

**AGENDA ITEM 24**

Discuss and take appropriate action on proposals received for Oracle Financials 10.7 upgrade to 11i.

Bob Space, Julie Kiley and Jay Schade addressed the court concerning recommendations for action on proposals for the Oracle Financials upgrade.

Commissioner Heiligenstein inquired about the process used to choose the recommended proposal.

Jay Schade stated that Gus Gomez, a consultant for ITS, put together a document of very specific items in the current system and what the county is looking for in an upgrade. Mr. Gomez assisted in researching and reviewing the prospective vendors.

Bob Space stated that payment to the vendor will be made in stages as implementation of the project is delivered.

Julie Kiley said that she contacted vendor references.

Proposals were received from the following:

***BOSS Corporation, Duluth, Georgia***

***Applications Software Technology Corp. (AST), Austin, Texas***

***CIBER, Inc., Greenwood Village, Colorado***

***FastForward Implementation Technologies, Inc., Irving, Texas***

***Implementation Consulting, Inc. (ICI), Oviedo, Florida***

Moved: **Judge Doerfler**

Seconded: **Commissioner Limmer**

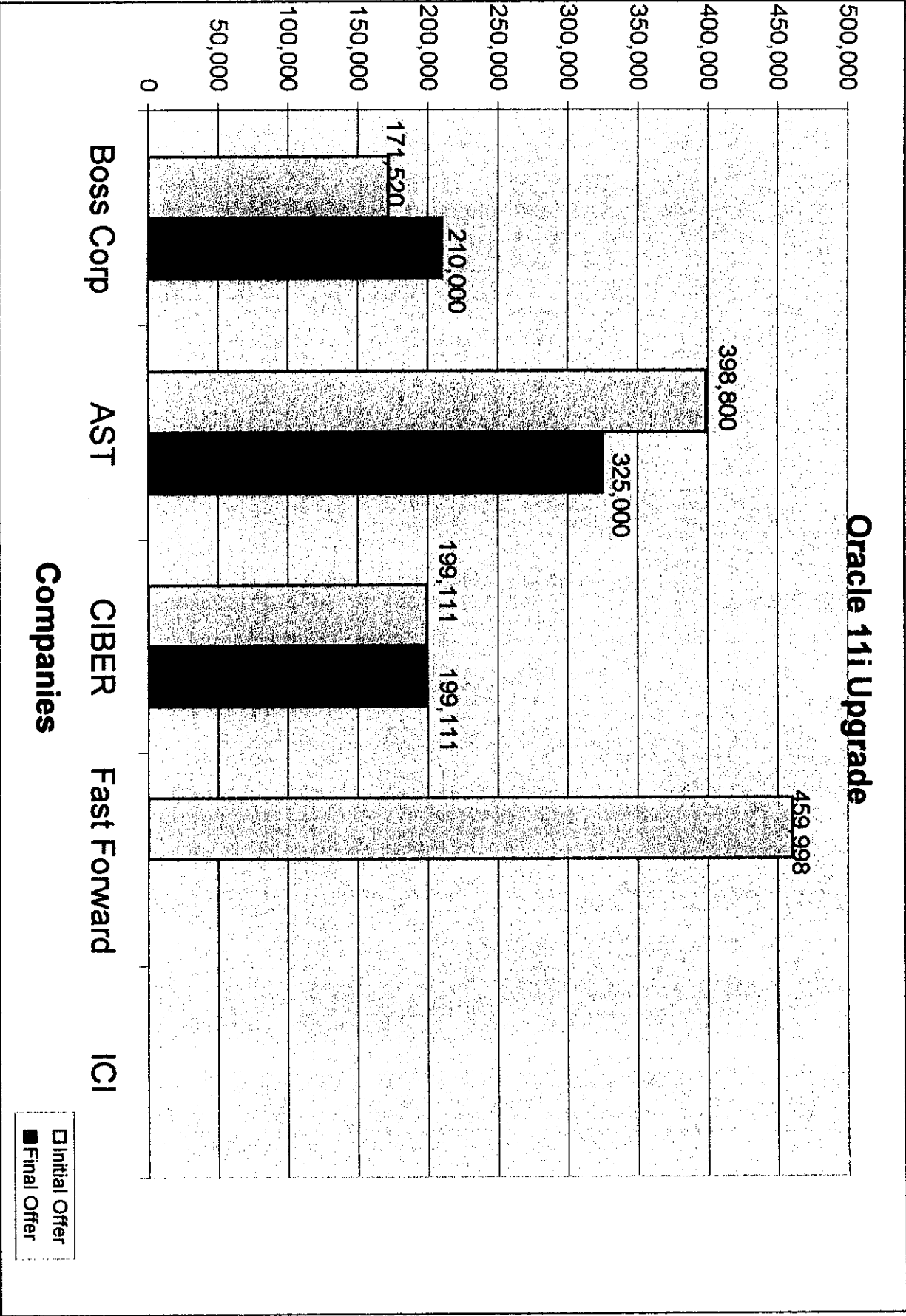
Motion: To award the proposal for the Oracle Financials upgrade to 11i to CIBER, Inc.

Vote: **5 - 0**

< Attachment >

**Oracle 11i Business Benefits**

- Introduces a web-based architecture that provides for a simplified user-interface based on a standard web browser.
  - Reduces the software maintenance burden by moving all client software to a central repository where I.T. can more readily apply software updates that are instantly available to all users.
  - Introduces functionality that more closely monitors business related events in the system and allows for instantaneous communication of those events to interested users via the County e-mail system.
  - Streamlines the procurement process by supporting electronic transmission of purchase orders to outside vendors.
  - Expands the functionality available for tracking and accounting for the County's fixed assets.
-



**CIBER, Inc.**  
5251 DTC Parkway  
Suite 1210  
Greenwood Village, CO  
80111

303-220-0100

Fax: 303-267-3894

www.ciber.com

April 30, 2002

Ginny Atkinson  
Williamson County Auditor's Office  
710 Main Street  
Suite 303  
Georgetown, TX 78626

Dear Ms. Atkinson:

CIBER Enterprise Solutions a division of CIBER Inc. (CIBER) is pleased to submit our proposal to Williamson County for your Oracle Financials Upgrade. This proposal has been specifically tailored to follow the requested format in the Request for Proposal.

CIBER has earned an exceptional reputation and the highest level of respect within the enterprise business applications industry from our clients, our business partners, and our worthy competitors. As a long-standing (ten+ years) certified Oracle implementation partner, we offer our clients the collective depth and breadth of our Oracle based enterprise solutions expertise.

In addition to our successful relationships with our customers and partners in the commercial sector, CIBER has an abundance of experience in Public Sector. As is mentioned in SECTION 3, Qualifications, of our proposal, approximately 30% of CIBER's revenue last year came from our public sector customers. We also have established a solid history of successfully upgrading Oracle applications from version 10.7 to 11i.

Our primary objective is to ensure Williamson County business requirements are effectively and efficiently aligned with your information technology environment. Our focus is aimed at reducing risk for your organization, leveraging technology for competitive advantage and maximizing Williamson County personnel's productivity.

We thank you for the opportunity to review your requirements and submit our proposal. Furthermore, we are excited about the opportunity to work with Williamson County. We look forward to the opportunity to further demonstrate our skill, experience and expertise and earn your trust and confidence as your partner. If you have any questions or desire further explanation, please feel free to contact me at (214) 296-6312.

Respectfully submitted,

Stacy Atkison  
Senior Client Development Executive

The logo for CIBER, consisting of the word "ciber" in a bold, lowercase, sans-serif font.

**COVER SHEET**

<b>PROPOSAL FOR:</b>	Williamson County
<b>PROPOSAL TITLE:</b>	Oracle Financials R11i Upgrade
<b>PROPOSAL NUMBER:</b>	02WC807
<b>PROPOSAL OPENING:</b>	3:30 PM on Wednesday May 1, 2002
<b>ATTENTION:</b>	Ginny Atkinson
<b>DEPARTMENT:</b>	Purchasing
<b>ADDRESS:</b>	710 Main Street – Suite 303 Williamson County Courthouse (on the square) Georgetown, Texas 78626
<b>SUBMITTAL DATE:</b>	May 1, 2002
<b>EXPIRATIONS DATE:</b>	120 days from the submittal date
<b>COMPANY SUBMITTED BY:</b>	CIBER, INC.
<b>ADDRESS:</b>	5251 DTC. Pkwy. Suite 1210 Denver, CO 80111
<b>SUBMITTED BY:</b>	Stacy Atkison
<b>TITLE:</b>	Client Development Executive
<b>PHONE:</b>	214-296-6312 office 972-489-9372 mobile
<b>EMAIL:</b>	satkison@ciber.com

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**TERMS AND CONDITIONS STATEMENT**

CIBER Enterprise Solutions (CIBER) has conducted an initial review of Williamson County RFP for an Oracle Financial R11i Upgrade. Please be advised that in no event shall any omission or generality in CIBER's responses below give rise to a binding obligation between the parties or constitute acceptance of any terms or conditions contained in this RFP. In the event that CIBER is awarded a contract by the County, no terms of any agreement to which CIBER is a party shall be deemed agreed to unless and until all such terms (together with any referenced attachments or exhibits) are mutually agreed to in writing between CIBER and the County. All such terms are subject to negotiations until all such terms are agreed to and incorporated into such agreement.

**SECTION 1: EXHIBIT A**



## SECTION 1: EXHIBIT A

**WILLIAMSON County**  
**PROPOSAL SPECIFICATIONS/PROPOSAL SHEETS**

**ORACLE FINANCIALS 10.7 UPGRADE TO 11i**

**PROPOSAL NUMBER: 02WC807**  
**PROPOSAL OPENING DATE & TIME MAY 1, 2002 - 3:30 PM**

## EXHIBIT A

## 1. Offeror Identification

Company Name	CIBER, Inc.
Address	5251 DTC. Parkway, Suite 1210
City	Greenwood Village
State	Colorado
Zip	80111
Phone	(303)267-3893
Fax	(303)267-3894
Email	cgoldkiller@ciber.com

## 2. Signature of Authorized Agent

Corine Goldkiller

Authorized Agent (Print)



Signature

May 1, 2002

Date

## 3. Pricing offered for Oracle Financials upgrade:

Item	Deliverable	Price
1	System Assessment	\$8,767
2	Installing Test Environment *	\$73,464
3	Applications Testing *	\$57,684
4	Training	\$6,575
5	Installing Production Environment *	\$9,117
6	Post-upgrade support	\$17,533
	<b>Subtotal</b>	<b>\$173,140</b>
	<b>Travel and Expense Estimate (Capped at 15%)</b>	<b>\$25,971</b>
	<b>Total</b>	<b>\$199,111</b>

\* **Note: Installing Test Environment, Applications Testing and Installing Production Environment are all interwoven components of a cyclical upgrade process. In order to specifically comply with the County's requested format, the breakdown of this cyclical process into these three categories plus the inclusion of the Grants module implementation is an approximation.**

## SECTION 2: INTRODUCTION

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CIBER was founded in 1974 as an IT services provider and is recognized as a leading global provider of IT solutions and services. CIBER has earned its reputation as a leading international business systems integrator of Enterprise Resource Planning (ERP) packaged software solutions. CIBER services are offered on a project or strategic staffing basis in both custom and packaged ERP environments and across major technology platforms, operating systems, and infrastructures. Through our fifty branch offices, CIBER delivers cross industry global business solutions throughout the U.S., Canada and Europe. With over 5,000 employees and \$620M in revenues, CIBER has the experience, financial stability, infrastructure and commitment that enable our customers to be successful.

CIBER went public in 1994 and now trades under the symbol "CBR" on the NYSE. CIBER is headquartered in Greenwood Village, Colorado. Our consultants serve client businesses from thirty-five CIBER, ten DigiTerra, four Solution Partners, and four Enspherics offices in the U.S., Canada, and Europe. Please see Attachment B, Annual Report, for more information on CIBER's financial stability. For more information on or other services offerings please see Attachment G.

### 2.1 Organizational Structure

CIBER's hybrid business model (consisting of project solutions and staffing) leverages the long-standing staffing relationships we have enjoyed for twenty-eight years to win strategic consulting or project solutions and system integration business. CIBER's business organization contains national practices, branch locations, packaged software solutions oriented groups, and our European subsidiaries.

National Practices support the sales and delivery of services at the local branch operations. These services include:

- ERP.
- Data Warehousing and Business Intelligence Solutions.
- Internet Services.
- Wireless Solutions.
- Outsourcing.
- Hosting.
- Security Solutions (Including: HIPAA Security Solutions).

Branch locations specialize in custom software development and integration. Their expertise includes:

- Hardware Solutions.
- Network Services.
- Enterprise Application Integration (EAI).

