

**CedarCrestone**

**Additional Cost  
Breakdown**



**ORACLE** Platinum  
Partner



**STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION**

**ADDITIONAL COST BREAKDOWN  
NOVEMBER 5, 2010**

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## SUMMARY

CedarCrestone has broken down the implementation details for the State of Alaska's Administrative Systems Replacement Project into three (3) major groupings that are intended to help clarify how the costs are calculated and how the project is defined for the implementation program. The three (3) major sections are:

1. Section One: Implementation Deployment Approach and Application Modules within each Deployment Component. This section of the write-up is to assist the State with understanding how we grouped together our Deployment Components and what modules would be included in each Phase.
2. Section Two: Implementation Timeline for each Deployment Component. This section of the write-up is to assist the State with understanding the length of each Deployment Component and the length of each CedarCrestone Propel Methodology phase. The timelines are broken out into a chart to visually display the timelines.
3. Section Three: Detailed Cost Breakdown for each Deployment Component and associated level of effort for each project team member. This section of the write-up is to assist the State with seeing more details around the labor costs by Deployment Component and the teams within the project. The project team members have been grouped by a Management Team, Functional Team, Enterprise Readiness Team and Technical Team. The hours for each team member are broken out by month within each team and Deployment Component.

## SECTION ONE: DEPLOYMENT COMPONENT APPROACH AND APPLICATION MODULES

Our Deployment Approach for the project is broken into three (3) Deployment Components. The Deployment Components were broken into related functionality areas that would allow for key systems to be replaced and easily implemented within the Oracle / PeopleSoft applications. The Deployment Components are 1) Deployment Component One – Core Financials and Procurement 2) Deployment Component Two – Core HR and Payroll 3) Deployment Component Three - Extended Procurement, HR/Payroll and Budgeting.

Within each Deployment Component, we will follow our CedarCrestone Propel Methodology and in the second section of this write-up, we have broken out the timeline by our Propel Methodology phase. We have also included a brief write-up of our methodology to describe some of the key deliverables and work products included in each Propel phase.

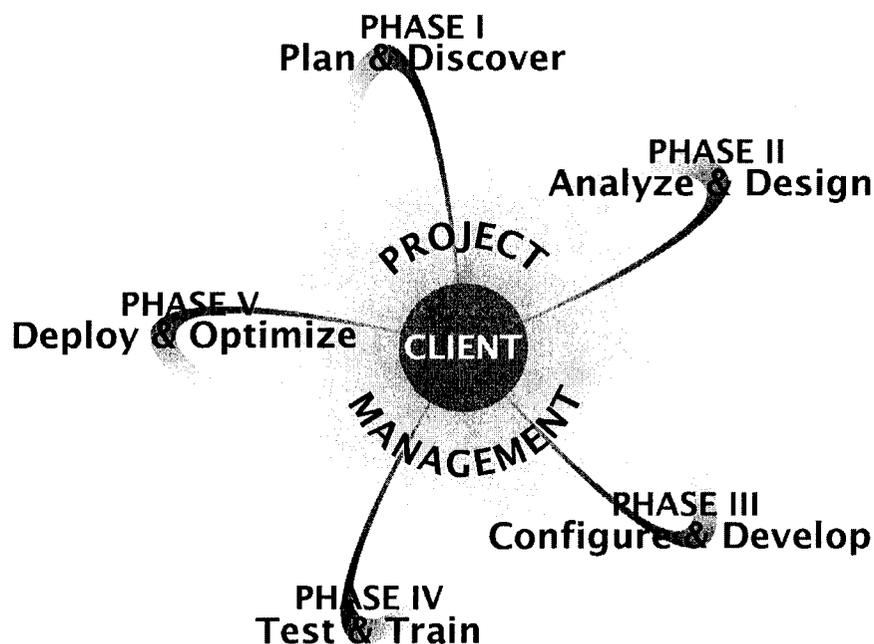
### CEDARCRESTONE PROPEL METHODOLOGY

The innovative CedarCrestone Propel Methodology promotes a business process driven approach to consistently deliver client success and repeatable results. CedarCrestone's Propel Methodology is powered by seasoned industry experts utilizing best practices, embedded efficiencies, and proprietary tools.

