving as a Portal lead for commercial client to build a reporting dashboard portal.

*** Staff member name**	Dan O'Day
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	13 years
Length of time at company	13 years
Project position and responsibilities	DBA/Admin Mr. O'Day will be a part of the Technical Team, with responsibility for providing DBA and system administration support for the application suite. This will include architecture planning, installation, and administration of the architecture, while providing knowledge transfer to the State's technical staff.
Education and	Bachelor of Arts, Communications

certifications	
Technical skills and qualifications for the project position	Mr. O'Day has 15 years of ERP technical experience and over 22 years of experience in the information systems field. Mr. O'Day has worked with the full range of ERP products. He has experience in all stages of the project lifecycle, from initial planning to production support. Mr. O'Day is known for mentoring and training client staff, and for quickly and creatively solving system problems. Mr. O'Day works with client database administrators and infrastructure staff to design and developer ERP and database infrastructure using developed best practices, allowing clients to implement fully redundant, highly available systems with lower long term maintenance costs. His previous experience in ERP development make Mr. O'Day uniquely qualified to design and administer ERP systems through all stages of project implementation. Currently, Mr. O'Day is assigned to a large higher education client, and is the primary ERP technical architect for their implementation of the same products proposed for State of Alaska. As part of this effort, Mr. O'Day manages the client's ERP administration team, including client employees.

*** Staff member name**	Becky Hutcherson
*** Employer name**	CedarCrestone, Inc.
Position in the company	Project Manager
Length of time in position	10 years
Length of time at company	10 years
Project position and responsibilities	HR / Payroll Project Lead
Education and certifications	Bachelor of Science, Mathematics & Computer Science Course Work toward Masters of Business Administration Senior Professional of Human Resources
Technical skills and qualifications for the project position	Ms. Hutcherson has more than 15 years of ERP experience in the higher education, public sector and commercial industry sectors. In addition to her ERP experience, she has held a variety of senior management positions in both HR and technical areas, including 12 years specializing in human resources. As project manager, she has managed projects where she directed the design of complex multi-company, multi-union and international HR implementations. She has excelled at bringing in multi-year and multi-million dollar projects on time and within budget. Her most current project was a multi-year and multi-phased international project to implement ERP applications across 60 countries

	over a two and a half year period.

*** Staff member name**	David Ambrose
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	7.5 years
Length of time at company	7.5 years
Project position and responsibilities	HR Module Lead Mr. Ambrose will be the lead functional consultant for the Human Resource administration area. Mr. Ambrose will work with the State's Human Resources staff in the analysis, configuration, installation, and testing of the Human Resource functions.
Education and certifications	Robert Morris University - Undergraduate studies, Management with an emphasis in Human Resources/Personnel Administration Indiana University of Pennsylvania - Undergraduate studies, Political Science ERP HCM Certified Consultant
Technical skills and qualifications for the project position	Mr. Ambrose brings more than 20 years of diversified human resources and management experience to his consulting role, which includes nine years of ERP experience. His knowledge entails of health and insurance benefit issues, government compliance regulations, and payroll related functions gained while performing HR director, HR generalist, benefits administrator, and recruiter functions. Mr. Ambrose has developed and provided employee communications, training, and benefits orientation, as well as benefits end-user procedure documentation and training. Mr. Ambrose has led and participated in numerous projects, which included implementations, upgrades, conversion and system improvement of ERP systems.

*** Staff member name**	Paulette Shekell
*** Employer name**	Oracle America Inc

Position in the company	Principal Consultant
Length of time in position	3 yrs
Length of time at company	15 years
Project position and responsibilities	Benefits Module Lead Ms. Shekell will be part of the HR Functional team, and will focus on the implementation of the Benefits Administration area
Education and certifications	Bachelors of Philosophy Master of Philosophy Proposed Product certification
Technical skills and qualifications for the project position	Ms Shekell brings over five years of ERP consulting experience. Ms. Shekell has implemented four full lifecycle implementations of ERP applications proposed for the State. She has experience in a broad industry background, which includes healthcare, state/city government, manufacturing, education and banking. Her strengths lie in functional analysis, focused designed scope, fit/gaps, prototyping, unit and system testing and documentation. Expertise with the ERP HCM includes Self Service, HR, Base Benefits, Benefits Administration, Payroll, COBRA, FLMA, FSA, HSA, Position Management, Pension Administration and Query.

*** Staff member name**	Carol Hazelton
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	30 years in payroll management and consulting
Length of time at company	12 years
Project position and responsibilities	Payroll Module Lead
Education and certifications	Wilkes University – Bachelor of Science, Accounting Keystone Junior College – Associates, Accounting

	Certified Payroll Professional (CPP), American Payroll Association Past Functional Payroll Certification (FPC), American Payroll Association
Technical skills and qualifications for the project position	Ms. Hazelton has 30 years of payroll experience including 13 years of ERP payroll experience. She is knowledgeable of all aspects of the ERP Payroll module and the project lifecycle including fit/gap analysis, conversion, design, implementation, testing, training, US taxation and Department of Labor regulations. Ms. Hazelton has been a Payroll lead in over 14 implementations, year-end processing, and custom design. She has completed successful implementations for companies with employee populations ranging from 1,000 to 400,000 employees. Ms. Hazelton's recent industry experience includes: Public Sector – Payroll Lead for implementation for a government agency; Commercial – Payroll Tax Lead for implementation for a large corporation encompassing US payroll, expatriate payroll and pension payroll; and Higher Education – Payroll Lead for testing and troubleshooting Payroll Interface for a large university. She has been the Lead for year-end support for Public Sector, Commercial and Medical industries and in the Commercial industry.

*** Staff member name**	Michael Northrup
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	7 years
Length of time at company	7 years
Project position and responsibilities	Labor Distribution / Commitment Accounting Module Lead
Education and certifications	Bachelor of Arts, Double Major Psychology and Spanish (Cum Laude)
Technical skills and qualifications for the project position	Over the last 12 years Mr. Northrup has implemented or upgraded ERP applications for more than 11 public sector clients including states, large cities, counties, public K-12 schools and large universities. Mr. Northrup has extensive experience with and comprehensive understanding of Time and Labor, Commitment Accounting, and Position Management modules as well as delivered Commitment Accounting and Non-Commitment Accounting General Ledger Interface processing and Payroll. He is

	also experienced in Accounts Payable and Expense interfaces to ERP Financials. Mr. Northrup possesses the ability to configure an end-to-end solution for HR, Time and Labor, Payroll, and General Ledger Interface. He also has a strong technical understanding including Time and Labor Rules engine and basic tools. Mr. Northrup recently finished serving as the functional lead for a Contract Pay implementation at a state college. On his current project, Mr. Northrup is working with a large University on their HCM upgrade including Payroll, Commitment Accounting, Time and Labor and Absence Management. Mr. Northrup has been involved in several aspects of the project lifecycle including, fit/gap analysis, business process design, customizations, production support, and end-user training and documentation. Mr. Northrup has an exceptional ability to build team spirit, motivate co-workers and empower the client team through knowledge transfer and cross-module communication.