The packaged software solutions oriented organizations focus on implementing these types of solutions:

- Financials, Manufacturing and HRMS.
- Customized End-User Training.
- Customer Relationship Management.
- Business Process Re-engineering.
- Strategic Business Consulting.
- Supply Chain and Warehouse Management.
- Oracle Data Warehousing.
- Financial Analyzer and Discoverer
- Oracle Development tools.

**SECTION 3: QUALIFICATIONS**

### SECTION 3: QUALIFICATIONS

CIBER is a premiere provider of software services in Oracle technology. We are fully experienced and staffed to meet the consultant needs for the County's Oracle Financials R11i upgrade. Below is a synopsis of our experiences.

#### 3.1 Public Sector Experience

Government and public sector organizations have special needs, and CIBER has the vertical expertise necessary to meet them. From the Red Cross to local governments, we've been able to supply the solutions that can leverage effectively and economically the investments you've already made in infrastructure technology.

The CIBER public sector staff consists of approximately 800 dedicated professionals that are deployed across multiple lines of business. In 2001, approximately 30% of CIBER revenue, \$200,000,000 came from our public sector clients.

CIBER Public Sector Installations (sample offering):

- Commonwealth of Pennsylvania.
- Commonwealth of Virginia.
- State of Colorado – Human Services, CDOT, CBI, Department of Revenue.
- State of Alaska.
- State of Indiana.
- State of Oregon.
- State of Delaware.
- State of Texas.
- California State Compensation Insurance Fund (SCIF).
- City and County of San Francisco.
- Community Development Commission of Los Angeles County.
- City of Costa Mesa.
- San Francisco International Airport.
- City of Peoria.
- City of Philadelphia – Police, District Attorney, and Public Defender.
- City of Cedar Rapids.
- Fresno County.
- LA Department of Water and Power.
- Arapahoe County of Colorado.
- FDIC.
- City of Oakland.
- City of Los Angeles.
- City of San Diego.
- City of Springfield.
- City of Provo.
- United States Postal Service.
- Organization of American States (OAS).

#### 3.2 Oracle R11i Implementation and Upgrade Experience

Oracle applications R11i represents significant changes in technology and functionality from prior releases. CIBER takes an aggressive approach to understand these changes and how they will impact current and prospective clients. CIBER's R11i Preparation includes the following major components.

Implementation/Upgrade Experience - CIBER has performed many R11i implementations for both commercial and public sector customers. Our project teams have documented and validated the R11i implementation, re-implementation, and upgrade processes as

well as identified the required patches and potential issues that may affect a similar implementation or re-implementation.

Access to the R11i applications - All CIBER consultants have access to an R11i test database for self-study and scenario testing in the new applications.

### 3.3 Project Profiles

CIBER understands and agrees with the County's decision to contact client references directly. However, out of courtesy to our clients, CIBER respectfully requests prior to any communication that you contact Stacy Atkison at 972-489-9372 (mobile).

#### 1. Organization of American States (OAS)

**Type of Work:** Oracle Financials R11i Public Sector and HRMS R10.7 Public Sector (AP/AR/CM/GL/CM/GRANTS/HRMS)

**Project Description:** CIBER provided the following services on the Oracle version 10.7 SC Human Resources and Payroll implementation project:

- Full Project Management
- Functional and Technical Consulting
- Analysis and Requirements
- Setup of Oracle system
- Conversion, interfaces and reports
- Integration to existing financial systems
- Oracle HRMS project team training
- Developed and delivered customized end-user training on HRMS and Payroll
- Post implementation support

In addition to the Oracle HRMS implementation services, CIBER assessed the system implementation configuration, identified problem areas, and recommended solutions and improvements. CIBER provided customization for multiple foreign currencies and custom development of datamart to be used for reporting and interface purposes. Post implementation support also included Oracle Financials release 11.

CIBER also provided all aspects of consulting services for the upgrade of OAS's Financial and HRMS suite of products to Oracle's R11i.

**CIBER's Role:** CIBER successfully completed the Release 11i Upgrade and is currently in the post upgrade support phase.

**Timeline:** Q1 2000 to present  
Go live date on HRMS 10.7 implementation – 12/31/2000  
Go live date on Financial and HRMS upgrade to 11i – 1/15/2002

**Contact Info:** Gala Redington, 202-458-3450

**Address:** 17<sup>th</sup> Street and Constitution Ave.  
N.W., Washington D.C. 20006

**2. Carbon Monroe Pike****Type of Work:** Oracle Financials R11i (GL, AR, AP, ADI)

**Project Description:** The Carbon-Monroe-Pike Mental Health/Mental Retardation Program is one of 46 throughout the Commonwealth and one of the first county programs operational in a rural setting. The goal of MH/MR is to provide a full range of mental health and mental retardation services responsive to consumer choice and community needs. To meet this objective, MH/MR purchases certain services and also provides direct service. Case Management (Service Coordination) is the most critical component of the total MH/MR system. It involves assisting consumers in accessing the system via the Base Service Unit (BSU), assessing financial resources, helping consumers choose appropriate services and coordinating all efforts towards service goals. Carbon Monroe Pike made the decision to implement Oracle Financials due to a mandate by the government.

**CIBER's Role** All CMP requirements were satisfied with standard functionality. Several standard financials statements were created using Oracle's Financial Statement Generator. To reduce expenses much of the work was performed remotely. The consultants' time on-site was spent entirely training users and addressing concerns. This method was very effective to ensure maximum knowledge transfer.

**Timeline:** October 2001 – February 2002

**Contact Info:** Ray Kowski, 570-420-1900 x3496

**Address** 720 Phillips Street  
Stroudsburg, PA 18360

**3. Colorado Department of Transportation (CDHS)****Type of Work:** Oracle Financials Public Sector R10.7

**Project Description:** In late 1997 and 1998, the Colorado Department of Human Services (CDHS) was faced with significant program changes in public assistance programs included in the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. The Department realized that it needed to revise the fiscal, financial, and statistical functions of its operation. The Department established the expectations and desired outcomes for the efforts of the County Financial Management System (CFMS) project. The first priority was the reduction of the state accounting staff workload. Next, CFMS had to interface with existing program, revenue and expense tracking, and reporting legacy systems, as well as the statewide accounting system.

**CIBER's Role** CIBER was selected as the prime contractor to CDHS to provide hardware, software, customizations, full project management, implementation services, and ongoing support for its CFMS. CIBER implemented the CFMS on time and on budget. The production system of core Oracle Financial Applications went into production on July 1, 1999. The state

financial system was rolled out to all counties in Colorado with over 200 users. CIBER continues to provide project management for over twenty consultants who are employees of Oracle Services, State of Colorado and CIBER. The project has met every milestone to date as set in the project plan, which was scoped and designed by CIBER and the Department of Human Services.

**Timeline:** 1998 - Present  
**Contact Info:** Mr. Pat Horton, 303-866-2433  
**Address:** 1575 Sherman Street, 6<sup>th</sup> Floor  
Denver, CO 80203-174

**4. The Cancer Therapy and Research Center (CTRC) –** We have provided this optional reference, should you not be able to reach the other three.

**Type of Work:** Oracle Financial R11i (GL, AP, CM, and DI)

**Project Description:** CTRC has been on earlier releases of Oracle for about ten years. The client needed a change in their Chart of Accounts, and did not want to bring the historical information forward into the R11i system. For those reasons, CTRC decided that a new implementation of Oracle would be preferred to a migration of data from their current Oracle instance. CTRC has been using 10.7 Character mode running on an HP-UNIX for General Ledger and Account Payables applications. To reduce long-term support costs, the R11i instance was installed in separate NT servers for the database and applications, providing an ideal multi-tier environment for the new instance.

**CIBER's Role** The project began in the second week of July 2001 with the installation of the 11.5.3 Oracle applications. General Ledger, Account Payables, Cash Management, and the Applications Desktop Integrator were configured and client acceptance testing was completed at the end of August. General ledger historical balances for each month of the preceding year were loaded into production during the month of September. All business transactions for fiscal year 2002 business that begins in October 2001 are processed in the new R11i implementation for The Cancer Therapy and Research Center.

**Timeline:** July 2001 – September 2001  
**Contact Info:** Reed Eichner, 210-616-5818  
**Address:** Urschel Tower, 5th Floor  
7979 Wurzbach Road, San Antonio, TX 78229



**SECTION 4: STAFFING**

## SECTION 4: STAFFING

The project team will be a single entity composed of the County and CIBER's personnel, including both technical and functional staff. Although the team will be further subdivided into smaller units to expedite the work, all members are equally part of the project team and share the same team goals and objectives.

All team members' roles and responsibilities are defined prior to project initiation. Some of these roles are specific to CIBER and some are generic and can be held by CIBER or the County's staff. For the generic roles, the agreed upon contracted services will determine which roles are filled by CIBER and which are filled by the County personnel. In some cases, one individual can fill multiple roles. For example, a database administrator may provide technical analysis.

CIBER consultants are responsible for all aspects of Oracle software, including the upgrade and any associated patches, while CIBER has assumed that the County will be primarily responsible for the configuration, upgrade, and operating system of the hardware. A CIBER Database Administrator (DBA) will be available to provide consulting assistance on an as needed basis for any of the County's hardware maintenance needs.

### 4.1 Staffing

CIBER is proposing approximately five resources to assist the County with their upgrade project. Not all resources will participate in the project full-time. In addition, CIBER requests participation from the County's internal staff to ensure a transfer of knowledge.

The five CIBER consultants that will participate in this Oracle Financials R11i upgrade are as follows:

- Todd Ulicny – Project Director and Quality Assurance.
- Doug Windham – Database Administrator (DBA).
- Sonya Garcia – Project Manager and Grants Accounting.
- Gary Nesmith – Functional Lead.
- Michael Blunck – End User Training

CIBER requests that the County provide the following positions to ensure a successful completion of the project and an effective transfer of knowledge.

- Subject Matter Expert – 50% of time, as indicated in RFP.
- Database Administrator – If requested, CIBER will provide additional DBA support outside the scope of this proposal.
- Steering committee – An individual from this committee who can clear roadblocks to decision-making and staff commitments.

### 4.2 Resumes

Please see Attachment E for our consultant resumes. All consultants are assigned based upon availability at contract closing.

**SECTION 5: SERVICE PLAN**



**SECTION 5: SERVICE PLAN**

CIBER is pleased to present this Oracle R11i Financials Upgrade plan to the County. The plan corresponds with the topics outlined in the original request for proposal.

**5.1 Staffing Plan**

Please see SECTION 4 for our staffing plan.

**5.2 Implementation Plan**

Within this section, CIBER has provided the implementation plan for the Oracle Financials R11i Upgrade. This Section has been organized into the following sub-sections.

- 5.2.1 Scope of Services
- 5.2.2 CIBER's 4d Methodology
- 5.2.3 Proposed Upgrade Strategy for the County
- 5.2.4 Minimum Suggested Desktop Client Specifications
- 5.2.5 Assumptions

**5.2.1 Scope of Services**

To achieve success, the County, CIBER, and the project team will agree on the objectives of the project and what is within the scope. A precise statement of scope puts a boundary around expectations, validates estimates and timelines, and defines success. If budget, resources, and timelines are to be kept within acceptable limits, the project scope should be monitored on a regular basis. CIBER manages the scope through various means, such as:

- Agreement and consensus on scope during the assessment phase of the project
- A project plan that clearly outlines tasks which are within the defined scope.
- An issues list to record all outstanding issues or decisions that have the potential to impact scope, and their assigned 'drop dead' <sup>1</sup> dates.
- Effective change control management to ensure any unresolved issues, decisions, or unforeseen tasks are incorporated into the scope and plan with minimal impact to timeline and budget. In the event an impact cannot be avoided, then change control management will present contingency plan options, along with the associated risk, budget, and timeline impact. Please refer to Attachment C, Business Processes, for a detailed discussion on methodology, including the change management process.

The County project will focus on upgrading the Oracle applications and ensuring consistency of functionality between the current version and the R11i upgrade version. The County project will also focus on the new implementation of the Grants module. Oracle Alerts and Oracle Workflow will be installed during this project, but this proposal assumes that no Alerts or custom Workflows will be created until the assessment phase

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<sup>1</sup> 'Drop Dead' date refers to the absolute last date an issue can be resolved or a decision must be made in order to eliminate risk on a project's timelines and budget.

determines a business need for them. Any additional functionality available with R11i will only be incorporated at this time if there is no impact to the proposed timeline.

To summarize, CIBER understands that along with the migration of the Oracle Database version 7.3.4.4 to version 8i and the implementation of Oracle Grants, this project will also include the upgrade of the following modules from Oracle applications version 10.7 smart client to R11i.

- 1. Government General Ledger
- 2. Government Payables
- 3. Government Receivables
- 4. Government Assets
- 5. Government Projects
- 6. Government Purchasing

Below is a matrix that CIBER has created to outline the scope as the County has requested. CIBER has presented the tasks associated with the phases highlighted in Exhibit C, Section 3, "Upgrade Requirements" from the Williamson County RFP. Key documented deliverables in each task phase are noted with an asterisk (\*).