The CedarCrestone Propel Methodology is one component of CedarCrestone's complete body of knowledge. Success cannot be achieved with methodology alone. An effective methodology must be amplified by industry expertise, proprietary toolsets, consultant experience, business acumen, and a knowledge repository. The CedarCrestone Propel Methodology embodies four distinct guiding principles:

- A strong methodology is imperative to realize **client success**; without it, the project's outcome is incalculable.
- The project approach is **results oriented**, ensuring that deliverables meet expectations and provide momentum for the next project phase.
- Key business decisions are made using a **process driven** approach, providing assurance that critical business processes are the factors that drive major decisions.
- To achieve a win/win result, the project approach must closely align with the client's objectives; where differences lie, the methodology must offer **flexibility**.

The key differentiator of CedarCrestone's Propel Methodology is its "process driven" approach, which is evident in the Discovery Session and subsequent fit/gap or prototyping sessions. The Discovery Session accelerates fact-finding to enable decision making earlier in the project, while the facilitated fit/gap or Interactive Design and Prototyping (IDP) sessions focus on the State's business requirements.



The CedarCrestone Propel Methodology graphic highlights five project phases, with robust project management being omnipresent. CedarCrestone maintains a continuous focus on the client, which is clearly indicated by placing the State at the hub.

### PROJECT MANAGEMENT

Strong management is pivotal in delivering well-communicated, timely, and successful projects. The CedarCrestone Propel Methodology manifests years of project management experience and has been developed and refined to embrace the processes and techniques that have consistently resulted in CedarCrestone's on time, within budget PeopleSoft engagements. The



CedarCrestone Propel Methodology is used as a guiding principle throughout the life of the project and provides clear direction, practicality, and maximum efficiency.

**IMPLEMENTATION PROJECT APPROACH**

CedarCrestone's implementation project approach consists of five phases:

- **Phase I Plan & Discover** – Unique to CedarCrestone, the Plan & Discover phase allows CedarCrestone to gather the information required to determine the client's business, application, and technology needs. The Plan & Discover phase lays the foundation for a successful implementation by outlining project standards, strategies, and plans, in addition to defining and fine-tuning the project scope, timeline, and resource requirements.
- **Phase II Analyze & Design** – The Analyze & Design phase includes infrastructure preparation, the installation of the PeopleSoft application, and Interactive Design and Prototyping (IDP). Additionally, customizations, reports, interfaces, and conversion programs are designed and functional specifications are documented.
- **Phase III Configure & Develop** – The Configure & Develop phase addresses the functional and technical aspects of the implementation, including processes, procedures, customizations, interfaces, reports, conversions and training materials.
- **Phase IV Test & Train** – The Test & Train phase ensures the system and users are prepared to go live.
- **Phase V Deploy & Optimize** – The Deploy & Optimize phase marks the delivery of the system to the users through go live. In addition, CedarCrestone provides support as requested by the client.

In the table below, we have broken out the software modules into the Deployment Component where the module will go-live. Many of the modules will be included in the initial requirement analysis along with the initial blueprint design to help insure the overall design needs are factored into the initial Deployment Component of the project.