*** Staff member name**	Stephanie Claus
*** Employer name**	Oracle America Inc
Position in the company	Proposed Product Solution Architect/Practice Manager
Length of time in position	12 years
Length of time at company	12 years
Project position and responsibilities	Planning and Budgeting Lead Ms. Claus will be the functional lead for the implementation of the planning and budgeting application suite.
Education and certifications	Adirondack Community College AAS Business Administration Siena College BS Finance
Technical skills and qualifications for the project position	With over 12 years experience in Higher Education and Public Sector and more than 25 end to end ERP implementations to her credit, Ms. Claus has a proven history an exemplary consultant success. Ms. Claus has a deep experience in industries, such as, Government, Manufacturing and Health Care Services, in addition to her experience and vast knowledge of the Proposed ERP suite of products.

*** Staff member name**	Mahesh Ayapati
*** Employer name**	Oracle America, Inc
Position in the company	Consulting Technical Manager
Length of time in position	2 years
Length of time at company	2 years
Project position and responsibilities	Planning and Budgeting Technical Lead Mr. Ayapati will be the technical lead for the implementation of the planning and budgeting suite of applications.
Education and certifications	Bachelor of Technology in Mechanical Engineering from Sri Venkateswara College of Engineering, Tirupati, India (with Distinction) MBA from Florida Atlantic University
Technical skills and qualifications for the project position	Mahesh has over 11 years of IT experience in all phases of software life cycle such as analysis, design, development, upgrade, testing, documentation and implementation with focus on Proposed Product implementing Financial Planning Systems for clients in Oil & Gas, Retail, Banking, Credit Card, Telecom, Consulting, Entertainment, Retail , Automobile, Services, Finance, Manufacturing, Actuarial and Insurance industries. His areas of expertise are Proposed Product, specifically in Proposed Product reporting products. Mahesh has extensive implementation experience in the fields of Data Warehousing, Data Integration and Data Migration. Mahesh has also implemented several Financial Planning and Analysis Applications (FPA) and Financial Management Reporting Systems (FMR). He has experience integrating various ERP sources with Proposed Product. Mahesh has integrated Planning and Consolidation Systems for comprehensive reporting purposes and has played the role of advisory services to finance organizations during Financial Planning Solution Implementation. Mahesh lead and managed teams during Proposed Product Solution Deployment. Mahesh is adept at facilitating sessions with users, defining user requirements, developing systems, roll-out and delivering end-user training, Project Planning, creating and maintaining project schedules, and preparing and presenting project briefings to power users/executives. He has team management, Techno-Functional experience and brings vast experience of Information Systems to the engagement.

*** Staff member name**	Michael Miller
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	2.5 years
Length of time at company	2.5 years
Project position and responsibilities	Strategic Sourcing / eSupplier Module Lead
Education and certifications	Bachelor of Science, Accounting
Technical skills and qualifications for the project position	Mr. Miller has more than 25 years experience as an accounting professional and consultant with more than eight years as an assistant controller with a Fortune 500 company. Mr. Miller has strong ERP functional skills in the ERP modules being proposed. On his most recent engagements he led a fit/gap assessment of the proposed ERP suite for a stock exchange company and a full cycle implementation of the proposed ERP suite for a public sector client. On another related engagement he served as an ERP subject matter expert for a large scale implementation of procurement applications at a major telecommunications company.

*** Staff member name**	José Salvador Jiménez
*** Employer name**	CedarCrestone, Inc.
Position in the company	Senior Consultant
Length of time in position	6 years
Length of time at company	2 years
Project position and responsibilities	HR Module Lead

Education and certifications	Bachelor of Arts, Mathematics
Technical skills and qualifications for the project position	Mr. Jimenez has more than 15 years of overall professional experience: planning, designing, testing, and implementing technology-based solutions to business problems. Most recently, he has focused on implementing recruiting and employee performance applications for a higher education organization; a fitting project as he was also on the original design and development teams that created these applications. He has also worked as the lead functional analyst, liaison and interim-product strategist for the Pension Administration module. Mr. Jimenez has the unique perspective of having worked in new development, creating business applications for both the private and public sector; in a business systems analyst role supporting these applications; and in a consulting role, implementing and upgrading these systems. He has successfully demonstrated his leadership, experience, and knowledge in both functional lead and project management roles.

*** 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).

Overview:
Our Functional Design documents focus on 2 major areas of our design activities for our clients: 1) Business Process Flows and Details 2) Foundation Table System Configuration. We have provided a couple of examples of these items below.

1. Human Resources Add People Business Process

The Business Process Flows contain both a flow diagram that shows how the process steps flow through the application (which is what is displayed below at a high-level). Additionally, the more detailed flows will outline the roles for each step along with any business details for the step area. In the example below, we highlight the major steps needed to Add a new Employee into the HR application. Below the major steps, we have provided a flow diagram which highlights the sequence of steps and step role owner.

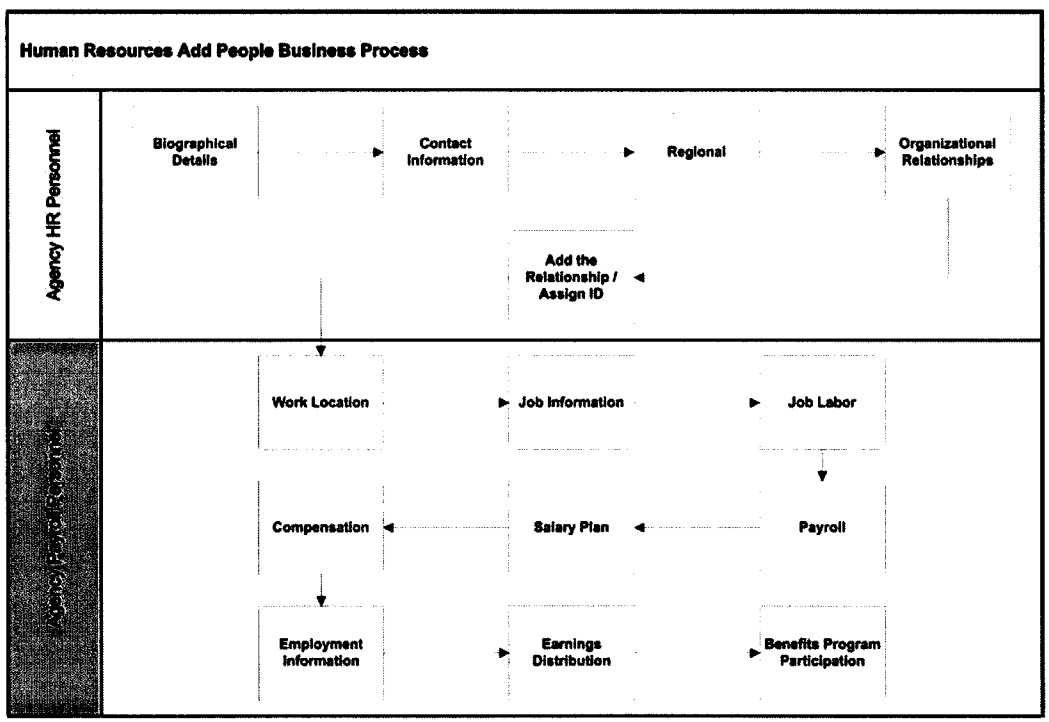
Major Business Process Steps

Personal Information
- Add Persons to your HR system
- Maintain Personal data on all employees and Persons of Interest
- Modify a Person to update name, address, phone numbers, and other personal information
- Maintain Emergency Contact and Dependent Information
- Maintain Visa/Permit data

Job Information
- Update the job record of an employee, contingent worker, or POI
- Add effective dated transactional data
- Manage Applicant Hires with information added through Recruiting Solutions
- Capture Company Property and badge information

Compensation
- Maintain compensation levels provided to employees
- Run compensation analysis, and salary administration reports

Position Management
- Maintain Positions and Budgets
- Review Position and Budget Information
- Run Position-Related Reports
- Create basic organization charts from position data



2. Foundation Table System Configuration

Table Loading Sequence

When you populate tables in the HR application, you must load each table in a prescribed sequence that takes into account the data dependencies of the system. For example, you need to establish locations on the Location Table in order to use them as default values on the Department Table.