Task	Scope Overview
System assessment.	<p>The Discover phase of CIBER's 4d methodology provides for a system assessment that meets the County's needs and includes the following:</p> <ul style="list-style-type: none"><li>1. Conduct key user interviews will be held</li><li>2. Assess existing modules will be assessed</li><li>3. Document Upgrade requirements *</li><li>4. Document Grants module requirements *</li><li>5. Document project issues, risks and opportunities *</li><li>6. Produce Process Flow Diagrams *</li><li>7. Document Process Change *</li><li>8. Produce Project Charter *</li><li>9. Produce Detailed Work Plan *</li></ul>
Install test environment.	<p>The test environment creation and upgrade plus the installation and design of the Grants module includes the following:</p> <ul style="list-style-type: none"><li>1. Complete upgrade categories one, two, and three (pre-upgrade steps).</li><li>2. Upgrade to latest 8i Database version.</li><li>3. Complete upgrade categories four, five, and six (post upgrade steps).</li><li>4. Complete post-upgrade steps.</li><li>5. Verify upgrade of database.</li><li>6. Document database requirements for 8i upgrade. *</li><li>7. Upgrade applications to 11.5.X, including Alerts and Workflow. Where 'X' is determined jointly by the County and CIBER project team.</li><li>8. Document application requirements for 11i upgrade. *</li><li>9. Install Grants module and patch to current version.</li><li>10. Track and manage issues and resolutions. *</li><li>11. Create cloned environments for testing, development, training</li></ul>

Task	Scope Overview
	and eventual production, as needed. 12. Utilize standard workflows for this upgrade. 13. Conduct conference Room Pilot for Grants module. 14. Document design of Grants module, assuming no customizations, programmatic conversions, or interfaces will be required. * 15. Create Test Plan *
Applications testing.	Once the test environment is created and the Grants module is designed, the following application testing phase will occur:  1. Test individual functionality in each module. 2. Test module to module interaction. 3. Test migration of non-Oracle to Oracle applications interfaces. 4. Test County's custom Oracle Reports and FSG reports. 5. Track and manage issues and resolutions. * 6. Perform acceptance test and determine production readiness. <sup>2</sup> 7. Document upgrade process and timelines *
Training.	CIBER recommends that the training phase occur upon successful completion of the acceptance test. The training phase will include the following:  1. Create of training documentation. * 2. Deliver training to the County's trainers. 3. Deliver training to the end users. This task is performed by the County.
Production upgrade and support.	Upon conclusion of the end user training, CIBER recommends that the production upgrade occur immediately to ensure a more complete knowledge retention for the end users. This phase will occur primarily over a weekend to minimize down-time and will include:  1. Execute of the production upgrade plan. 2. Implement the Grants module into production. 3. Migrate and register the two non-oracle HR to Oracle applications interfaces. 4. Migrate and register the County's Oracle reports. 5. Configure the County's FSG reports. 6. Track and manage issues and resolutions. * 7. Verify the upgrade and implementation success. 8. Provide post-production support for twenty business days.

Due to the impact of scope on budgets and timelines, once scope is agreed upon, CIBER will ensure the project is managed to scope. CIBER and the County's project management will review any changes to scope and the appropriate course of action will be taken. If agreement is reached that a change in scope is needed, a separate document will be drafted and signed by both parties approving the change.

<sup>2</sup> CIBER recommends and has provided in the project scope three upgrade and testing cycles to ensure patching, timing, and mitigation of upgrade risk.

## 5.2.2 Methodology

### The CIBER 4d Methodology

The CIBER 4d Methodology (Discover, Design, Develop, Deploy) is tightly focused on scope and schedule and uses an integrated collection of tools and templates to compress data collection and configuration time. The CIBER Methodology facilitates early business requirement decisions, ensures the County's business processes are aligned with application vendor's business processes, and a commitment to meeting critical path task schedules.

#### The CIBER 4d Methodology is structured in four phases.

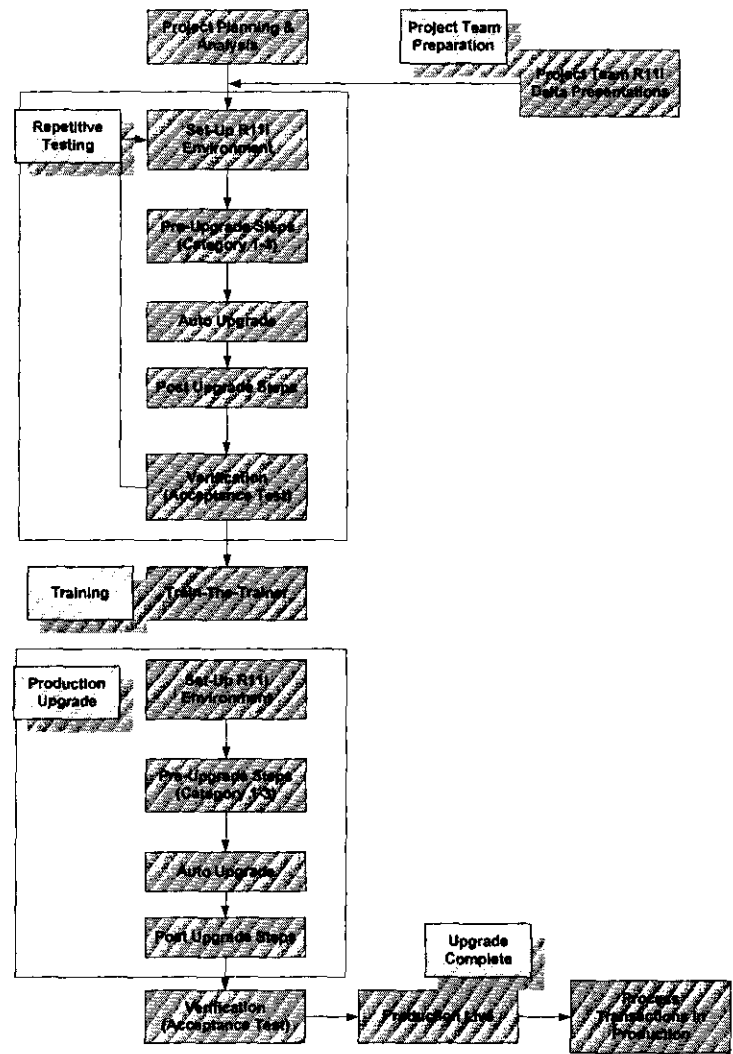
1. The **Discover** phase contains two stages. The first stage is the project initiation stage, during which we plan, develop, and confirm the strategic approach, blueprint, and script for how the project will be staffed and managed. This stage starts with initial preparation work by the CIBER staff and continues through the planning step. The second stage of the Discover phase focuses on uncovering pertinent information for the purposes of designing, developing, and deploying a projects' deliverables.
2. The **Design** phase focuses on using the information gathered during the Discover phase to define in detail the system, its functionality, and processes in preparation for the construction steps. During this phase, the system's configuration is set-up to fit the County's requirements and to take advantage of the vendor software's inherent functionality. In addition, specifications are developed to provide detailed documentation of the business requirements and their associated processes, formulas, data elements, and timings.
3. The **Develop** phase incorporates all decisions and definitions agreed upon in Design, and uses these to build and construct the new system and its functionality and processes. The Develop phase is when the results of the Design phase are incorporated into the application and tested. During this period, conversion programs are finalized and implemented to seed the testing instances, set-up is finalized, and programming efforts are completed.
4. The **Deploy** phase focuses on the final acts of transitioning a function, process or system into production use. It begins either at the commencement of parallel testing, if required, or at the start of development of the production cutover plan. The focus is on ensuring data reliability through continued testing, planning for the 'go-live' date, finalizing and testing documentation, concluding user training, and assessing post-implementation support needs.

CIBER wraps a variety of services around its methodology. These services include project management, quality assurance, change control management, risk management, and re-engineering and process improvement. For a description of these services, please see Appendix G, CIBER's 4d Methodology. Also included in this attachment is a description of how CIBER manages the timeline, budget, and resources.

5.2.3 Proposed Upgrade Strategy for the County

CIBER's upgrade strategy traditionally uses an iterative approach to the upgrades. The upgrade steps are done through a number of tests prior to the final production upgrade. The iterative process is illustrated in the graphic below.

Upgrade Strategy



Midway through the upgrade process the system will be stabilized. This means only required patches and code fixes will be applied prior to production upgrade. From that point forward, all test upgrades and the production go-live will be performed using the same version and patch set. CIBER and the County's role will be to analyze the criticality of any patches that come out early in the project to determine if they can be included without impact to the system's stability.



#### 5.2.4 Minimum Suggested Desktop Client Specifications

The minimum suggested desktop client specifications required for the successful implementation of the upgrade are listed the following matrix. For R11i of Oracle applications, Oracle supports the following client platforms without modification:

- Microsoft Windows 95
- Microsoft Windows 98
- Microsoft Windows 2000

CIBER recommends the following minimum configuration for the County's desktop clients:

Desktop Client	Users	Configuration
Processor/Memory	Users of Oracle applications only (not including ADI).	<ul style="list-style-type: none"><li>▪ Pentium 300 MHz processors.</li><li>▪ 128 MB of RAM.</li></ul>
	Users of Oracle applications, ADI, email and other programs concurrently.	<ul style="list-style-type: none"><li>▪ Pentium 500 MHz processors.</li><li>▪ 256 MB of RAM.</li></ul>
Browser Requirements	All users.	<ul style="list-style-type: none"><li>▪ Internet Explorer 5.5 is the preferred browser for the Oracle applications R11i.</li></ul>

#### 5.2.5 Recommendations

The following recommendations have been made in the development of this proposal. If any of these should not be feasible, a revised proposal can be prepared reflecting the changes.

##### Staffing

1. The County's Project Manager will work closely with CIBER's Project Manager to ensure project success. All issues, concerns, or elements that may jeopardize the successful completion of the project will be brought to the attention of the CIBER Project Manager assigned to the project.
2. CIBER recommends that the County make available to the project team a designated administrative support person. This person will assist the project team to schedule meetings, make copies, and perform other clerical tasks that could divert the team from the project's objectives.

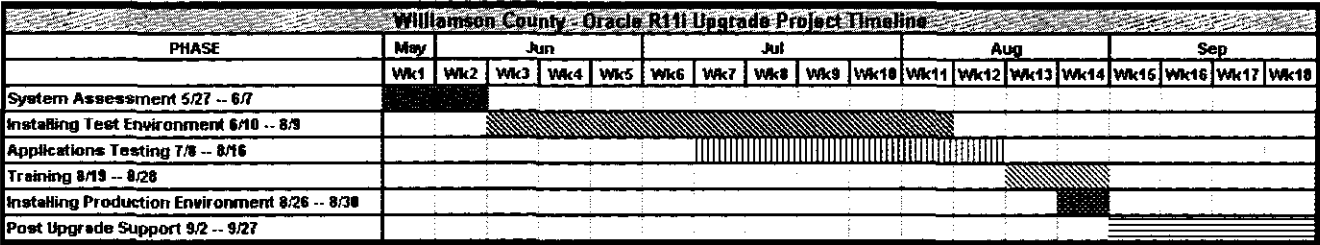
##### Hardware and Software

1. CIBER usually assigns the task of preparing and installing all hardware and software to be the responsibility of the County. This includes all relevant patches and workstations.
2. CIBER usually assigns to the County's third-party vendors the task of providing the file specifications and layout for the two HR/Payroll interfaces (as defined in this

- proposal). It is also suggested that third-party vendors are available to provide test run results during the testing phases. Initial indications are that there should be no modifications to the interfaces. Further analysis is required to verify this.
- 3. CIBER recommends that Oracle Silver Support or higher is in place and will allow support of TAR resolution throughout the duration of the project.
  - 4. CIBER was unable to assess the full work effort associated with any possible Customization, Oracle Reports, and FSG Reports based upon the information contained in the RFP. During the Discover phase, CIBER will work with the County to identify all reporting requirements. At that time, CIBER will have a better understanding of the work effort and any customizations that may be needed.

5.3 Time-Line

Below is CIBER’s time-line for performing the applications upgrade.



5.4 Deliverables

CIBER has estimated the timeline for performing the applications upgrade project based on the major deliverables. During the Discover phase, a detailed project plan will be developed and will serve as a road map for managing the team tasks. The Scope of Services section references a number of key documented deliverables, which are summarized below for convenience.