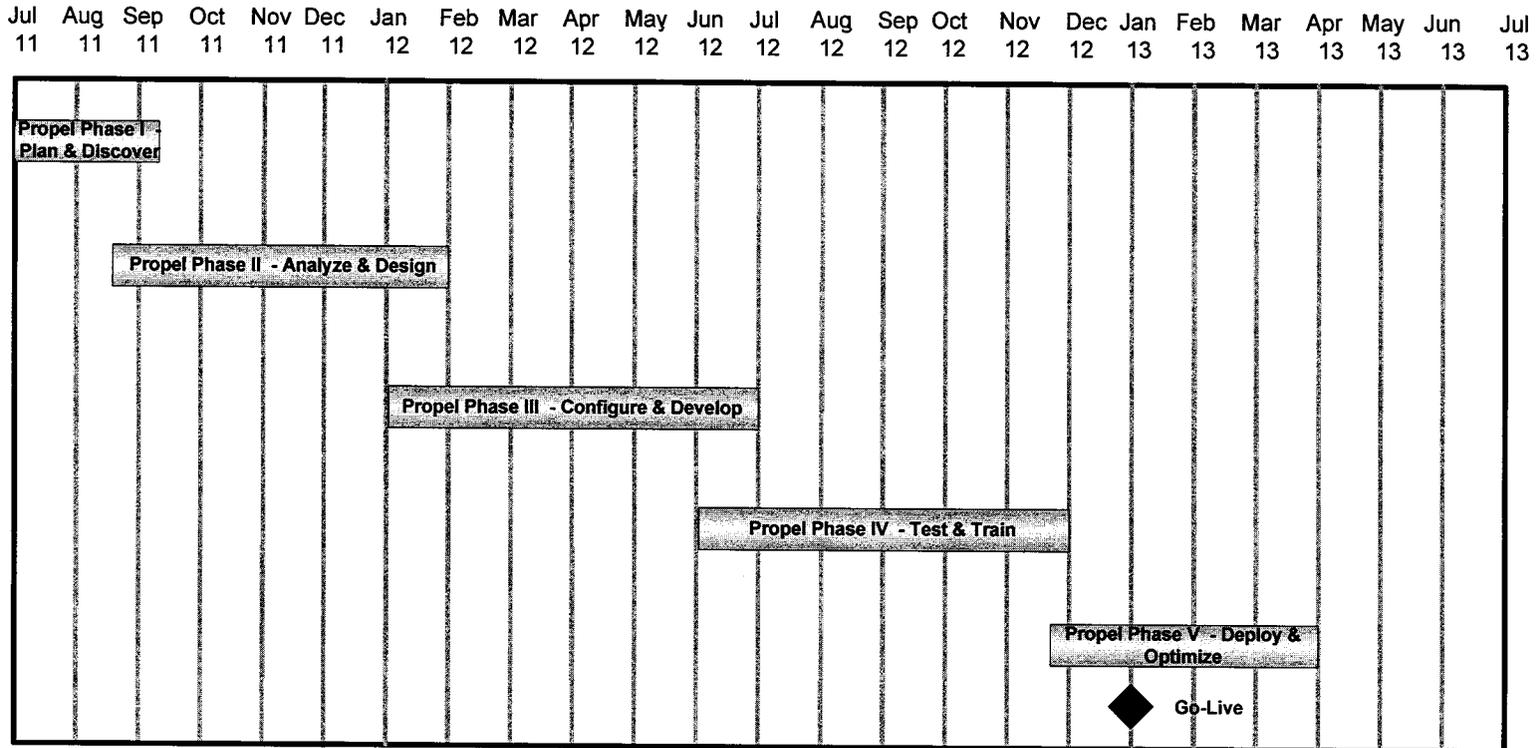
<b>Deployment Component One - Module List</b>	<b>Deployment Component Two – Module List</b>	<b>Deployment Component Three – Module List</b>
<b>Core Financials and Procurement</b> <ul style="list-style-type: none"> <li>▪ General Ledger</li> <li>▪ Payables</li> <li>▪ Grants</li> <li>▪ Projects</li> <li>▪ Program Management</li> <li>▪ Contracts</li> <li>▪ Billing</li> <li>▪ eBill Payment</li> <li>▪ Receivables</li> <li>▪ Assets</li> <li>▪ Purchasing</li> <li>▪ eProcurement</li> <li>▪ Inventory</li> <li>▪ UPK (training tool, all content)</li> <li>▪ Portal and Portal Packs</li> </ul>	<b>Core HR and Payroll</b> <ul style="list-style-type: none"> <li>▪ Human Resources</li> <li>▪ Benefits Administration</li> <li>▪ Payroll</li> <li>▪ Time and Labor</li> <li>▪ Absence Management</li> <li>▪ Enterprise Learning Management</li> <li>▪ ePay (read-only)</li> <li>▪ eProfile (read-only)</li> <li>▪ UPK (training tool, all content)</li> <li>▪ HCM Portal Packs</li> </ul>	<b>Extended Procurement</b> <ul style="list-style-type: none"> <li>▪ Strategic Sourcing</li> <li>▪ Supplier Contract Management</li> <li>▪ eSupplier Connection</li> </ul> <b>Extended HR / Payroll</b> <ul style="list-style-type: none"> <li>▪ eBenefits</li> <li>▪ ePerformance</li> <li>▪ eProfile</li> <li>▪ eDevelopment</li> <li>▪ ePay</li> </ul> <b>Budgeting and Planning</b> <ul style="list-style-type: none"> <li>▪ Hyperion Budgeting and Planning</li> <li>▪ UPK (training tool, all content)</li> </ul>