Foundation Table Sequence (Example)

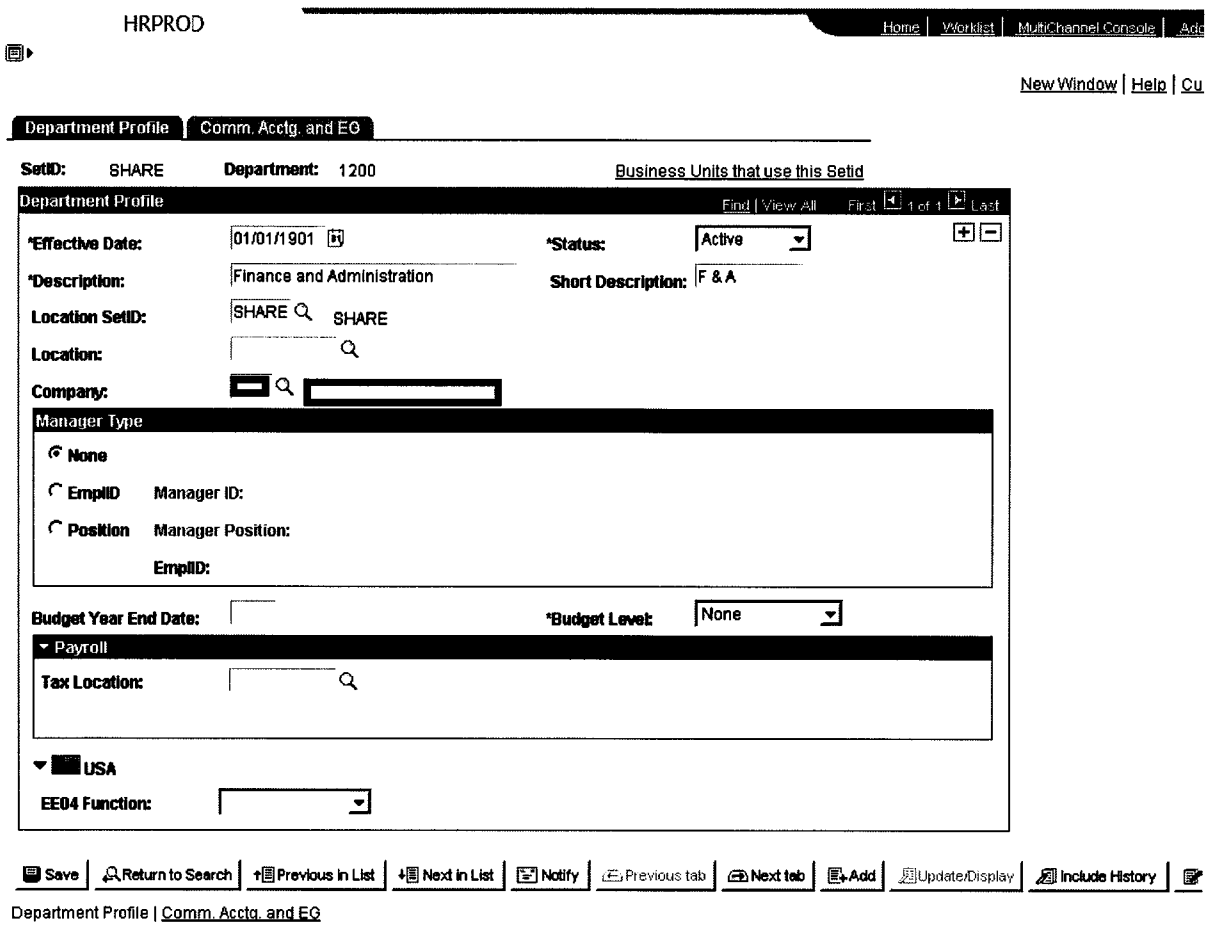
This table shows the high-level setup sequences for Human Resources.

HRMS TABLE LOADING SEQUENCE	
1. Installation Table	Processing Rules (HRMS)
2. Company	Legal entity / USA – FEIN
3. Table ID	Identifier for rows in your control tables (Key IDs)
4. Business Unit	Logical entity defining a company's structure
5. Table Control	Maps Key IDs to a Business Unit
6. Org Defaults by Permission Lists	Defaults per User
7. Business Unit Options Defaults	Defaults per a Business Unit
8. Establishment	Regulatory reporting
9. Location	Physical Location / Mail Distribution
10. Department **(Example provided)**	Organizational Unit / Security
11. Comp Rate Code Table	Pay Components
12. Salary Plan / Salary Grades	Salary Structure
13. Job Code Table	Job Attributes

Departments Configuration
Set Up HRMS > Foundation Tables > Organization > Departments

After you define company and location data for your enterprise, use the Departments component to define business entities in your organization. This ERP enables you to create a security hierarchy using the Tree Manager and use it to grant or deny users to person data, based on the department a person belongs to. If you decide to use a Department Security tree to control data access, you must attach each department you create, whether from the Set Up HRMS menu or Tree Manager, to an effective Department Security Tree.

HR will own the setup of the Department Table; **HOWEVER** decisions on table values are shared between HR and Finance.



DeptID	Eff Date	Status	Descr	Co
0000	1/1/1901	A	All Departments	ABC
1100	1/1/1901	A	Executive Office	ABC
1105	1/1/1901	A	Executive Research	ABC

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.

I. **Exceptions to the Standard Implementation Services Agreement**

Offeror is amenable to using the State's Standard Implementation Services Agreement as the foundation of the implementation contract. It notes the following exceptions to the form:

Article 6, Assignment (and RFP section 1.21): Depending upon any surety requirement and the frequency of scheduled payments, Offeror may wish to discuss assignment of right to payment if required by standard form banking and/or surety agreements.

Article 9 (and RFP section 3.10), Payment of Taxes: Offeror understands that the State is currently exempt from Alaska sales tax. Notwithstanding, Offeror would want to clarify that the State is responsible for any sales tax related to the contract.

Article 10, Ownership of Documents: Offeror is agreeable to the State's ownership of documents created for the State. Offeror would like to clarify that nothing in the Agreement is intended to affect its ownership in its pre-existing intellectual property or its right to use know-how learned in the course of providing services to the State for the future benefit of the State or others.

Article 11. Offeror proposes that this contract be governed by the laws of the State of Alaska. All actions concerning this contract shall be brought in the Superior Court of the State of Alaska or the United States District Court for Alaska.

Article 12, Conflicting Provisions: Offeror takes exception to the statement that provisions relating to limitation of liability are void. Offeror anticipates that the Implementation Services Agreement, the Licensing and Maintenance Agreement, and, if elected, the Hosting Agreement will include limitations on Contractor's liability. With regard to precedence, Offeror expects that during pre-contract execution discussions, the parties will refine numerous provisions relating to the services. Therefore, Offeror would want to clarify that the terms agreed upon by the parties in the Statement of Work take precedence over prior documents (such as the RFP or proposal) to the extent that the executed Statement of Work modifies those documents.