Task	Key Documented Deliverables
System assessment.	<div>1. Upgrade requirements document.</div> <div>2. Grants module requirements document.</div> <div>3. Project issues, risks and opportunities document.</div> <div>4. Process flow document.</div> <div>5. Process change document.</div> <div>6. Project charter, including timeline, milestones, roles and responsibilities and communication plan.</div> <div>7. Detailed work plan.</div>
Install test environment.	<div>1. 8i database upgrade requirements document.</div> <div>2. R11i upgrade application requirements document.</div> <div>3. Issues and resolutions document (initiated).</div> <div>4. Grants module design document.</div> <div>5. Test plan document.</div>
Applications testing.	<div>1. Issues and resolutions document (continued).</div> <div>2. Upgrade process and timeline document.</div> <div>3. Training plan.</div> <div>4. Production cut-over plan, including final upgrade script.</div>

Task	Key Documented Deliverables
Training.	1. Training documentation.
Production upgrade and support.	1. Contingency back-up plan. 2. Issues and resolutions document (continued). 3. Post upgrade/install audit document.

**Attachment A: Official Williamson County  
Proposal Form**

**WILLIAMSON COUNTY PROPOSAL FORM****ORACLE FINANCIALS 10.7 UPGRADE TO 11i****NUMBER: 02WC807****PROPOSAL OPENING DATE & TIME: May 1, 2002 - 3:30 PM**

The undersigned, by his/her signature, represents that he/she is authorized to bind the proposer to fully comply with the terms and conditions of the attached Request for Proposal, and Specifications for the amount(s) shown on the accompanying Proposal sheet(s). By signing below, you have read the entire document and agreed to the terms therein.

**NAME OF PROPOSER:** CIBER, Inc.**Mailing Address:** 5251 DTC Parkway, Suite 1210**City:** Greenwood Village **State:** CO **Zip:** 80111**Email Address:** cgoldkiller@ciber.com**Telephone:** ( 303 ) 267-3893 **Fax:** ( 303 ) 267-3894  
Signature of Person Authorized to Sign Proposal**Date of Proposal:** May 1, 2002**Name and Title of Signer:** Corine Goldkiller, Area Vice President

(Please Print or Type)

**PLEASE COMPLETE THE FOLLOWING:**

- ☐ "all or none" basis. (Will accept award of "all" items only. If left blank, low item will apply.)  
☒ low item basis. (Will accept award on "any or all" items.)

List Additional Limitations if applicable:

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

Proposal Instructions/Requirements

Item #6. See Terms and Conditions Statement, page 3 or our proposal. CIBER's performance of services to the County shall be subject to a written agreement signed by both parties that contains terms and conditions that are mutually agreed to by the parties.

Item #9. CIBER agrees and proposes that the terms and conditions of CIBER's form of Master Consulting Agreement Services, attached hereto (Attachment H, CIBER Agreement) also be included in a contract between the parties. In response to Requirement No. 9, please see Sections 1.5 and 5 of the CIBER Agreement.

Additional Limitations, if applicable: See the CIBER Agreement for additional terms and conditions that CIBER proposes incorporating in the contract between the parties if the County awards the bid to CIBER.

**Attachment B: Proposal Checklist**

**PROPOSAL CHECK LIST**

Please check the following prior to sealing and submitting your proposal.

1. Official Williamson County Proposal Form Completed, signed, and enclosed?

YES  X  NO

2. All proposal specification sheets completed (including company name at bottom of each sheet) and attached?

YES  X  NO

3. Have you included and marked (original or copy) four (4) complete proposal sets as required?

YES  X  NO

4. Have you written the name of your business on the front of the sealed envelope?

YES  X  NO

5. Have you written the Proposal name, Proposal number, and Proposal opening date & time on the front of the sealed envelope?

YES  X  NO

6. Are you using an overnight delivery service to deliver your proposal? If you are have you written the Proposal name, Proposal number, and Proposal opening date & time on the outside of the delivery service envelope?

YES  X  NO

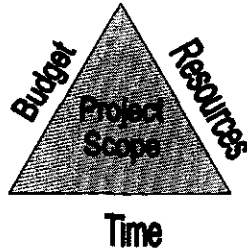
**Attachment C: Business Processes**



**Attachment C: Business Processes****Project Management**

CIBER takes pride in successfully managing its projects within budget and timelines. CIBER knows its reputation rests on tightly controlled project management, and adheres to the philosophy that, "We are only as good as our current customer says we are." This philosophy has made us successful on projects where we held primary project management control. This philosophy also helps us to improve our methodologies with each new client. Even though our last client's project was a success, we try harder at our next one.

CIBER's approach to project management focuses on the project management triangle, where the budget, resources, and timeline are in direct relationship to project scope. CIBER monitors and manages all four of these project critical areas.

**Resources**

CIBER's Project Manager is responsible for the management of all resources assigned to the project, including CIBER and the AOC resources. This management responsibility includes, but is not limited to, the following areas.

- Assessment of individual team member's strengths and weaknesses.
- Assignment of tasks.
- Monitoring adherence to timelines and taking appropriate corrective action.
- Building camaraderie within the team and demonstrating and enforcing teamwork.
- Ensuring project team morale is high and putting proactive measures in place to build the morale.
- Reassignment of resources, should the need arise.
- Liaison to the client's steering committee and executive sponsorship.

**Budget**

CIBER is serious about managing a project within budget. CIBER's project managers are required to keep an 'actual' versus 'bid' budget for each project under their control. This budget is initially set up with the bid amounts for hours, labor dollars, and expenses. The budget is updated on a weekly basis with actual hours, dollar cost of hours, and expenses incurred. A variance is then identified and published to CIBER's management. Both the Director and Vice President review the budget and work with the project manager to ensure corrective actions are taken, if necessary.

In addition to the above steps, CIBER will manage adherence to the AOC and the project's budget through the following additional steps.

- Limits on expense dollars.
- Effective change control management to ensure scope is contained and any out-of-scope items are only included if they are absolutely required to conduct the client's business.
- Presenting contingency plan options for all out-of-scope items with the intent of reducing an increase to budget and timeline.

#### **Timeline**

CIBER manages the project timeline by closely monitoring the project plan and its tasks, dependencies, milestones, and resource allocations. CIBER's Project Manager will also identify critical tasks (those with a potential to impact budget, resources or timeline) and will take proactive steps to ensure the associated due dates are met. In addition, CIBER incorporates the following steps into their timeline management:

- Development and management of an issue log that records all outstanding issues and decisions that must be made before the project moves beyond a certain point.
- Correct assignment of task dependencies to clearly show how a delay in one task can push all inter-dependent tasks to the critical path.
- Regular communication of project plan status to the team and to the client's steering committee.
- Effective change control management.

#### **Quality Assurance**

Quality is essential to the CIBER 4d Methodology and is integrated into every phase of the project. CIBER's quality assurance procedures and guidelines help enforce quality delivery of consulting services and proactively help to minimize problems and risk. Tasks considered under CIBER's quality assurance might include, but is not limited to, the following.

- Standards and procedures – CIBER recommends that the AOC establish IT and project standards and procedures. This will help ensure consistency and quality in the delivered system and aid in a smooth transfer of knowledge.
- Quality review sessions through structured review meetings – The CIBER team will ensure that documents, programs, and processes are reviewed by the team. The ultimate goal of a review meeting is to obtain consensus on the items being reviewed, and to identify any areas that may need further clarification.
- Signature acceptance – Signature acceptance denotes consensus. Signature acceptance must be made before certain tasks can progress through the upgrade process.

**Change Control Management**

Change control management is the process of enforcing adherence to scope, budget, and timelines, and identifying and initiating corrective actions should any out-of-scope items become unavoidable. Change control management works in conjunction with the project plan, but some aspects of it are in addition to the plan.

Change control management is the most proactive step taken to minimize problems and reduce or avoid risks. Aspects of change control include, but are not limited to, the following.

- **Scope management** – Once the project team agrees to a defined scope, it will be the responsibility of the project's managers (CIBER and the AOC) to ensure the scope is monitored and tightly controlled to eliminate out of scope situations.
- **Change management or control process** – The CIBER Project Manager and team will work with the AOC to ensure that all out-of-scope situations are documented to the AOC, along with potential impact to the project and recommendations on how to resolve the out-of-scope situation. In addition, when appropriate, contingency plan options will be presented. The AOC will make the final decision on which action is taken to resolve out-of-scope issues.
- **Issue tracking and resolution process** – For most projects, it is during the Discover phase that the majority of the issues and required decisions are identified. These items are recorded on an issue tracking log that clearly defines the issue, identifies the party responsible for resolution, and assigns due dates, including a 'drop-dead' date. The issue log is closely managed throughout the project, and all issues that have a potential to impact scope, budget, or timeline must be resolved prior to completion of Design.
- **Red-flag-alert memo** – The red-flag-alert memo is used to indicate an item that has placed the project or specific time critical tasks 'on-hold' until a resolution can be found. Red-flag-alerts will always have a major impact on the project's due date (and potentially the budget) and, therefore, should be resolved as quickly as possible.

**Risk Management**

CIBER's project plan is customized for each client. The plan details the project milestones, upgrade tasks, start and end dates, work effort, resource assignments, and inter-dependencies amongst tasks. The project plan provides a blueprint for managing and monitoring the project in order to ensure a successful project upgrade. Prior to finalizing the project plan, CIBER obtains consensus from the client on the project's scope, milestones, and timelines. This consensus sets expectations for the remainder of the project and all risk management will be done around these agreed upon expectations. Milestones are also key measurement tasks, and adherence to their due dates is essential to the overall project's success. In addition, milestones are a way of providing the team and the client's management with quick wins, thus meeting expectations and improving morale.

The project plan is not the only vehicle for managing risk and minimizing problems. CIBER's entire methodology is built around the management of unforeseen circumstances or, as commonly referred to, risks.

**Reengineering and Process Improvements**

Most projects will include some form of business reengineering or process improvement tasks. These efforts are either identified by the client as part of the initial project deliverables or are identified as a resolution to gaps in the upgraded system's functionality. Both tasks address a change in policies or procedures. The difference between the two tasks is very specific. A reengineering effort questions the policy or practice, or lack thereof, and determines if it is needed. This task also focuses on the full spectrum of the policy or process, including not only those areas that interact with the new system, but also those areas that precede or follow interaction with the new system. A process improvement effort addresses any existing policies and their associated processes and determines how they can and must be improved to interact with the new system. Normally, they do not address areas that precede or follow the interaction with the new system.

For minor process improvements, the test scripts and training manuals developed for the implementation project can be used as the new process documents. If the AOC requires the full spectrum of business process reengineering, including business data models and desktop procedures, CIBER will provide a cost proposal upon request.

**Attachment D: Annual Report**

**Attachment E: Resumes**

**SONYA GARCIA****Consultant****FUNCTIONAL ROLES**

- Functional Lead
- Functional Analyst
- Functional Consultant
- Instructor

**BUSINESS SOLUTIONS**

- Enterprise Resource Planning (ERP)
- Business Process Reengineering (BPR)
- Business Operations

**ENVIRONMENTS**

- Sun Solaris
- Microsoft Windows NT

**APPLICATION SOFTWARE**

- Oracle Payables
- Oracle Purchasing
- Oracle General Ledger
- Oracle Assets
- Oracle Public Sector Financials
- Oracle Grants Management
- Oracle Workflow

**DEVELOPMENT TOOLS**

- Oracle Discoverer Reports
- Oracle Applications Desktop Integrator (ADI)
- Microsoft Office Suite

**INDUSTRIES**

- Government
- Non-Profit Organizations
- Real Estate

**CLIENT LIST**

- Commercial Net Lease Realty (CNLR)
- Enterprise Florida, Inc.
- Organization of American States (OAS)

Sonya brings a wealth of experience to the table with her Accounting and Financials background. Sonya's experience includes implementation, upgrade, and training on various Oracle Financial applications in 10.7, 11.03 and 11i. Sonya has experience with the private sector and public sector financials including, Payables, Purchasing, Applications Desktop Integrator, Workflow, Discoverer, Assets, Grants, and General Ledger. Sonya is energetic, optimistic, and a quick learner.

**SUMMARY OF EXPERIENCE**

- Led upgrade from 10.7 to 11i project for Oracle Public Sector Payables and Purchasing for version 11i in multi-org and multi-currency environment. Also worked with team on the upgrade of Oracle Public Sector Grants, General Ledger, and Accounts Receivable.
- Assisted client in creating an international solution, including the setup of Oracle 11i, training, and procedures for international offices using Payables and Purchasing.
- Provided post upgrade support for 11i upgrade for all modules including, Oracle Public Sector Payables, Purchasing, General Ledger, Accounts Receivable, Grants, Cash Management, Human Resources, Payroll, ADI, and Workflow.
- Led implementation and training project for Oracle Payables in version 11.03. Assisted and trained employees on the general use of Oracle Financials and general accounting principles, including monthly financial reports and yearly budgets.
- Worked with team on the 11.03 implementation of Oracle Assets, Oracle General Ledger, Oracle Receivables, Oracle Purchasing, and Oracle Projects. Assisted in planning new accounting procedures for the company.
- Conducted end-user training for Oracle Payables, Purchasing, and ADI.
- Developed policies and procedures for Oracle Payables and Purchasing.
- Troubleshoot problems with workflow and trained users on workflow functionality.