## SECTION TWO: DEPLOYMENT COMPONENT TIMELINES

### DEPLOYMENT COMPONENT ONE - CORE FINANCIALS AND PROCUREMENT

The initial Deployment Component will consist of an eighteen (18) month implementation approach for the Core Financials and Procurement applications. The project will start in July 2011 with the Plan & Discover phase and the Go-Live date will be January 1, 2013. The component will include a 3-month post-production period following the go-live. Below, the timeline is depicted in the chart for the different Propel Phases for this Deployment Component.

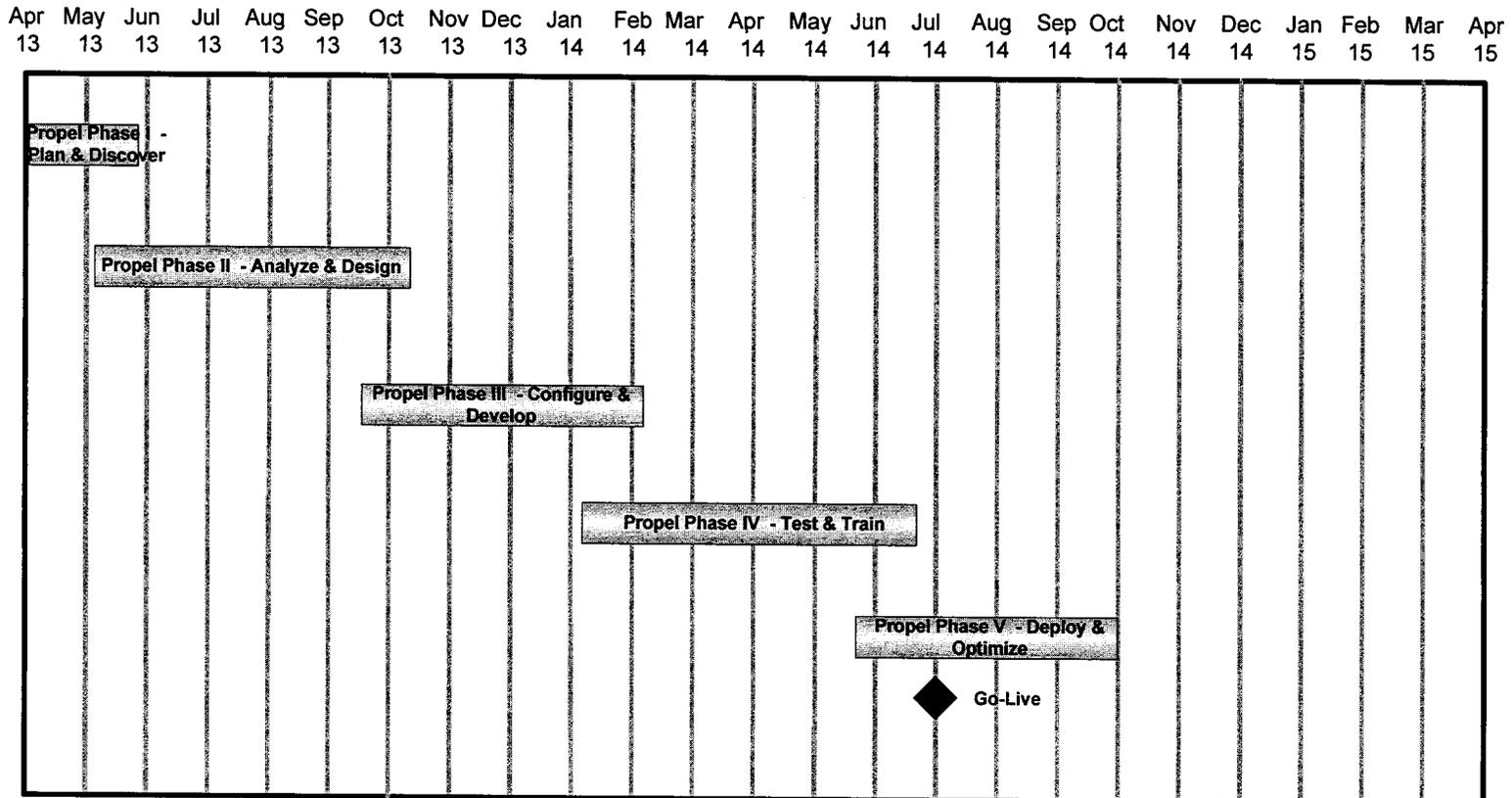
CedarCrestone Project Timeline



### DEPLOYMENT COMPONENT TWO – CORE HR AND PAYROLL

The second Deployment Component will consist of a fifteen (15) month implementation approach for the Core HR and Payroll applications. The project will start in April 2013 with the Plan & Discover phase and the Go-Live date will be July 2014. The component will include a 3-month post-production period following the go-live. Below, the timeline is depicted in the chart for the different Propel Phases for this Deployment Component.