Appendix B, Article 1, Indemnification: Offeror takes exception to the requirement that it provide indemnification for negligence. It does not take exception to the concept that it would be responsible for its own negligence in a breach of contract claim, to the extent not limited by the terms of the contract. Pursuant to its insurance covenants, Offeror can provide indemnification for certain types of claims, such as personal injury, property damage, breach of confidentiality, and intellectual property infringement.

Appendix B, Article 2, Insurance: Offeror takes exception to the reference to "material change", as its carriers will not agree to give notice of material change. It can agree to provide such notice itself.

Appendix C, Statement of Work:

B. Definition of Terms: Offeror is materially in agreement with definitions as provided, however would expect clarifying definition adjustments to occur as warranty periods, scope of warranty services and malfunction types are further refined consistent with our proposed agreement and separate software, services and hardware agreements with the State.

C. Scope:

Page G-7: As to the requirement about non-production performance being equal to production environments, non-production environment performance could differ from production based on the underlying hardware infrastructure procured and based on how non-production system configurations intentionally would differ from production

Page G-7: As to the Contractor at its own cost remedying third party product failure, Offeror would like to discuss the State's expectations. The Offeror is willing to stand in the shoes of the State and work closely with the State, with its permission, in order to identify and escalate issues associated with such third party vendors, but not remedy third party issues at its own cost as these remedies would be supported by the independent software and maintenance relationships between the State and those third parties.

E. Contractor Deliverables: Offeror is materially in agreement with the contractor deliverables, but would generally like to discuss acceptance and correction timeframes with the State to ensure outstanding deliverable correction timeframes do not compromise overall project goals and timeframes. Additionally Offeror would like to discuss the following items with the State:

Page G-10 Performance of Services: As it relates to Contractor providing all services not explicitly assigned to State staff, the Contractor or approved subcontractor would provide all non State or non third party services not contemplated as part of this agreement.

Effect of Acceptance: As it relates to not billing the State until the noted standard of performance is met, the standard implies an amount of time beyond post deliverable acceptance that must pass before any billing can take place. Offeror would like to discuss with the State in the context of deliverable acceptance to make sure it understands any such constraint prior to accepting the term.

Deliverable 4: Where no material exception currently exists, Offeror would like to discuss the materiality and timing of satisfaction survey results as it relates to deliverable acceptance and payment since deliverable results are subjective and outside of Offeror control.

Deliverable 9: Where physical data center requirements have statutory related needs, it is possible that Offeror will need State and additional third party consultation to fully meet "all necessary specification".

Deliverable 27: As to the Contractor remedying all Type A or Type B malfunctions as noted, Offeror would like to discuss the State's expectations. The Offeror is willing to stand in the shoes of the State and work closely with the State, with its permission, in order to identify and escalate issues associated with third party vendor issues as part of stabilization, however malfunctions due to Type A or Type B issues subject to third parties are outside the control of Offeror.

Deliverables General - Offeror would like to sit down with the State during the pre-award phase to align the project Deliverables with our standard project methodology. We view the 2 deliverable lists as having common areas but would like to expand some of the items into more details to allow more timely checkpoints and approvals. Additionally, we would recommend that we have separate deliverables and payment structures that would align with each rollout Phase that we are recommending (3 rollout phases).

H. Offeror takes exception to the Limitation of Liability provision in that it would seek to limit liability to return of fees actually paid and to exclude consequential, incidental, special, and punitive damages. Offeror anticipates that the parties would, in the course of finalizing the Statement of Work, modify and clarify various provisions by agreement.

Additional Terms: Offeror would seek to include a non-solicitation clause and a standard warranty provision.

II. Exceptions to the Standard Licensing and Maintenance Agreement

We have identified certain potential exceptions to Attachment H and other attachments or appendices related to the licensing and maintenance agreement. As such, we have listed these potential exceptions below and would welcome an opportunity to discuss our concerns and recommendations with the State.

APPENDIX A: GENERAL PROVISIONS

Article 5. Termination: Please note manufacturer terms dictate that all software licenses are non-cancellable once an order has been placed.

APPENDIX B: INDEMNITY AND INSURANCE

Article 1. Indemnification: Please note that in consideration of the "intellectual property" indemnities that are afforded to end users by ERP Software Provider, certain requirements and/or caveats apply (for example, we would request that the State work with ERP Software Provider to enable ERP Software Provider to fulfill its indemnification obligations to the State).

APPENDIX C: TERMS AND CONDITIONS

Article 2.2 Limited Software Warranty - Article 2.2.1 Malfunction Correction and 2.2.2 Malfunction Analysis: ERP Software Provider warrants that the programs will operate in all material respects as described in the applicable program documentation, for one year after delivery. ERP Software Provider does not guarantee that the programs will perform error free or uninterrupted or that ERP Software Provider will correct all program errors.

Article 2.2.3 Intellectual Property Rights: The State's language is agreeable. However, as noted above in Article 1 "Indemnification", certain additional requirements and/or caveats apply (for example, we would request that the State work with ERP Software Provider to enable ERP Software Provider to help the State).

Article 2.3 Licensed Software Exchange: The State may not interchange products at any time during the agreement term. ERP Software Provider will allow for the migration from one product to another provided it is an upgrade in functionality within the same product set. This requires manufacturer approval and may incur additional costs.

Article 3.1 Maintenance Services: Point of clarification: As an authorized ERP Software Provider value added reseller, Reseller will provide ERP Software Provider Update Licenses and Support. Actual technical support will be provided by award winning ERP Software Provider support staff on a 24 x 7 basis.

Article 3.5 Term and Renewal: The initial term for the chosen support services program will begin upon purchase date and remain in effect for one year. Customer will receive notification to renew software maintenance near the end of the 12-month term at which time they will confirm their intent to renew. In the event that technical support lapses or was not originally purchased, upon the commencement of technical support a reinstatement fee will be assessed.

Article 4.4 Limitation of Liability: We feel that this language requires additional discussion. For example, it is very uncommon for software manufacturers to be liable for any indirect, incidental, special, punitive, or consequential damages, or any loss of projects, revenue, data, or data use, etc.

Article 4.9 Effective Date: We acknowledge that the State will not purchase software in advance of the commencement of each implementation phase. However, upon purchase of the required software at the beginning of each phase, payment terms are Net: 30 upon receipt of invoice.

APPENDIX D – CONSIDERATION AND PAYMENT SCHEDULE

License Fees. As referenced in Attachment D, Section 1, "Software Final Acceptance" shall mean the date upon which the State receives its license grant from ERP Software Provider, usually 3-5 days upon receipt of a valid order, and has access to ERP Software Provider Technical Support and Update Rights.

Payment in full for license fees and first year support are due Net 30 days upon receipt of invoice.

Additional Licenses: Please note that we have negotiated special reduced pricing for add-on licenses which is detailed in the cost proposal.

III. **Exceptions relating to hosting**

As one of the value-add options presented to the State, Offeror has proposed a hosted solution. If the State were to elect that route, Offeror would anticipate execution of its standard Master Hosting Agreement, modified as agreed by the parties to conform to any applicable requirements of Alaska law. Offeror would be happy to provide the Master Hosting Agreement to the State for review on request.