**PROFESSIONAL EDUCATION**

- B.S. Accounting, Florida Southern College
- Oracle Projects Costing Release 11
- Oracle Purchasing Release 11i

**AWARDS AND ACCOMPLISHMENTS**

- "Team Work Aspire Award" -Recognition for teamwork on a successful Oracle Applications Implementation.

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Enterprise Solutions

## SONYA GARCIA

### Environment Windows NT

**Application Software**  
Oracle Public Sector Payables  
10.7 & 11i, Oracle Public  
Sector Purchasing 10.7 & 11i,  
Oracle Public Sector General  
Ledger 10.7 & 11i,  
Applications Desktop  
Integrator 7.0, Oracle Grants  
11i

### ORGANIZATION OF AMERICAN STATES (OAS)

OAS is an international organization formed to promote political stability, trade, and conflict resolution for the countries that make up the Americas and the surrounding island countries. It represents thirty-four countries in the western hemisphere and has 650 full time employees.

- Led upgrade project from 10.7 to 11i for Oracle Public Sector Payables and Purchasing for version 11i in multi-org and multi-currency environment. Also worked with team on the upgrade of Oracle Public Sector Grants, General Ledger, and Accounts Receivable.
- Provided post upgrade support for 11i upgrade for all modules including, Oracle Public Sector Payables, Purchasing, General Ledger, Accounts Receivable, Grants, Cash Management, Human Resources, Payroll, ADI, and Workflow.
- Assisted end-user training initiative to introduce users to Version 11i functionality, and assist managers in determining new functionality and modules that may provide solutions to their business requirements.
- Assisted client in creating an international solution, including the setup of Oracle 11i, training, and procedures for international offices for Payables and Purchasing.
- Assisted company with reengineering of business policies and procedures for Oracle Payables. Wrote a policies and procedures manual for Accounts Payable and Purchasing.
- Prepared GAP analyses for Version 11i upgrade.
- Troubleshoot problems with workflow and trained users workflow functionality.
- Assisted with data cleansing and data analysis for year-end closing.
- Trained user on Application Desktop Integrator (ADI) version 7.0.

### Environment Sun Solaris

**Application Software**  
Oracle Payables 11.03, Oracle  
Assets 11.03, Oracle  
Purchasing 11.03, Oracle  
General Ledger 11.03

### COMMERCIAL NET LEASE REALTY (CNLR)

CNLR acquires, develops, owns, and manages a diversified portfolio of high-quality, freestanding properties that are generally leased to major retail businesses under full-credit, long-term commercial net leases. The company owns 285 properties in 38 states.

- Analyzed existing business practices and proposed solutions using the Oracle Financials standard functionality to best fit their business environment.
- Worked with a team on the implementation of Oracle Purchasing, Oracle General Ledger, Oracle Receivables, and Oracle Projects.
- Led implementation project for Payables for Oracle Financials Version 11.03.
- Assistant lead on Oracle Assets implementation for Oracle Version 11.03.

**Application Software**  
Oracle Payables 10.7, Oracle  
Purchasing 10.7

### ORGANIZATION OF AMERICAN STATES (OAS)

OAS is an international organization formed to promote political stability, trade, and conflict resolution for the countries that make up the Americas and the surrounding island countries. It represents thirty-four countries in the western



**SONYA GARCIA**

hemisphere and has 650 full time employees.

- Assisted with data cleansing and data analysis for year-end closing.
- Assisted company with reengineering of business policies and procedures for Oracle Payables. Wrote a policies and procedures manual for Accounts Payable and Purchasing.

**ENTERPRISE FLORIDA, INC.**

Enterprise Florida, Inc. is a partnership between Florida's business and government leaders and is the principal economic development organization for the State of Florida. Headquartered in Orlando, Enterprise Florida also has offices in Miami and Tallahassee; several field offices; and 12 offices worldwide assisting Florida companies seeking to become involved in global business.

- Responsible for Accounts Payable weekly processing using Great Plains Dynamics Accounting Software.
- Prepared requests for international wires and foreign currency payments.
- Recorded all General Ledger Journal entries as well as preparing of monthly financials.
- Assisted with yearly budgets.

**H&R BLOCK**

H&R Block Inc. is a diversified company with subsidiaries providing a wide range of financial products and services. H&R Block has more than 10,000 offices located in the United States, Canada, Australia, and the United Kingdom.

- Prepared income taxes and conducted tax consultations.
- Transmitted electronic tax returns as well as balanced daily receipts.

**GARY NESMITH, PMP****Senior Consultant****FUNCTIONAL ROLES**

- Business Analyst
- Functional Lead
- Project Manager

**BUSINESS SOLUTIONS**

- Business Operations
- Business Process Reengineering (BPR)
- E-Commerce

**APPLICATION SOFTWARE**

- Oracle General Ledger
- Oracle Financial Statement Generator
- Oracle Financial Analyzer
- Oracle Applications Desktop Integrator
- Oracle Receivables
- Oracle Payables
- Oracle Cash Management
- Oracle Inventory
- Oracle Assets

**INDUSTRIES**

- Information Technology
- Manufacturing
- Retail and Wholesale
- Small Business

**CLIENT LIST**

- Applied Communications, Inc
- Arch Coal, Inc.
- Cancer Therapy and Research Center
- CarStation.com
- Greyhound Lines, Inc.
- InterVoice-Brite
- Pillowtex Corporation
- Rocky Mountain HMO
- Stillwater Designs
- Sunterra Resorts

Gary is a seasoned financials consultant with twenty-four years experience in business applications, systems solutions and extensive experience in Oracle Financials since 1996. He has led and managed full life-cycle Oracle Financials projects and is proficient in implementing Oracle General Ledger, Assets, Payables, Receivables, Cash Management, Applications Desktop Integrator (ADI) and Financial Statement Generator (FSG). Gary's Global Enterprise experience includes setting up Oracle Multi-Org with multiple Sets of Books and numerous currencies for international companies. Gary also possesses strong knowledge in implementing manufacturing support systems such as Bar Code printing, scanning, and Electronic Data Interchange (EDI). He believes that understanding the complexities and interdependencies of the various functions within a business provide the foundation of a successful implementation for business applications solutions.

**SUMMARY OF EXPERIENCE**

- Setup and established multi-organization environments, including Business Groups, Legal Entities, Operating Units, and Inventory Organizations.
- Implemented Oracle Financial Applications with multiple Sets of Books in European Headquarters of international company with multiple currencies using consolidation functionality for centralized reporting.
- Successfully completed full life cycle implementations for Oracle General Ledger, Assets, Receivables, Payables, and Cash Management.
- Developed policy and procedure documentation for implementation of Oracle Receivables at a large multi-national company.
- Project Manager for implementation team installing Oracle General Ledger, Receivables, Payables, and Assets.
- Manager for implementation of Electronic Data Interchange documents for inbound purchase orders, purchase order changes, remittance advice, and outbound invoices, ship notices, purchase orders, and price catalogs.
- Supported Oracle General Ledger, Payables, Receivables, Cash Management, and Assets for end-user training and production support.
- Project Manager for implementation of Oracle 11i applications.

**PROFESSIONAL EDUCATION**

- M.S. Management and Administrative Sciences, University of Texas at Dallas
- B.B.A. Data Processing, West Texas State University

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**GARY NESMITH, PMP****Application Software**

Oracle General Ledger, Oracle Payables, Oracle Applications Desktop Integrator, Oracle Cash Management Release 10.7 and 11i

**CANCER THERAPY AND RESEARCH CENTER**

CTRC is one of America's premier non-profit organizations providing treatment and drug research for cancer patients.

- Requirements Analysis, configuration and acceptance testing for Financial Applications, including changes to the Chart of Accounts structure.
- Change from Unix based server running 10.7 applications to separate NT database and applications servers, creating a multi-tier environment for the 11i applications.
- Provided training for corporate and remote users.
- Install Applications Desktop Integrator for use by accounting staff. Product used to move historical General Ledger activity balances to 11i system.

**Application Software**

Oracle General Ledger, Oracle Applications Desktop Integrator, Oracle Financial Analyzer 6.3, Release 10.7 and Release 11i

**ARCH COAL, INCORPORATED**

Arch Coal is a national coal company serving every major market for U.S. coal. In addition to being the nation's second largest coal producer, the Company has leading mining operations in each of the three growing coal basins in the United States. The Corporate Headquarters are in St. Louis, Missouri.

- Migrated Oracle General Ledger. Interfaces and applications functionality were tested to confirm successful migration to 11i. Provided user training.
- Installed, configured and tested Oracle Express Server and Oracle Financial Analyzer in 11i environment.
- Upgraded Oracle General Ledger Desktop Integrator to Oracle Applications Desktop Integrator product version 7.1.2.

**Application Software**

Oracle Receivables, Oracle Assets, Oracle Cash Management, Release 10.7 and Release 11i

**ROCKY MOUNTAIN HMO**

An independent Non-Profit health maintenance organization with approximately 124,000 commercial, Medicare, Medicaid and Child Health members in Colorado.

- Tested financial applications to determine any software bugs or configuration problems.
- Provided end-user training in functionality for Oracle Release 10.7 and 11i.

**Application Software**

Oracle General Ledger, Oracle Applications Desktop Integrator, Oracle Assets, Oracle Receivables, Oracle Payables, Release 10.7 and Release 11i

**INTERVOICE-BRITE**

InterVoice-Brite provides automated telecommunications solutions to businesses around the world. After originally installing Oracle 10.6 and upgrading to 10.7, the company is now ready to implement Oracle Release 11i.

- Evaluated current use of Oracle Financial Applications and customizations previously developed.
- Recommended process improvements and demonstrated enhanced use of standard software solutions.

**Application Software**

Oracle General Ledger, Oracle Payables, Oracle Assets, Oracle Receivables Release 11.03

**CARSTATION.COM**

The internet has enabled many e-business opportunities. CarStation.com has provided electronic trading and partnership for businesses in the automobile repair parts industry. Acquisition of an existing company operating a non-internet solution in the automobile parts industry has contributed to the dynamic growth of

**ciber**

Enterprise Solutions

**GARY NESMITH, PMP**

**Application Software**  
Oracle General Ledger, Oracle  
Payables, Release 10.7 SC

CarStation.com. Oracle financial applications were installed to support the United States and Canadian operations.

- Full life-cycle implementation for Oracle financials in a multi-organizational environment. Canadian operations included support of GST and Provincial Sales Taxes using Vertex.
- Implemented multiple sets of books with US and Canadian currencies, including the use of translation and consolidation at month end to produce consolidated financial statements.
- Supported the conversion activities for General Ledger, Receivables, and Assets.

**SUNTERRA RESORTS, INCORPORATED**

Suntterra owns and operates time-share resort properties in the United States, Canada, and the Caribbean. Activities include property development, marketing of resort properties, property maintenance through Home Owner Associations, and rental of time-shares when requested by the owners.

- Implemented Oracle General Ledger and Oracle Payables for 28 operational entities, including Home Owner Associations, Resort Marketing operations, and corporate overhead functions.
- Created 16 operating units in a multi-organization environment. Implemented 6 new Sets of Books with 2 new Chart of Accounts to support the new business functions brought on-line.

**Application Software**  
Oracle General Ledger,  
Oracle Assets,  
Release 10.7 Char. and SC

**GREYHOUND LINES, INCORPORATED**

Greyhound provides inter-city bus transportation to major cities in North America.

- Built a new calendar and Set of Books in General Ledger to implement the new fiscal calendar. After being acquired, their parent company requested that the Greyhound fiscal calendar be changed to conform to the parent.
- Re-implemented Oracle Assets system for four corporate books and eight tax books. Required creation of new asset books, calendars, and prorate conventions to start the new fiscal year. Assets were interfaced into the new asset books with their current accumulated depreciation using the Mass Additions feature. Assets in the new tax books had to be established with their unique lives and depreciation methods.

**Application Software**  
Oracle General Ledger, Oracle  
Payables, Oracle Receivables,  
Oracle Cash Management,  
Release 10.7 NCA

**STILLWATER DESIGNS**

Stillwater Designs has a dominant position in the after-market automotive industry. The company designs, assembles, and markets audio equipment – best known for their 'KICKER' brand name.

- Functional lead for a full life-cycle implementation of Oracle Financials Applications including General Ledger, Receivables, Payables, and Cash Management.
- Performed integration testing with Oracle Inventory and Oracle Order Entry modules.
- Coordinated and successfully completed the testing and transitioning of all the above modules to production, including user training and post implementation

**GARY NESMITH, PMP**

**Application Software**  
Oracle General Ledger, Oracle  
Receivables,  
Release 10.7 NCA

**Application Software**  
Oracle General Ledger, Oracle  
Receivables, Oracle Payables,  
Oracle Fixed Assets, Release  
10.6 and 10.7 Char. and SC

**Additional Information**

References Available Upon Request

support.