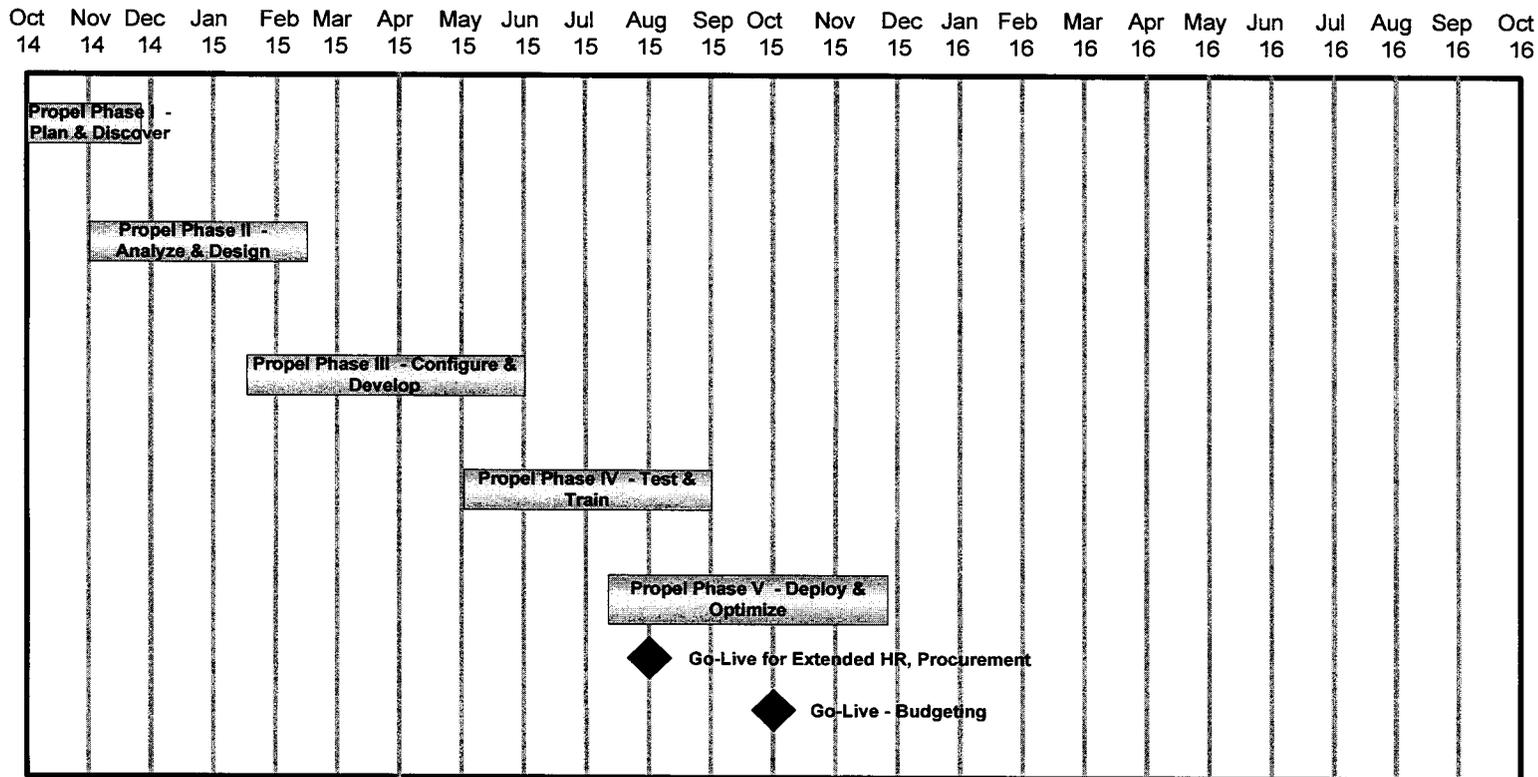
CedarCrestone Project Timeline



### DEPLOYMENT COMPONENT THREE – EXTENDED PROCUREMENT, HR/PAYROLL AND BUDGETING

The third Deployment Component will consist of several extensions for the different core applications. The Deployment Component will start in October 2014. The extended HR and extended Procurement module areas will be implemented over a ten month (10) period with an August 2015 go-live and will include a 30 day post-production period. The post-production period is shorter than the first two Deployment Components as the implementations are less complex add-ons to the already live applications and are incremental to the State support teams. The Budgeting modules (budget preparation, commitment control will be part of the General Ledger section of Component One) will be implemented over a twelve month period with a October 2015 go-live and will include a 60 day post-production period.