IV. **Exceptions to other portions of RFP**

As to the portions of the RFP other than those included in the Agreements discussed above,

Offeror has reviewed and is generally agreeable to the RFP provisions. It takes exception to and would like to further discuss the following provisions:

Section 1.22: Dispute resolution: Where Offeror is in agreement with the general dispute resolution proposed by the State, it would like to discuss State provided dispute resolution timeframes to prevent outstanding issues from materially impacting overall implementation objectives and goals which are time or schedule sensitive.

Section 2.05, Supplemental Terms and Conditions: Offeror does not entirely understand the intent of this section. It anticipates that the parties' executed contract will govern their rights and obligations and that the terms of the contract will be enforceable and, to the extent the terms vary from the RFP or proposal by agreement, the terms of the contract would prevail.

Section 3.03, Standard Contract Provisions: Offeror anticipates that the State would sign a separate contract for the software directly with the software vendor and that all software license and support provisions in the RFP would be included in that contract.

RFP Sections 3.04, regarding videotaped interviews: Offeror takes exception to the provision that interview statements would become part of the contract. Offeror would be happy to respond in writing to questions submitted in advance of the interviews; however, interviewees are not corporate officers and are not legally authorized to bind the company. Accordingly, Offeror takes exception to this provision which is contrary to our internal controls and our formation documents.

Section 3.09: Offeror requests that the withholding percentage be adjusted to 10% and that the final withholding amount, less warranty and stabilization related support deliverable payments, be paid at the point of go-live versus at periodic points after go-live and during the warranty period.

Section 4.04: Please note that the proposed infrastructure architecture enables the State to comply with its stated security policies and procedures but does not include all software, devices and procedural modifications that may be required to formally establish compliance certification.

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	2,600	4,414
2. Project status reports	4,000	6,612
3. Weekly risk reports	2,880	5,466
4. Satisfaction surveys	2,400	2,909
5. System configuration reports	9,280	10,756
6. Business process modification recommendations	11,040	13,048
7. Configured software ready for test	6,560	8,464
8. Accepted workflows	4,480	4,956
9. Hardware specification (applicable to licensed solution)	1,920	2,856
10. Application architecture documentation	2,560	3,086
11. Installation certification document	2,560	3,703
12. Data conversion plan	7,600	9,345
13. Validated migrated data	7,840	9,081
14. Reports	5,920	5,642
15. Interface specifications	6,240	9,521
16. Tested interfaces	5,760	6,965
17. Test plan	7,280	8,750
18. Volume/stress testing report	4,320	4,584
19. Training plan	3,840	6,524
20. Training materials	4,960	7,589
21. Training	2,880	3,615
22. Knowledge transfer plan and activity	3,040	4,027
23. Go-live and stabilization plan	3,680	4,320
24. Technical operations manual	2,560	2,478
25. Business user manual	3,520	4,884
26. Configured and licensed software in productive use	4,960	5,202
27. Stabilization services	17,640	17,527

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:	**CedarCrestone, Inc.**	Contact Name:	**Fenton Penna**
Mailing Address:	**1255 Alderman** **Alpharetta, GA 30005**	Title:	**Business Development Manager**
		Phone Number:	**303-641-5578**
		E-Mail Address:	fenton.penna@cedarcrestone.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
PeopleSoft Enterprise Financials	PeopleSoft Enterprise Financials	Enterprise $M in Operating Budget	$ 5,349,440.00	$ 739,816.17	N/A	$ 739,816
PeopleSoft Enterprise Treasury	PeopleSoft Enterprise Treasury	Enterprise $M in Operating Budget	$ 794,240.00	$ 109,841.70	N/A	$ 109,842
PeopleSoft Enterprise eSettlements	PeopleSoft Enterprise eSettlements	Enterprise $M in Operating Budget	$ 495,232.00	$ 68,489.53	N/A	$ 68,490
PeopleSoft Enterprise IT Asset Management	PeopleSoft Enterprise IT Asset Management	Enterprise $M in Operating Budget	$ 303,680.00	$ 41,998.30	N/A	$ 41,998
PeopleSoft Enterprise Supplier Contract Management	PeopleSoft Enterprise Supplier Contract Management	Enterprise $M in Operating Budget	$ 992,800.00	$ 137,302.13	N/A	$ 137,302
PeopleSoft Enterprise Strategic Sourcing	PeopleSoft Enterprise Strategic Sourcing	Enterprise $M in Operating Budget	$ 1,495,040.00	$ 206,760.85	N/A	$ 206,761
PeopleSoft Enterprise eSupplier Connection	PeopleSoft Enterprise eSupplier Connection	Enterprise $M in Operating Budget	$ 759,200.00	$ 104,995.74	N/A	$ 104,996
PeopleSoft Enterprise Purchasing	PeopleSoft Enterprise Purchasing	Enterprise $M in Operating Budget	$ 1,097,920.00	$ 151,840.00	N/A	$ 151,840
PeopleSoft Enterprise Inventory	PeopleSoft Enterprise Inventory	Enterprise $M in Operating Budget	$ 1,424,960.00	$ 197,068.94	N/A	$ 197,069
PeopleSoft Enterprise eProcurement	PeopleSoft Enterprise eProcurement	Enterprise $M in Operating Budget	$ 1,985,600.00	$ 274,604.26	N/A	$ 274,604
PeopleSoft Enterprise Project Costing	PeopleSoft Enterprise Project Costing	Enterprise $M in Operating Budget	$ 992,800.00	$ 137,302.13	N/A	$ 137,302
PeopleSoft Enterprise Grants	PeopleSoft Enterprise Grants	Enterprise $M in Operating Budget	$ 700,800.00	$ 96,919.15	N/A	$ 96,919
PeopleSoft Enterprise Contracts	PeopleSoft Enterprise Contracts	Enterprise $M in Operating Budget	$ 747,520.00	$ 103,380.43	N/A	$ 103,380