**APPLIED COMMUNICATIONS, INCORPORATED**

Applied Communications develops and markets software used in the world's ATMs.

- Implemented 9 Sets of Books with unique currencies in European Headquarters. Developed procedures for month end closing including revaluations, translation and consolidation to the parent Set of Books.
- Tested and implemented Oracle Receivables to support invoices and payments from multiple currencies.

**PILLOWTEX CORPORATION**

Pillowtex is one of the nations largest manufacturers in the home textile industry. Primary products that are sold to major retailers and department stores include; pillows, mattress pads, comforters, blankets, and towels.

- Technical Project Manager for the implementation of Oracle General Ledger, Receivables, Payables, and Assets. Provided post-implementation support.
- Implemented numerous manufacturing support systems, including bar code printing, scanning, and Electronic Data Interchange (EDI) for automation with customers and within factories.

Certified as a Project Management Professional by the Project Management Institute.

- Member national Project Management Institute organization
- Member Dallas Chapter of PMI

**MICHAEL BLUNCK**

Principal Consultant

**FUNCTIONAL ROLES**

- Trainer/Instructor
- Functional Lead
- Application Developer
- Project Lead
- Project Manager

**BUSINESS SOLUTIONS**

- Enterprise Resource Planning (ERP)
- Course Designer
- Internet/Intranet
- NCA
- Business Process Reengineering (BPR)

**ENVIRONMENTS**

- UNIX
- Microsoft Windows 95
- Microsoft Windows 98
- Microsoft Windows NT Workstation

**APPLICATION SOFTWARE**

- Oracle Core Financial Applications: General Ledger, Payables, Assets, Receivables
- Oracle Purchasing
- Oracle Revenue Accounting for Communications and Utilities
- Oracle Application Object Library
- Oracle Applications Desktop Integrator
- Oracle Sales and Marketing
- Vista Plus
- Seagate Holo

**DEVELOPMENT TOOLS**

- Oracle Discoverer
- Oracle PL/SQL
- SQL
- Oracle SQL\*Plus
- Oracle SQL\*Loader
- Oracle Reports

**INDUSTRIES**

- Government
- Professional Services
- Retail and Wholesale
- Small Business
- Telecommunications

Michael is a strong Financials Analyst with an Accounting background, an Economics education, and a broad range of Oracle experience dating back to 1992. His Oracle proficiency includes Payables, General Ledger, Purchasing, Receivables, Assets, Sales and Marketing, Application Object Library, Oracle Discoverer 3.1 Administration and End User Editions, and Application Desktop Integrator. Also, Michael has vast knowledge of the Oracle Financials suite of applications. He has developed and taught many custom courses using both Oracle Applications and Oracle Development Tools. He is experienced in writing interfaces between Oracle and legacy systems as well as writing custom PL/SQL programs.

**SUMMARY OF EXPERIENCE**

- Wrote and taught custom Oracle Financial Applications for Release 11i, modules including Oracle General Ledger, Oracle Receivables, Oracle Assets, Oracle Payables, and Oracle Purchasing.
- Developed courseware for Oracle Revenue Accounting for Communications and Utilities.
- Taught many custom Oracle Applications courses for Oracle General Ledger, Oracle Payables, Oracle Assets, Oracle Projects, ADI, Vista Plus, and Seagate Holo Application.
- Trainer and developer of custom Administrator and End User Oracle Discoverer 3.1 classes.
- Project manager for Oracle Archive project of a large applications database.
- Functional lead and application developer for Oracle Payables and Oracle Purchasing government implementation.
- Wrote custom training manuals for Oracle Payables, Oracle General Ledger, Oracle Receivables, and Oracle GL Desktop Integrator applications.
- Trained and developed solutions using Oracle Application Desktop Integrator.

**PROFESSIONAL EDUCATION**

- B.S. Economics, University of Wisconsin-Madison
- Oracle Payables, Oracle Education
- Oracle Sales and Marketing, Oracle Education
- Oracle Flexbuilder, Oracle Education
- Oracle SQL and PL/SQL, Oracle Education
- Oracle Discoverer for Administrators, Oracle Education
- Developer 2000/Reports, Oracle Education

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**MICHAEL BLUNCK****Environment**

Oracle 8.05, Citrix Winframe,  
Microsoft Windows NT  
Workstation 4.0

**Application Software**

Release 10.7 Prod 16.1 Char,  
for Oracle Purchasing, Oracle  
Inventory, Oracle Order Entry;  
Release 10.7 Prod 16.1 SC for  
Oracle Projects; Netscape  
Navigator

**Environment**

Oracle 8.05, Citrix Winframe,  
Microsoft Windows NT  
Workstation 4.0

**Application Software**

Release 10.7 Prod 16.1 Char,  
for Oracle General Ledger,  
Oracle Payables, Oracle  
Assets; Beta Release of  
Oracle Revenue Accounting  
for Communications and  
Utilities; Release 10.7 Prod  
16.1 SC for Oracle Projects;  
Vista Plus; Seagate Holos

**Environment**

Oracle 8.5, Microsoft Windows  
NT Workstation 4.0

**Application Software**

Release 11 for Oracle General  
Ledger, Oracle Payables,  
Oracle Assets, Oracle Order  
Entry, Oracle Inventory;  
Oracle Discoverer 3.1  
Administration Edition, Oracle  
Discoverer 3.1 End User  
Edition

**Environment**

Oracle 8i, Microsoft Windows  
NT Workstation 4.0

**Application Software**

Release 11i for Oracle  
General Ledger, Oracle  
Assets, Oracle Receivables,  
Oracle Payables, and Oracle  
Purchasing

**AT&T BROADBAND**

A nationwide cable and communications business that provides cable, telephone, and internet services.

- Developed courseware for Oracle Inventory, Oracle Purchasing, and Oracle Web Requisitions.
- Taught custom Oracle Application classes for Oracle Inventory, Oracle Purchasing, Oracle Order Entry, Oracle Web Requisitions, and Oracle Projects.

**AT&T BROADBAND**

A nationwide cable and communications business that provides cable, telephone, and internet services.

- Developed courseware for Oracle Revenue Accounting for Communications and Utilities.
- Taught custom Oracle Financial classes for Oracle General Ledger, Oracle Payables, Oracle Assets, Oracle Revenue Accounting for Communications and Utilities, Oracle Projects, Vista Plus, and Seagate Holos.
- Assisted with Help Desk support for Oracle Financial Applications.
- Performed analysis on upgrade from Release 10.7 to Release 11i.

**BENCHMARK STORAGE INNOVATIONS**

A leading developer of data storage solutions.

- Developed Oracle Application based business areas and end user reports using Discoverer 3.1.
- Trained seven individuals on Oracle Discoverer 3.1 Administration Edition and End User Edition.

**FRIEDKIN BUSINESS SERVICES**

A Gulf States car distributorship that supplies automobiles to dealers in five states.

- Developed custom training materials for an upgrade from Release 10.7 SC to Release 11i.
- Taught custom enhancement training for Oracle General Ledger, Oracle Assets, and Oracle Receivables for Release 11i.
- Project Lead for custom training of Oracle Release 11i, including Oracle General Ledger, Oracle Assets, Oracle Payables, Oracle Purchasing, Oracle Receivables, Oracle HRMS, and Oracle Payroll.

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Enterprise Solutions

## MICHAEL BLUNCK

**Environment**

Oracle 7.3.4, Citrix Winframe

**Application Software**Release 10.7 Prod 16.1 SC for  
Oracle Discoverer 3.1  
Administrator Edition, Oracle  
Discoverer 3.1 User Edition,  
Custom Applications on Oracle  
Database**Development Tools**

SQL\*Plus

**Environment**

Oracle 7.3.4

**Application Software**Release 10.7 Prod 16.1 SC for  
Oracle General Ledger, Oracle  
Payables, Oracle Purchasing  
and Oracle Application Desktop  
Integrator**Environment**

Oracle 7.3.4, 8.0.5, HP-UX

**Application Software**Release 10.7 Prod 16.1 Char for  
Oracle General Ledger, Oracle  
Payables, Oracle Purchasing,  
and Oracle Inventory, Oracle  
Projects, Oracle Assets**Development Tools**Oracle SQL\*Plus, Oracle  
PL/SQL**Environment**

Oracle 7.3.4, HP-UX

**Application Software**Release 10.7 NCA for Oracle  
General Ledger, Oracle  
Payables, Oracle Purchasing,  
and Oracle Receivables**Development Tools**Oracle SQL\*Plus, Oracle  
PL/SQL, Oracle Applications  
Desktop Integrator, Oracle  
SQL\*Loader**SONY DISC MANUFACTURING, INC**

A nationwide manufacturing organization that produces Compact Discs, CD-ROMs, and DVD to be used on a variety of media.

- Developed custom Oracle Discoverer courseware for the Administration Edition.
- Developed three separate Oracle Discoverer End User classes to coincide with the different databases and data the users would be accessing. These classes dealt with Oracle Manufacturing data, custom Order Entry data, and payroll information.
- Taught custom Oracle Discoverer classes to 130 individuals.

**EVANS & SUTHERLAND, INC**

A leading producer of simulation software for airlines and government agencies.

- Developed and wrote over 30 Financial Statement Generators (FSGs) using Oracle General Ledger and Oracle Application Desktop Integrator.
- Assisted in the development of the reporting structure for accounting personnel at Evans & Sutherland.
- Provided additional support for Oracle Payables and Oracle Purchasing.

**AT&T BROADBAND AND INTERNET SERVICES**

A nationwide cable and communications business that provides cable, telephone, and internet services.

- Served as the Project Manager for a project to develop archive and purge processes for Oracle Applications.
- Developed requirements for the project.
- Created a plan to archive and purge Oracle General Ledger, Oracle Payables, Oracle Assets, Oracle Projects, Oracle Purchasing, and Oracle Inventory.

**COLORADO DEPARTMENT OF HUMAN SERVICES**

A State of Colorado Department providing for the welfare needs of the citizens of Colorado. Comprised of sixty-three individual counties and a state control group.

- Served as the functional lead for the Oracle Payables and Oracle Purchasing modules.
- Developed a custom payment process within Oracle Payables to be interfaced with Citibank for welfare payments.
- Designed the interface between the Oracle system and nine welfare related legacy systems.

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**MICHAEL BLUNCK****Environment**

Oracle 7.3.4, Digital UNIX

**Application Software**

Release 10.7 SC 16.1 for  
Oracle General Ledger, Oracle  
Payables, Oracle Purchasing,  
Oracle Assets, and Oracle GL  
Desktop Integrator

**Development Tools**

Oracle SQL\*Plus, Oracle  
PL/SQL, Oracle Reports

**ROCK BOTTOM RESTAURANTS, INC.**

Owens and operates a rapidly growing number of restaurants across the nation.

- Project lead for the Oracle Purchasing implementation.
- Created a custom training documents and training for Oracle Purchasing.
- Provided user and technical support of Oracle General Ledger, Oracle Payables, Oracle Assets, and Oracle GL Desktop Integrator.
- Co-developed a custom Purchase Order with the ability to fax directly from the user's PC using Microsoft Word and Microsoft Fax.

**DOUG WINDHAM**

Senior Principal Consultant - DBA

**FUNCTIONAL ROLES**

- Project Manager
- Practice Manager
- Data Base Architect
- Business Analyst
- Mentor

**ENVIRONMENTS**

- Oracle8
- Oracle7
- Oracle v6 RDBMS
- Sun Solaris
- IBM RS6000
- HP UNIX
- Microsoft Windows 95
- Microsoft Windows 98

**APPLICATION SOFTWARE**

- NoetixViews
- Oracle Applications
- Oracle Application Object Library (AOL)

**DEVELOPMENT TOOLS**

- ARIS DFRAG
- Oracle SQL\*Plus
- Oracle PL/SQL
- Oracle RPT

**INDUSTRIES**

- Computer Software
- Financial Services
- Manufacturing
- Oil Drilling and Refineries
- Retail and Wholesale
- Transportation

**CLIENT LIST**

- Starbucks
- Jet Propulsion Labs
- Kinetic Concepts
- American Ref-Fuel
- Applied Communications
- Goshen Rubber

Doug brings over twenty-five years of business and technical experience covering multiple industries. He has expertise in Oracle RDBMS, Oracle Financial Applications, and project management as well as multiple industry experience. His combination of business, technical, and project management experience has helped many organizations complete large and small projects on time and within budget.

**SUMMARY OF EXPERIENCE**

- Managed small to large Oracle Financials and Oracle database upgrades and installation projects for multiple clients for several years. This experience spans versions 9.4 through 11.5 (11i).
- Gathered in-depth analysis of business and technical needs, estimated project timelines, established milestones and deliverables, determined skill sets needed, and managed delivery.
- Prepared or reviewed client disaster recovery plans and managed corporate network design.
- Defined needs and then facilitated training of client's functional and technical staff.
- Designed, developed, and supported General Ledger, Payables, Receivables, Product Costing, Engineering, Fixed Asset, Sales, Marketing, and Legal systems.
- Led cross-discipline JAD sessions for multiple projects in multiple industries.
- Defined corporate Information Technology Strategies for companies with multiple locations and multiple industries.