CedarCrestone Project Timeline







**DEPLOYMENT COMPONENT TWO**

Staffing Category	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Total Hours	Rate	Total Fees	
<b>Project Management</b>																						
Project Director	32	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	304	\$ 220	\$ 66,880
Project Manager	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,312	\$ 220	\$ 728,640
Project Plan Admin / Assistant PM	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,312	\$ 98	\$ 324,432
Project Administrator	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,312	\$ 48	\$ 159,168
<b>Total Project Management Hours</b>	<b>554</b>	<b>538</b>	<b>409</b>	<b>364</b>	<b>364</b>	<b>9,223</b>		<b>\$ 1,168,856</b>														
<b>HR / Payroll Functional Team</b>																						
HCM Team Lead	174	174	174	348	348	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,480	\$ 205	\$ 713,400
HR Module Functional Lead	174	174	174	348	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,672	\$ 179	\$ 657,408
Payroll Module Functional Lead	174	174	174	348	348	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,480	\$ 179	\$ 621,960
Time & Labor / Absence Management Module Functional Lead	174	174	174	348	259	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,312	\$ 179	\$ 592,788
Benefits Module Functional Lead	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,312	\$ 179	\$ 592,788
Commitment Accounting / Labor Distribution Module Functional	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,312	\$ 179	\$ 592,788
<b>Total HR/Payroll Functional Team Hours</b>	<b>1,044</b>	<b>1,044</b>	<b>1,044</b>	<b>1,740</b>	<b>1,477</b>	<b>1,044</b>	<b>800</b>	<b>19,879</b>		<b>\$ 3,547,875</b>												
<b>Enterprise Readiness Team</b>																						
Change Management Team Lead	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	133	0	2,917	\$ 205	\$ 597,985
Change Management Consultant	0	0	0	0	174	174	174	174	174	174	174	174	174	174	174	108	0	0	0	1,848	\$ 179	\$ 330,732
BPR Consultant	0	174	174	174	174	174	174	174	174	174	174	174	174	174	175	0	0	0	0	2,263	\$ 215	\$ 486,545
Training Lead	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	0	0	0	2,610	\$ 179	\$ 467,181
Trainers	0	0	0	0	0	0	0	348	348	348	348	348	348	348	348	348	0	0	0	2,724	\$ 134	\$ 365,112
<b>Total Ent Readiness Team Hours</b>	<b>348</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>1,044</b>	<b>1,044</b>	<b>1,044</b>	<b>1,044</b>	<b>1,044</b>	<b>1,044</b>	<b>1,045</b>	<b>804</b>	<b>174</b>	<b>133</b>	<b>0</b>	<b>12,422</b>		<b>\$ 2,248,872</b>	
<b>Technical Team</b>																						
Technical Manager	174	174	174	348	174	174	174	174	174	174	174	174	174	174	174	174	174	307	174	2,439	\$ 215	\$ 524,365
DBA / Application Administrator	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	3,132	\$ 123	\$ 385,236
Conversion Lead - Developer	0	0	174	174	174	174	174	174	174	174	174	174	174	174	174	174	0	0	0	2,262	\$ 155	\$ 350,610
Customization Lead - Developer	0	0	174	174	174	174	174	174	174	174	174	174	174	174	174	174	0	0	0	1,566	\$ 155	\$ 242,730
Interface Lead - Developer	0	0	0	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	2,610	\$ 155	\$ 404,550
Reports Lead - Developer	0	0	0	0	0	0	174	174	174	174	174	174	174	174	174	174	174	174	174	1,914	\$ 155	\$ 296,670
Security / Portal	0	0	174	174	174	174	174	174	174	174	174	174	174	174	174	174	184	0	0	2,448	\$ 155	\$ 379,440
Workflow Lead - Developer	0	0	0	0	0	0	174	174	174	174	174	174	174	174	174	174	0	0	0	1,392	\$ 155	\$ 215,760
Other Developers	0	0	0	0	0	870	870	870	870	870	870	494	0	0	0	0	0	0	0	5,714	\$ 109	\$ 622,826
<b>Total Technical Team Hours</b>	<b>348</b>	<b>348</b>	<b>870</b>	<b>1,218</b>	<b>1,044</b>	<b>1,914</b>	<b>2,262</b>	<b>2,262</b>	<b>2,262</b>	<b>2,262</b>	<b>2,262</b>	<b>1,712</b>	<b>1,218</b>	<b>1,218</b>	<b>1,044</b>	<b>880</b>	<b>829</b>	<b>522</b>	<b>24,475</b>		<b>\$ 3,636,897</b>	
<b>Total Consulting Hours</b>	<b>2,294</b>	<b>2,452</b>	<b>2,974</b>	<b>4,018</b>	<b>3,755</b>	<b>4,192</b>	<b>4,540</b>	<b>4,888</b>	<b>4,888</b>	<b>4,888</b>	<b>4,888</b>	<b>4,336</b>	<b>3,844</b>	<b>3,845</b>	<b>3,430</b>	<b>2,507</b>	<b>2,370</b>	<b>1,686</b>	<b>65,797</b>		<b>\$ 10,602,500</b>	

\*\* Costs and Hours do not include Flexible hours.