PeopleSoft Enterprise Program Management	PeopleSoft Enterprise Program Management	Enterprise $M in Operating Budget	$ 794,240.00	$ 109,841.70	N/A	$ 109,842
PeopleSoft Enterprise Human Resources	PeopleSoft Enterprise Human Resources	Enterprise Employee	$ 1,403,595.00	$ 194,114.20	N/A	$ 194,114
PeopleSoft Enterprise Benefits Administration	PeopleSoft Enterprise Benefits Administration	Enterprise Employee	$ 644,895.00	$ 89,187.61	N/A	$ 89,188
PeopleSoft Enterprise ePerformance	PeopleSoft Enterprise ePerformance	Enterprise Employee	$ 796,635.00	$ 110,172.93	N/A	$ 110,173
PeopleSoft Enterprise Time and Labor	PeopleSoft Enterprise Time and Labor	Enterprise Employee	$ 834,570.00	$ 115,419.26	N/A	$ 115,419
PeopleSoft Enterprise Payroll	PeopleSoft Enterprise Payroll	Enterprise Employee	$ 1,707,075.00	$ 236,084.84	N/A	$ 236,085
PeopleSoft Enterprise Learning Management	PeopleSoft Enterprise Learning Management	Enterprise $M in Operating Budget	$ 796,635.00	$ 110,172.93	N/A	$ 110,173
Hyperion Financial Data Quality Management	Hyperion Financial Data Quality Management	Application User	$ 2,900.00	$ 401.06	300	$ 120,319
Hyperion Financial Data Quality Management Adapter Suite	Hyperion Financial Data Quality Management Adapter Suite	Application User	$ 600.00	$ 82.98	300	$ 24,894
Hyperion Planning Plus	Hyperion Planning Plus	Application User	$ 3,500.00	$ 484.04	500	$ 242,021
Oracle Hyperion Public Sector Planning and Budgeting	Oracle Hyperion Public Sector Planning and Budgeting	Application User	$ 2,000.00	$ 276.60	500	$ 138,298
PeopleSoft Enterprise Portal	PeopleSoft Enterprise Portal	Enterprise $M in Operating Budget	$ 700,800.00	$ 96,919.15	N/A	$ 96,919
PeopleSoft Enterprise Asset Lifecycle Management Portal Pack	PeopleSoft Enterprise Asset Lifecycle Management Portal Pack	Enterprise $M in Operating Budget	$ 303,680.00	$ 41,998.30	N/A	$ 41,998
PeopleSoft Enterprise HRMS Portal Pack	PeopleSoft Enterprise HRMS Portal Pack	Enterprise Employee	$ 91,044.00	$ 12,591.19	N/A	$ 12,591
User Productivity Kit	User Productivity Kit	UPK Developer	$ 17,500.00	$ 9,308.51	7	$ 65,160
User Productivity Kit	User Productivity Kit	UPK User	$ 60.00	$ 31.91	6200	$ 197,872
PeopleSoft Enterprise UPK General Ledger	PeopleSoft Enterprise UPK General Ledger	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617

PeopleSoft Enterprise UPK Payables	PeopleSoft Enterprise UPK Payables over 4K employees and/or $1 billion in revenue	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617
PeopleSoft Enterprise UPK Project Costing	PeopleSoft Enterprise UPK Project Costing over 4K employees and/or $1 billion in revenue	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617
PeopleSoft Enterprise UPK Asset Management	PeopleSoft Enterprise UPK Asset Management over 4K employees and/or $1 billion in revenue	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617
PeopleSoft Enterprise UPK Receivables	PeopleSoft Enterprise UPK Receivables over 4K employees and/or $1 billion in revenue	UPK Module	$ 70,000.00	$ 37,234.04	N/A	$ 37,234
PeopleSoft Enterprise UPK eProcurement	PeopleSoft Enterprise UPK eProcurement over 4K employees and/or $1 billion in revenue	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617
PeopleSoft Enterprise UPK Purchasing	PeopleSoft Enterprise UPK Purchasing over 4K employees and/or $1 billion in revenue	UPK Module	$ 70,000.00	$ 37,234.04	N/A	$ 37,234
PeopleSoft Enterprise UPK Human Resources	PeopleSoft Enterprise UPK Human Resources over 4K employees and/or $1 billion in revenue	UPK Module	$ 70,000.00	$ 37,234.04	N/A	$ 37,234
PeopleSoft Enterprise UPK Benefits Administration	PeopleSoft Enterprise UPK Benefits Administration over 4K employees and/or $1 billion in revenue	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617

PeopleSoft Enterprise UPK eBenefits	PeopleSoft Enterprise UPK eBenefits over 4K employees and/or $1 billion in revenue	UPK Module	$ 17,600.00	$ 9,361.70	N/A	$ 9,362
PeopleSoft Enterprise UPK Payroll for North America	PeopleSoft Enterprise UPK Payroll for North America over 4K employees and/or $1 billion in revenue	UPK Module	$ 70,000.00	$ 37,234.04	N/A	$ 37,234
PeopleSoft Enterprise UPK ePay over 4K employees	PeopleSoft Enterprise UPK ePay over 4K employees and/or $1 billion in revenue	UPK Module	$ 17,600.00	$ 9,361.70	N/A	$ 9,362
PeopleSoft Enterprise UPK ePerformance	PeopleSoft Enterprise UPK ePerformance over 4K employees and/or $1 billion in revenue	UPK Module	$ 35,000.00	$ 18,617.02	N/A	$ 18,617
User Productivity Kit for Hyperion Planning Plus	User Productivity Kit for Hyperion Planning Plus (over 4K employees and/or $1 billion in revenue)	Application User	$ 70,000.00	$ 37,234.04	N/A	$ 37,234
				Application Software Total		$ 4,610,598

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
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -

			$ -	$ -		$ -
			$ -	$ -		$ -
			$ -	$ -		$ -
				System Software Total	0	$ -

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
Oracle Database Enterprise Edition	Oracle Database Enterprise Edition - Production Environment
Oracle Database Enterprise Edition	Oracle Database Enterprise Edition - Non-production Environment
Real Application Clusters	Real Application Clusters - Production environment.
Real Application Clusters	Real Application Clusters - Non-production environments.
Oracle Active Data Guard	Oracle Active Data Guard - Production environment.
Oracle Active Data Guard	Oracle Active Data Guard - Non-production environments.
Partitioning	Partitioning - Production environments.
Partitioning	Partitioning - Non-production environments.
Advanced Security	Database Advanced Security - Production environment.
Advanced Security	Database Advanced Security - Non-production environment.
Database Vault	Database Vault - Production environment.
Database Vault	Database Vault - Non-production environment.
Diagnostics Pack	Database Diagnostics Pack - Production environment.
Diagnostics Pack	Database Diagnostics Pack - Non-production environment.
Tuning Pack	Database Tuning Pack - Production environment.
Tuning Pack	Database Tuning Pack - Non-production environment.
Micro Focus International Ltd. Net Express COBOL for Windows for 2 Named Users (Mfr is Microfocus; Third Party Program)	Micro Focus International Ltd. Net Express COBOL for Windows for 2 Named Users (Mfr is Microfocus; Third Party Program)

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
ERP Production	146GB – OS		2.53 GHz SPARC64	

ERP Production Database Server 2-Sun SPARC M4000	5TB - Data	64GB	VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
ERP Production Application / Web Servers 2-Sun SPARC M4000	146GB – OS 1TB - Data	32GB	2.53 GHz SPARC64 VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
ERP Development / Test Database Server 2-Sun SPARC M4000	146GB – OS 1TB - Data	64GB	2.53 GHz SPARC64 VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
ERP Development / Test Application / Web Servers 2-Sun SPARC M4000	146GB – OS 1TB - Data	32GB	2.53 GHz SPARC64 VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
Reporting Server 1-Sun Fire X-4170 M2 Server	300GB – OS 1TB - Data	24GB	Intel Xeon E5620, 4C, 2.40 GHz, 80W, 12MB Cache, 5.86 GT/s QPI, Intel Turbo Boost Technology,	2
Hyperion Prod Web & Web App Tier Servers 2-Sun Fire X-4170 M2 Server	300GB – OS 1TB - Data	24GB	Intel Xeon E5620, 4C, 2.40 GHz, 80W, 12MB Cache, 5.86 GT/s QPI, Intel Turbo Boost Technology	2
Hyperion Prod Essbase Daemon & Services Tier 2-Sun SPARC M4000	146GB – OS 1TB - Data	32GB	2.53 GHz SPARC64 VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
	146GB – OS		2.53 GHz SPARC64	