**PROFESSIONAL EDUCATION**

- B.S. Business Administration, Texas A&M at Commerce
- Karras Negotiations Workshop

**INDUSTRY PRESENTATIONS**

- "Defragmenting Your Oracle Database" SCOUG (Fall 1997)
- "Oracle 8 - New Features" TechPeek 98 (Spring 1998)
- "Oracle 8 - New Features" TechPeek 99 (Spring 1999)
- "Oracle 8i - New Features for the DBA" TechPeek 99 (Spring 1999)

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**DOUG WINDHAM****Environment**

Oracle8i, Sun Solaris 8,  
Microsoft Windows 95,

**Application Software**

Oracle Financials and  
Manufacturing, Rel. 11i

**Environment**

Oracle 8i, Solaris 8, Windows  
98/2000i

**Application Software**

Oracle Financials, HRMS,  
Order Management, Shipping  
11i

**Environment**

Oracle8i, IBM AIX,  
Microsoft Windows NT  
Workstation 4.0,  
Microsoft Windows 98

**Application Software**

Oracle Financials and  
Manufacturing, Rel. 11i

**Environment**

Oracle8, Sun Solaris,  
Microsoft Windows NT  
Server 4.0,  
Java, Voyager

**STARBUCKS, INC.**

Starbucks purchases and roasts high-quality whole bean coffees and sells them along with fresh, rich-brewed, Italian style espresso beverages, a variety of pastries and confections, and coffee-related accessories and equipment -- primarily through its company-operated retail stores.

- Managed the project to upgrade from Oracle Applications 10.7 NCA to 11i. (11.5.4) in a multiple install environment including international applications. The upgrade was technical in nature and required a vast amount of interfaces to legacy systems as well as customizations or modifications to existing custom forms and reports.
- Responsible for staffing, budget, and timeline for the project.
- Conducted post-upgrade performance troubleshooting. Assisted with the development and prioritization of follow-on projects.

**JET PROPULSION LABORATORY (JPL)**

JPL is NASA's lead center for robotic exploration of the solar system, and participates in international space exploration, Earth observation missions, astrophysical research, and technology development. JPL use Oracle Applications in order to track their Projects, their Inventory and the equipment they supply to the various NASA organizations.

- Mentored JPL technical staff in performing the database and related upgrade tasks for a 10.7 SC to 11i upgrade.
- Investigate, resolve and educate support staff on technical issues arising from the upgrade

**KINETIC CONCEPTS, INC.**

Kinetic Concepts is a global corporation that develops and markets a broad range of innovative healing systems that deliver pressure relief, pulmonary care, bariatric care, circulatory improvement and chronic wound closure to patients in all care settings.

- Managing the upgrade project from Oracle Applications 10.7 Character to 11.5 (11i).
- Responsible for staffing, budget, and timeline for project.
- Recommending hardware for desktop and servers.

**OBJECTSPACE, INC.**

ObjectSpace is an industry-leading provider of products and services focused on creating Intranet and Internet solutions.

- Defined network architecture for custom Oracle Developer international accounts receivable and Java-based membership tracking system.
- Developed US deployment plan and legacy conversion plan.
- Reviewed overall project plan.

**DOUG WINDHAM****Environment**

Oracle7, Sun Solaris, IBM  
RS6000.

**Application Software**

Oracle Assets, Oracle  
Receivables, Oracle Payables,  
Oracle General Ledger, Oracle  
Purchasing, Oracle Projects,  
Rel. 10.5, 10.7 Character/SC

**Environment**

Oracle7, Sequent

**Application Software**

Oracle General Ledger, Oracle  
Payables, Oracle Assets, Rel.  
10.6 Character and 10.7 SC

**Environment**

Oracle 7.3, HP UNIX

**Application Software**

Oracle General Ledger, Oracle  
Payables, Rel. 10.6 Character  
and 10.7 SC

**Environment**

Oracle v6 RDBMS, Oracle7

**Environment**

Oracle v5 RDBMS  
Oracle v6 RDBMS

**GREYHOUND LINES INC.**

Greyhound Lines Inc. is the nation's largest inter-city bus company. The company's primary business is scheduled passenger service, but it also provides charter bus service, package express delivery service, and food service.

- Managed production support and custom development for all applications.
- Managed installation and implementation of Oracle Receivables.
- Managed functional and technical team for Oracle Financials upgrade, Oracle Database upgrade, and conversion from Sun Solaris to IBM RS6000.
- Managed installation and implementation of Oracle Projects.

**AMERICAN REF-FUEL**

American Ref-Fuel's primary objective is to develop, own and operate advanced waste-to-energy facilities that convert municipal solid waste into energy in the form of steam and electricity.

- Managed functional and technical team for Oracle Financials upgrade and Oracle Database upgrade.
- Worked with 3rd party vendors to provide a total-solution for the customer.

**APPLIED COMMUNICATIONS, INC.**

Applied Communications, Inc. (ACI) is the nation's largest manufacturer of bank automated teller machine software.

- Managed functional and technical team for Oracle Financials upgrade and Oracle Database upgrade.
- Mentored ACI and Aris staff on upgrade process.

**DPC&A**

DPC&A provides oil and gas economics software to large and small oil and/or gas exploration companies around the world.

- Managed the software research and development team of fourteen.
- Added Oracle database to existing products.
- Managed multiple internal and external development projects.
- Taught relational database concepts to sales, support, and management teams.

**REDMAN INDUSTRIES**

Redman Industries manufactures and sells mobile homes and building products (primarily aluminum windows and doors) across the United States.

- Managed internal staff and projects.
- Designed, developed, and supported General Ledger, Payables, Receivables, Costing, Engineering, Fixed Asset, Sales, Marketing, and Legal systems.
- Part of three-man team (CIO, CFO, and myself) to define long term IS strategy for all locations.

References available upon request.

**TODD R. ULICNY****Practice Manager****FUNCTIONAL ROLES**

- Account Manager
- Project Manager
- Financials Functional Consultant
- /Procurement Functional Consultant
- Instructor
- Business Systems Analyst

**BUSINESS SOLUTIONS**

- R10.7 Character Financials
- R10.7 NCA Financials
- R11.0 Financials
- R11i Financials

**ENVIRONMENTS**

- HP Unix
- Sun Solaris
- DEC Alpha
- AS400
- Windows NT Server
- Windows 95, 98, NT Workstation

**APPLICATION SOFTWARE**

- Oracle Financial Suite
- Oracle /Procurement
- Oracle HRMS Suite
- Discoverer 3.0 and 3.1
- Financial Analyzer
- Sales Analyzer
- Intershop Enfinity 1.0
- J.D. Edwards World
- Cognos PowerPlay/Impromptu
- SAS
- FDB
- BAMCS
- Raiser's Edge

**DEVELOPMENT TOOLS**

- SQL\*Plus 3.3 through 8.0
- TOAD
- Dataloader
- CA-Easytrieve
- FOCUS
- LINC14 for Unisys
- Syncsort
- ICE Tool
- HTML
- Visual Basic

Todd has over 13 years of experience with the planning, analysis, design, implementation, instruction and use of Enterprise Business Systems. He is an accomplished project manager with multiple tier one ERP packages including experiences implementing 10.7 character, 10.7 NCA, 11.0 and 11i versions of the Oracle applications. Todd is an excellent communicator, enthusiastic leader and a positive influence to all project team members. His strong financial background stems from several years of experience in Cost Accounting, General Accounting, Financial Analysis and Corporate Controller positions. Today, Todd plays a vital role in the growth and management of CIBER's Oracle consulting practice in Southern California. He is 100% dedicated and responsible for the development, service and support of Oracle software customers, recruiting and management of CIBER consulting personnel, and the growth and development of partnerships between CIBER and Oracle Corporation and strategic third party software developers and service providers.

**SUMMARY OF EXPERIENCE**

- Project Management of Oracle Application implementations, J.D. Edwards implementation, Oracle data warehouse and decision support tools implementation, custom application implementation and selection studies.
- Application design and setup in R 10.7 Character, R10.7 NCA, R11.0 and 11i for General Ledger, Payables, Receivables, Assets, Purchasing, and Assets.
- Designed 1.5 terabyte Oracle data warehouse and implemented financial analyzer, sales analyzer and Discoverer as decision support tools.
- Designed Oracle data conversions from SAP, SAGE, Cullinet, FDB and custom legacy systems.
- Developed processes using Syncsort, JCL, CA-Easytrieve, Visual Basic, HTML, Fortran IV, LINC14 for Unisys, and FOCUS
- ISO9000 certified facilitator
- General Accountant, Cost Accountant, Project Accountant, Accounting Manager, Financial Analyst, Corporate Finance Manager, Manager of Decision Support Systems, Vice-President of Service and Support, Corporate Controller positions held.
- Experienced trainer on Oracle Financials and Purchasing.

**PROFESSIONAL EDUCATION**

- B.S. Management (Finance), Purdue University.
- Completed 2 years pursuing J. D. in Law, Western State University

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Enterprise Solutions

**Environment**

Oracle 11.5.5, Oracle 8.1.6  
HP-UX 11.0, Windows 2000

**Application Software**

Oracle General Ledger,  
Payables, Receivables,  
Cash Management,  
Human Resources, Benefits,  
Training Administration,  
Time Management,  
Self Service, Discoverer and  
Financial Analyzer

**Development Tools**

MS Office, MS Projects,  
Dataloader, TOAD

**Development Tools**

MS Office, MS Projects

**Environment**

Oracle 11.0.3, Oracle 8.0.5  
Dell NT Server,  
Intershop Enfinity 1.0

**Application Software**

Oracle General Ledger,  
Payables, Receivables,  
Purchasing, Inventory,  
Order Management, Intershop  
Enfinity

**Development Tools**

MS Office, MS Projects,  
Dataloader, TOAD

**OAKWOOD WORLDWIDE**

Oakwood Worldwide is one of the nation's top providers of corporate housing and property management. They are the largest temporary housing provider worldwide.

- Project managed large-scale implementation of Oracle 11i applications with over 150 technical programs to convert data, interface with legacy systems and provide customized Oracle enhancements.
- Performed migration planning, go-live planning, and environment planning.
- Developed communication plan and training plan for 3,000 employees moving from character-based legacy system to Oracle's Internet-based.
- Managed 42 team members over 13 months.
- Maintained very high satisfaction level with client's Executive Committee.

**WESTFIELD GROUP**

Westfield Group is one of the world's largest real estate investment trusts. Westfield acts as a developer, architect, builder, property manager and funds manager for an \$11.1 billion global portfolio of shopping center assets that comprise more than 65 million square feet of retail space and include more than 13,100 retail businesses in 87 shopping centers. The market capitalization of the entities that make up the Group was \$8.5 billion as of June 30, 2001.

- Provided eBusiness strategic collection and analysis of opportunities for Information Technology process improvements, worldwide.
- Performed analysis and presentation of results both in the United States and in Australia, which included interests in New Zealand.
- Derived 11 key business-to-business initiatives to be implemented from 52 potential process improvement areas, worldwide.

**STAYHEALTHY.COM**

StayHealthy.com was launched in 1995 as one of the first healthcare Web sites. Since inception, they have developed the first of a line of health-related products and services that use state-of-the-art technologies at a significantly lower cost than was previously possible due to the capabilities of Internet server based systems. Stayhealthy's mission is to provide low cost, user-friendly devices and end-to-end clinical programs that help measure, manage and monitor an individual's health.

- Performed initial rapid-fit assessment of several retail storefronts and integrated backed financial packages.
- Project managed team of 11 consultants in implementing web storefront design, catalog-based shopping technology, online payment acceptance, web security and completely integrated Oracle applications financials, purchasing and order management..
- All applications and integration performed using FastForward™ methodology.

**Development Tools**  
MS Office, MS Projects

**Environment**  
Oracle 11.0.3, Oracle 8.0.5

**Application Software**  
Oracle General Ledger,  
Payables, Receivables, Assets  
and Purchasing

**Development Tools**  
MS Office, MS Projects, and  
SQL\*Plus 8.0

**Environment**  
Oracle 10.7 NCA, DEC Alpha,  
and Citrix Server

**Application Software**  
Oracle Receivables,  
Purchasing and Assets

**Development Tools**  
MS Office, MS Projects and  
SQL\*Plus 8.0

**Environment**  
Oracle 10.7 SC

**Application Software**  
Oracle Receivables

**Development Tools**  
MS Office

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Enterprise Solutions

**PANASONIC DISC SERVICES CORPORATION**

Panasonic Disc Services is a one-stop shop for all DVD Video and DVD-ROM replication services. PDSC is a \$120 million in revenue, wholly owned, subsidiary of Matsushita. Matsushita, established in 1918 in Osaka, Japan is a \$61 billion enterprise employing over 265,000 people worldwide.