**DEPLOYMENT COMPONENT THREE**

Staffing Category	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Total Hours	Rate	Total Fees
<b>Project Management</b>																	
Project Director	16	16	8	8	8	8	8	8	8	8	8	8	8	8	128	\$ 225	\$ 28,800
Project Manager	174	174	174	174	174	174	174	174	174	174	174	174	174	174	2436	\$ 220	\$ 535,920
Project Administrator	174	174	174	149	0	0	0	0	0	0	0	0	0	0	671	\$ 48	\$ 32,399
<b>Project Management Hours</b>	<b>364</b>	<b>364</b>	<b>356</b>	<b>331</b>	<b>182</b>	<b>182</b>	<b>182</b>	<b>3,235</b>		<b>\$ 597,119</b>							
<b>Functional Team</b>																	
Strategic Sourcing / eSupplier Module Functional Lead	174	174	174	174	174	174	174	174	174	174	174	228	0	0	2142	\$ 175	\$ 374,850
Supplier Contracts Module Functional Lead	174	174	174	174	174	174	174	174	174	174	174	228	0	0	2142	\$ 175	\$ 374,850
Hyperion / Budgeting Module Functional Lead	174	174	174	174	174	174	174	174	174	174	174	174	174	237	2499	\$ 205	\$ 512,295
Hyperion / Budgeting consultant	174	174	174	174	174	174	174	174	174	174	0	0	0	0	1740	\$ 205	\$ 356,700
HR e-Apps Module Functional Lead	174	174	174	174	174	174	174	174	174	174	174	228	0	0	2142	\$ 175	\$ 374,850
<b>Total Functional Team Hours</b>	<b>870</b>	<b>696</b>	<b>858</b>	<b>174</b>	<b>237</b>	<b>10,665</b>		<b>\$ 1,993,545</b>									
<b>Enterprise Readiness Team</b>																	
Trainers	0	0	0	0	46	348	348	348	348	348	348	0	0	0	2134	\$ 133	\$ 294,492
<b>Ent Readiness Team Hours</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,134</b>		<b>\$ 294,492</b>
<b>Technical Team</b>																	
Technical Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 215	\$ 0
Hyperion / Budgeting Tech	174	174	174	174	174	174	174	174	174	174	174	174	174	237	2499	\$ 205	\$ 512,295
DBA / Application Administrator	174	174	174	174	174	174	174	174	174	174	174	174	174	99	2361	\$ 123	\$ 290,403
Reports Lead - Developer	0	0	0	0	174	174	174	174	174	174	0	0	0	0	870	\$ 155	\$ 134,850
Workflow Lead - Developer	0	0	0	0	174	174	174	90	0	0	0	0	0	0	612	\$ 155	\$ 94,860
<b>Total Technical Hours</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>612</b>	<b>522</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>336</b>	<b>6,342</b>		<b>\$ 1,032,408</b>
<b>Total Consulting Hours</b>	<b>1,582</b>	<b>1,582</b>	<b>1,574</b>	<b>1,549</b>	<b>1,794</b>	<b>2,096</b>	<b>2,096</b>	<b>2,012</b>	<b>1,922</b>	<b>1,748</b>	<b>1,574</b>	<b>1,388</b>	<b>704</b>	<b>755</b>	<b>22,376</b>		<b>\$ 3,917,564</b>

\*\* Costs and Hours do not include Flexible hours.