Hyperion Prod Database Tier 2-Sun SPARC M4000	5TB - Data	32GB	VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
Hyperion Dev/Test Web & Web App Tier Servers 1-Sun Fire X-4170 M2 Server	300GB – OS 1TB - Data	24GB	Intel Xeon E5620, 4C, 2.40 GHz, 80W, 12MB Cache, 5.86 GT/s QPI, Intel Turbo Boost Technology	2
Hyperion Dev/Test Essbase Daemon + Services Tier 1-Sun SPARC M4000	146GB – OS 1TB - Data	32GB	2.53 GHz SPARC64 VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2
Hyperion Dev/Test Database Tier 1-Sun SPARC M4000	146GB – OS 5TB - Data	32GB	2.53 GHz SPARC64 VII Quad-Core Processors, 5.5MB On-Chip L2 Cache	2

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	4,414	$ 163.61	$ 722,175
(2) Project Status Reports	6,612	$ 163.61	$ 1,081,789
(3) Weekly Risk Reporting System (WRRS)	5,466	$ 163.61	$ 894,292
(4) Satisfaction Surveys	2,909	$ 163.61	$ 475,941
(5) System Configuration Reports	10,756	$ 163.61	$ 1,759,789
(6) Business Process Modification Recommendations	13,048	$ 163.61	$ 2,134,783
(7) Configured Software Ready for Test	8,464	$ 163.61	$ 1,384,795
(8) Accepted Workflows	4,956	$ 163.61	$ 810,851
(9) Hardware Specification	2,856	$ 163.61	$ 467,270
(10) Application Architecture Documentation	3,086	$ 163.61	$ 504,900
(11) Installation Certification Document	3,703	$ 163.61	$ 605,848
(12) Data Conversion Plan	9,345	$ 163.61	$ 1,528,935
(13) Validated Migrated Data	9,081	$ 163.61	$ 1,485,742
(14) Reports	5,642	$ 163.61	$ 923,088
(15) Interface Specifications	9,521	$ 163.61	$ 1,557,731
(16) Tested Interfaces	6,965	$ 163.61	$ 1,139,544
(17) Test Plan	8,750	$ 163.61	$ 1,431,588
(18) Volume/Stress Testing Report	4,584	$ 163.61	$ 749,988
(19) Training Plan	6,524	$ 163.61	$ 1,067,392
(20) Training Materials	7,589	$ 163.61	$ 1,241,636
(21) Training	3,615	$ 163.61	$ 591,450
(22) Knowledge Transfer Plan and Activity	4,027	$ 163.61	$ 658,857
(23) Go-Live and Stabilization Plans	4,320	$ 163.61	$ 706,795
(24) Technical Operations Manual	2,478	$ 163.61	$ 405,426
(25) Business User Manual	4,884	$ 163.61	$ 799,071
(26) Configured and Licensed Software in Productive Use	5,202	$ 163.61	$ 851,099
(27) Stabilization Services	17,527	$ 163.61	$ 2,867,592
(xx) Other Deliverables (if any)		$ -	$ -
Flexible use hours[2]	8,816	$ 163.61	$ 1,442,386
Total Hours	185,140	*Total Professional Services Cost*	$ 30,290,755

[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
		$ -
		$ -
		$ -
		$ -
		$ -
	Total Other Expenses Cost	$ -

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
Project Director	$ 225	800	$ 180,000
Project Manager	$ 220	9,739	$ 2,142,580
Project Plan Admin / Assistant PM	$ 98	6,309	$ 618,282
Project Administrator	$ 48	7,457	$ 360,056
Financials Team Lead	$ 205	4,239	$ 868,995
Technical Manager	$ 215	7,441	$ 1,599,815
Change Management Team Lead	$ 205	6,571	$ 1,347,055
Change Management Consultant	$ 175	3,936	$ 688,800
BPR Consultant	$ 215	5,221	$ 1,122,515
Training Lead	$ 175	5,756	$ 1,007,300
Trainers	$ 138	9,658	$ 1,332,804
General Ledger Module Functional Lead	$ 175	3,997	$ 699,475
Payables Module Functional Lead	$ 175	3,997	$ 699,475
Grants Module Functional Lead	$ 175	3,671	$ 642,425
Projects / Contracts Module Functional Lead	$ 175	3,889	$ 680,575
AR / Billing Module Functional Lead	$ 175	3,321	$ 581,175
Inventory Module Functional Lead	$ 175	3,496	$ 611,800
Purchasing / eProcurement Module Functional Lead	$ 175	3,977	$ 695,975
Strategic Sourcing / eSupplier Module Functional Lead	$ 175	2,142	$ 374,850
Supplier Contracts Module Functional Lead	$ 175	2,142	$ 374,850
Hyperion / Budgeting Module Functional Lead	$ 205	2,499	$ 512,295
Hyperion / Budgeting consultant	$ 205	1,740	$ 356,700
Hyperion / Budgeting Tech	$ 205	2,499	$ 512,295
HCM Team Lead	$ 205	3,480	$ 713,400
HR Module Functional Lead	$ 175	3,168	$ 554,400
Payroll Module Functional Lead	$ 175	3,480	$ 609,000
Time & Labor / Absence Management Module Functional Lead	$ 175	3,391	$ 593,425

Benefits Module Functional Lead	$ 175	3,079	$ 538,825
Commitment Accounting / Labor Distribution Module Functional Lead	$ 175	3,079	$ 538,825
HR e-Apps Module Functional Lead	$ 175	2,142	$ 374,850
DBA / Application Administrator	$ 123	9,147	$ 1,125,081
Conversion Lead - Developer	$ 155	5,399	$ 836,845
Customization Lead - Developer	$ 155	3,480	$ 539,400
Interface Lead - Developer	$ 155	5,685	$ 881,175
Reports Lead - Developer	$ 155	4,997	$ 774,535
Security / Portal	$ 155	5,578	$ 864,590
Workflow Lead - Developer	$ 155	3,918	$ 607,290
Other Developers	$ 109	11,804	$ 1,286,636
			$ -
Flexible use hours	$ 163.61	8,816	$ 1,442,386
	Total	185,140	$ 30,290,755

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							
PeopleSoft Enterprise Financials	PeopleSoft Enterprise Financials	30 days after contract execution	$ 685,774	$ 371,784	$ 409,891	$ 451,905	$ 1,919,355
PeopleSoft Enterprise Treasury	PeopleSoft Enterprise Treasury	30 days after contract execution	$ 101,818	$ 55,199	$ 60,857	$ 67,095	$ 284,970
PeopleSoft Enterprise eSettlements	PeopleSoft Enterprise eSettlements	30 days after contract execution	$ 63,487	$ 34,418	$ 37,946	$ 41,836	$ 177,687
PeopleSoft Enterprise IT Asset Management	PeopleSoft Enterprise IT Asset Management	30 days after contract execution	$ 38,930	$ 21,106	$ 23,269	$ 25,654	$ 108,959
PeopleSoft Enterprise Supplier Contract Management	PeopleSoft Enterprise Supplier Contract Management	30 days after contract execution	$ 127,273	$ 68,999	$ 76,072	$ 83,869	$ 356,212
PeopleSoft Enterprise Strategic Sourcing	PeopleSoft Enterprise Strategic Sourcing	30 days after contract execution	$ 191,657	$ 103,905	$ 114,555	$ 126,297	$ 536,413
PeopleSoft Enterprise eSupplier Connection	PeopleSoft Enterprise eSupplier Connection	30 days after contract execution	$ 97,326	$ 52,764	$ 58,172	$ 64,135	$ 272,397
PeopleSoft Enterprise Purchasing	PeopleSoft Enterprise Purchasing	30 days after contract execution	$ 140,748	$ 76,305	$ 84,126	$ 92,749	$ 393,929
PeopleSoft Enterprise Inventory	PeopleSoft Enterprise Inventory	30 days after contract execution	$ 182,674	$ 99,034	$ 109,185	$ 120,377	$ 511,269

PeopleSoft Enterprise eProcurement	PeopleSoft Enterprise eProcurement	30 days after contract execution	$ 254,545	$ 137,998	$ 152,143	$ 167,738	$ 712,424
PeopleSoft Enterprise Project Costing	PeopleSoft Enterprise Project Costing	30 days after contract execution	$ 127,273	$ 68,999	$ 76,072	$ 83,869	$ 356,212
PeopleSoft Enterprise Grants	PeopleSoft Enterprise Grants	30 days after contract execution	$ 89,839	$ 48,705	$ 53,698	$ 59,202	$ 251,444
PeopleSoft Enterprise Contracts	PeopleSoft Enterprise Contracts	30 days after contract execution	$ 95,829	$ 51,952	$ 57,277	$ 63,148	$ 268,207
PeopleSoft Enterprise Program Management	PeopleSoft Enterprise Program Management	30 days after contract execution	$ 101,818	$ 55,199	$ 60,857	$ 67,095	$ 284,970
PeopleSoft Enterprise Human Resources	PeopleSoft Enterprise Human Resources	30 days after contract execution	$ 179,935	$ 97,549	$ 107,548	$ 118,572	$ 503,603
PeopleSoft Enterprise Benefits Administration	PeopleSoft Enterprise Benefits Administration	30 days after contract execution	$ 82,673	$ 44,820	$ 49,414	$ 54,479	$ 231,385
PeopleSoft Enterprise ePerformance	PeopleSoft Enterprise ePerformance	30 days after contract execution	$ 102,125	$ 55,366	$ 61,041	$ 67,297	$ 285,829
PeopleSoft Enterprise Time and Labor	PeopleSoft Enterprise Time and Labor	30 days after contract execution	$ 106,988	$ 58,002	$ 63,947	$ 70,502	$ 299,440
PeopleSoft Enterprise Payroll	PeopleSoft Enterprise Payroll	30 days after contract execution	$ 218,839	$ 118,641	$ 130,802	$ 144,209	$ 612,491
PeopleSoft Enterprise Learning Management	PeopleSoft Enterprise Learning Management	30 days after contract execution	$ 102,125	$ 55,366	$ 61,041	$ 67,297	$ 285,829
Hyperion Financial Data Quality Management	Hyperion Financial Data Quality Management	30 days after contract execution	$ 111,530	$ 60,465	$ 66,662	$ 73,495	$ 312,152
Hyperion Financial Data Quality Management Adapter Suite	Hyperion Financial Data Quality Management Adapter Suite	30 days after contract execution	$ 23,075	$ 12,510	$ 13,792	$ 15,206	$ 64,583
Hyperion Planning Plus	Hyperion Planning Plus	30 days after contract execution	$ 224,342	$ 121,624	$ 134,091	$ 147,835	$ 627,892

Oracle Hyperion Public Sector Planning and Budgeting	Oracle Hyperion Public Sector Planning and Budgeting	30 days after contract execution	$ 128,196	$ 69,500	$ 76,623	$ 84,477	$ 358,795
PeopleSoft Enterprise Portal	PeopleSoft Enterprise Portal	30 days after contract execution	$ 89,839	$ 48,705	$ 53,698	$ 59,202	$ 251,444
PeopleSoft Enterprise HRMS Portal Pack	PeopleSoft Enterprise HRMS Portal Pack	30 days after contract execution	$ 11,671	$ 6,328	$ 6,976	$ 7,691	$ 32,666
PeopleSoft Enterprise Asset Lifecycle Management Portal Pack	PeopleSoft Enterprise Asset Lifecycle Management Portal Pack	30 days after contract execution	$ 38,930	$ 21,106	$ 23,269	$ 25,654	$ 108,959
User Productivity Kit	User Productivity Kit	30 days after contract execution	$ 60,400	$ 32,745	$ 36,101	$ 39,802	$ 169,048
User Productivity Kit	User Productivity Kit	30 days after contract execution	$ 183,418	$ 99,438	$ 109,630	$ 120,867	$ 513,353
PeopleSoft Enterprise UPK General Ledger	PeopleSoft Enterprise UPK General Ledger	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
PeopleSoft Enterprise UPK Payables over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Payables over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
PeopleSoft Enterprise UPK Project Costing over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Project Costing over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
PeopleSoft Enterprise UPK Asset Management over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Asset Management over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
PeopleSoft Enterprise UPK Receivables over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Receivables over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 34,514	$ 18,711	$ 20,629	$ 22,744	$ 96,599
PeopleSoft Enterprise UPK eProcurement over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK eProcurement over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
PeopleSoft Enterprise UPK Purchasing over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Purchasing over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 34,514	$ 18,711	$ 20,629	$ 22,744	$ 96,599
PeopleSoft Enterprise UPK Human Resources over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Human Resources over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 34,514	$ 18,711	$ 20,629	$ 22,744	$ 96,599

PeopleSoft Enterprise UPK Benefits Administration over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Benefits Administration over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
PeopleSoft Enterprise UPK eBenefits over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK eBenefits over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 8,678	$ 4,705	$ 5,187	$ 5,718	$ 24,288
PeopleSoft Enterprise UPK Payroll for North America over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK Payroll for North America over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 34,514	$ 18,711	$ 20,629	$ 22,744	$ 96,599
PeopleSoft Enterprise UPK ePay over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK ePay over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 8,678	$ 4,705	$ 5,187	$ 5,718	$ 24,288
PeopleSoft Enterprise UPK ePerformance over 4K employees and/or $1 billion in revenue	PeopleSoft Enterprise UPK ePerformance over 4K employees and/or $1 billion in revenue	30 days after contract execution	$ 17,257	$ 9,356	$ 10,315	$ 11,372	$ 48,299
User Productivity Kit for Hyperion Planning Plus (over 4K employees and/or $1 billion in revenue)	User Productivity Kit for Hyperion Planning Plus (over 4K employees and/or $1 billion in revenue)	30 days after contract execution	$ 34,514	$ 18,711	$ 20,629	$ 22,744	$ 96,599
			$ -	$ -	$ -	$ -	$ -
		Application Software Subtotal					
System Software							
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -
		System Software Subtotal					
		Total Recurring Maintenance Costs					

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 PymtDue [	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
		Total Hosting Fees											

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 PymtDue [	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
		Total Other Ongoing Costs												

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	$ 4,610,598
Table B: Proposed System Software Costs	$ -
System Components Subtotal	$ 4,610,598
Implementation	
Table E: Professional Services	$ 30,290,755
Table F: Other Expenses	$ -
Implementation Subtotal	$ 30,290,755
ONE-TIME COSTS TOTAL	$ 34,901,353

Table L - Total Recurring Costs

Item	Costs
Table H: Recurring Maintenance	$ 11,961,583
Table I: Hosting Fees	$ -
Table J: Other Ongoing Costs	$ -
RECURRING COSTS TOTAL	$ 11,961,583

GRAND TOTAL $ 46,862,936