- Project managed in-depth requirements analysis and substantial selection study process in order to assist PDSC in selecting the best software fit for their high-technology manufacturing business.
- Evaluated financial, purchasing, manufacturing, manufacturing optimization, advanced pricing, human resources and distribution business requirements.
- Created custom selection criteria, scripted demonstration scenarios, coordinated vendor contacts, created custom evaluation and scoring documents and provided final recommended solution.

**ROBERT MORRIS COLLEGE**

Robert Morris College is an independent co-education center for undergraduate and graduate students situated on a 230-acre campus and educates nearly 1,000 resident students and 2,166 off-campus, students.

- Responsible for requirements gathering, module design, data conversion design, module setup, testing and go-live implementation of financial and purchasing modules.
- Performed issue resolution, TAR management and user documentation
- Provided business expertise in setting up encumbrance accounting and budgetary controls.

**RSL COMMUNICATIONS, LIMITED**

RSL Communications is an Internet-centric communications company deploying its services across the largest managed network based on Internet protocol in the world. RSL Communications has made key acquisitions of Westinghouse Communications and Deltathree.com and now provides telecommunications products and services in 22 countries worldwide.

- Responsible for requirements gathering for Receivables, Purchasing and Assets modules.
- Performed Conference Room Pilot, module design, module setup and testing.
- Assisted in design of conversions for all modules including intricate integration to substantial legacy telecommunications billing system.
- Provided issue resolution, TAR management and User documentation.
- Provided end user training to accounting staff on all modules.

**LENDER'S SERVICE INCORPORATED**

Since 1967, Lender's Service, Incorporated has provided products and services to the real estate lending industry and is the largest provider of collateral assessment services (50 states) and the largest residential title agency (44 states and the District of Columbia) in the country.

- Developed custom tailored Receivables training class including Student Guide, Facilitator Guide and Student Skill Practice Guide.
- Integrated customer specific forms and reports into training so that students may learn from actual screens and reports using data and customizations that

**Environment**  
Windows NT Server

**Application Software**  
MS Access

**Development Tools**  
Visual Basic, JCL,  
CA-Easytrieve, FOCUS,  
Syncsort, ICE Tool

**Environment**  
Oracle 10.7 SC  
Windows NT Server

**Application Software**  
Oracle Financial Analyzer,  
Oracle Sales Analyzer,  
Oracle Discoverer 3.0,  
Oracle Express Server,  
Cognos PowerPlay,  
Cognos Impromptu

**Development Tools**  
JCL, CA-Easytrieve, FOCUS,  
Syncsort, ICE Tool, HTML

**Environment**  
Windows NT 4.0 Server,  
Compaq Proliant Server

**Application Software**  
Windows Exchange Server,  
MS Outlook

are familiar.

- Responsible for test plan and test script development for all receivable processes, including Oracle customizations and legacy systems.

#### **FISHER SCIENTIFIC INTERNATIONAL, INCORPORATED**

Fisher Scientific is the world leader in serving science offering more than 600,000 products and services that enable scientific discovery and clinical laboratory testing services to more than 350,000 customers located in approximately 145 countries.

- Held position as Controller for Fisher Scientific.
- Project managed the analysis and development of a custom application and data mart for activity-based costing.
- Developed methodology for calculating customer profitability
- Designed and developed data mart integration to legacy systems and database structure.
- Designed, developed and deployed custom application forms and reports to organization executive management.

#### **FISHER SCIENTIFIC INTERNATIONAL, INCORPORATED**

Fisher Scientific is the world leader in serving science offering more than 600,000 products and services that enable scientific discovery and clinical laboratory testing services to more than 350,000 customers located in approximately 145 countries.

- Team leader for the analysis and development of a 1.5 terabyte data warehouse for sales, marketing, service, distribution and financial information
- Administrator for all decision support tools during implementation and post-live operation.
- Created pre-defined workbooks in discoverer and deployed enterprise-wide.
- Created pre-defined reports in Cognos and in Oracle decision support tools and deployed enterprise-wide.
- Developed methodology and process for enterprise-wide budgeting.
- Trained organization in the administration and use of all decision support tools.

#### **FISHER SCIENTIFIC INTERNATIONAL, INCORPORATED**

Fisher Scientific is the world leader in serving science offering more than 600,000 products and services that enable scientific discovery and clinical laboratory testing services to more than 350,000 customers located in approximately 145 countries.

- Project manager for design and deployment of enterprise-wide network and mail server.
- Setup server hardware, operating system and mail server.



**Environment**  
Windows NT Server

**Application Software**  
Raiser's Edge,  
Q&A Database

**Development Tools**  
MS Office

#### **NATIONAL TUBEROUS SCLEROSIS ASSOCIATION**

The NTSA provides support services and raises funds for genetic and medical research for the 45,000 individuals stricken with this rare disease.

- Held position as Vice President of Services for the NTSA.
- Project managed the analysis, design and development of the Raiser's Edge constituent management database and application
- Converted 10,000 records from Q&A database into Raiser's Edge
- Created custom reporting.
- Trained organization in the administration and use of the application.

**Environment**  
Windows NT 3.51 Server,  
Compaq Proliant Server

**Application Software**  
Windows Exchange Server,  
MS Outlook

**Environment**  
AS/400

**Application Software**  
J.D. Edwards,  
ACCPAC Plus Accounting

**Development Tools**  
RUMBA, MS Office,  
Lotus 1-2-3

#### **NATIONAL TUBEROUS SCLEROSIS ASSOCIATION**

The NTSA provides support services and raises funds for genetic and medical research for the 45,000 individuals stricken with this rare disease.

- Project manager for design and deployment of network and mail server.
- Setup server hardware, operating system and mail server.

#### **VICTORIA MORTGAGE CORPORATION**

Victoria Mortgage Corporation provided residential loan originations and loan servicing, nation-wide from their headquarters in San Antonio, Texas and Irvine, California.

- Held position as Corporate Finance Manager for VMC.
- Team leader for migration of financial ERP system from ACCPAC Plus Accounting to J.D. Edwards.
- Migration completed in 8 weeks, including 10 years of historical data for reporting purposes.
- Created all financial statements in J.D. Edwards.
- Created extensive, automated sub-ledger reporting for the business.

**Environment**  
Unisys A17

**Application Software**  
FDB, IMRS Microcontrol,  
BAMCS

**Development Tools**  
MS Office,  
Lotus 1-2-3

#### **UNISYS CORPORATION**

UNISYS has been in business for over 115 years and has ridden the wave of computing technology from the industry's birth. UNISYS is located in 110 countries and provides computer hardware, software, and information technology services.

- Held positions as Senior Cost Accountant, Senior General Accountant and Financial Analyst.
- Managed the FDB legacy financial system, locally. Responsible for creating all automated reporting, budget process and the accounting process
- Implemented custom journal entry system using LINC14 language.
- Integrated BAMCS information flow of manufacturing data into FDB
- Implemented and maintained IMRS Microcontrol application for consolidation and reporting of corporate financial data.

**Attachment F: Training Plan Options**

**Attachment F: Training Plan Options****Training Plan****1. Project Team Training**

CIBER recommends that the County use the training credits offered by Oracle to attend Oracle's application-specific training classes. The classes are designed to teach new Oracle users the skills needed to implement and administer their Oracle applications. Meeting with the County team and determining their skill levels and responsibilities is essential to determining the appropriate Oracle classes. After attending these classes the County staff will have enough Oracle knowledge to work closely with CIBER on achieving a successful implementation.

**2. End-User Training**

CIBER recommends that the County use a train-the-trainer approach. This approach allows the County to cost effectively roll out training to their end user staff. The difference between train-the-trainer and end-user training is that the train-the-trainer approach will utilize internal City resources to deliver the end-user training to the full population. The professional training skills that the County resources will gain will also result in the County's preparedness for ongoing training needs. The train-the-trainer approach as well as the end-user training approach will provide the County with education materials, such as Education Needs Assessment, Education Materials, and Future Needs Assessment.

**Education Needs Assessment**

Changing to your Oracle applications environment creates new learning opportunities for your employees. CIBER can assist your organization in determining the appropriate educational program to effectively roll out new Oracle products and features. Our skills assessment tools help define the customized needs of your employees. During the Discover period, our professionals will identify:

- The number of users per module.
- The total number of users.
- The geographic locations of users.
- The current proficiency level of users.
- The existence or non-existence of user documentation.
- The change in business processes and organization.
- The test script needs.
- The requirements needs.

Based upon our findings from the Discover period, CIBER will determine the level of detail for the appropriate education materials. This process will also help CIBER advise the County's trainers on end-user training approach and rollout. CIBER will spend time understanding your business requirements, and collect the necessary information as it relates to the new Oracle applications. CIBER will develop the design, flow, content, and length of each class to ensure that all requirements for the County's trainers are met. In order to develop customer specific content, a set of initial interviews will be performed to understand business requirements. CIBER will spend time understanding your current environment as well as working through some of your business decisions. This interview process allows us to collect information as it

relates to the new Oracle applications. The interview process will also help identify the scope, level, and format of the courseware for end-user training.

### **Education Materials**

Attending a class does not ensure complete comprehension of all material covered. Education materials, such as reference manuals, student guides, and job aids allow users the ability to continually learn and understand the course content when they return to their jobs. CIBER's standard is to develop training materials in Microsoft Word. We will utilize many of our generic templates to kick-start the development process.

We have prepared our proposal under the assumption that identical materials will be used for the Power Users and the Executive Users. There is a cost of \$10.00 per manual for production costs. If different manuals are needed, than the total cost estimate for preparation and production will change.

Below are examples of education materials that may be used for the County's training classes.

- **Custom Courseware** – Step-by-step procedures on how to perform all functions needed for everyday use of the system. These documents are customized from our in-house library of generic template procedures. Customized procedures guide the user through all of the steps that need to be performed, in the correct order, and using the customized forms.
- **Quick-reference Guides** – These guides are tailored to provide your employees with a fast, simple way to answer questions real-time while performing their normal job responsibilities. These reference guides can be created in a variety of media to enable your employees' easy access to the information they need.
- **Hands-on Labs and Exercises** – Labs and exercises offer students the ability to practice what they learn. CIBER's instructors create detailed labs, which guide students through the necessary business processes and procedures that they will need to perform their professional duties. Each lab is written to allow the student to understand what steps are necessary to perform their job in the most efficient and effective manner. End-users are exposed to realistic business situations where they are asked to accomplish tasks that closely mirror everyday duties. This hands-on approach allows users to retain and apply this new knowledge to future situations.
- **Quick-reference Guide for Oracle Navigation** – These guides are tailored to provide your employees with a fast, simple way to navigate through the new Oracle applications. These reference guides can be created in a variety of media to enable your employees' easy access to the information they need.
- **Pre-Training Evaluations** – Having users complete a questionnaire addressing proficiency, system duties descriptions, and training goals before participating in a training session gives us the ability to judge the effectiveness of training and the users comfort level with the system upon completion of training.
- **Post-Training Evaluations** – Having users complete evaluations after participating in a training session allows us to identify the effectiveness of the training.

### **Future Needs Assessment**

By analyzing the pre and post evaluations and the users' reactions to training, we will be able to determine the effectiveness of training, comfort level of the user, and if future training is needed. All of this information is summed up in a wrap-up document upon completion of the education process.

### **3. Role of Consultants and Government Staff in Training**

The County should provide staff that has knowledge of the overall business processes for the various applications. The staff need not be professional trainers because CIBER will prepare the individuals through the train-the-trainer approach.

End-users will have detailed training guides and hands-on classroom exercises to help them learn the Oracle processes. The County's trainers who have attended train-the-trainer classes will teach these classes.

### **4. Class and Course Descriptions**

**Courses and education materials cover the following:**

- Oracle navigation.
- Custom courseware utilizing the County's naming conventions, forms, etc.
- Data entry instructions.
- Inquiry and view-only sections.
- Custom labs that incorporate real-life scenarios.
- How-to-use Quick Guide Tools.

**Train-the-trainer classes cover the following:**

- Effectively teach functional application curriculum to end-users.
- The use of creative training techniques.
- Clarify rules of effective teaching.

### **5. Technical Training on Proprietary Toolsets**

CIBER recommends that the County use the training credits offered by Oracle to attend Oracle technical training. These classes are designed to new Oracle developers and cover Oracle applications' table structures, data base administration, coding, etc. Meeting with the County's team to determine their skill levels and responsibilities is essential to deciding on the appropriate class to attend.

### **6. On-site Training Options**

The two methods recommended for on-site training are:

#### **Instructor-Led Training –**

This is classroom training that is conducted by a trainer experienced with the Oracle applications and how they work in relation to the business process. Visual aids and

hands-on training help students learn the system. This training method is effective with class sizes of fifteen or fewer people.

**Train-the-Trainer Workshops –**

CIBER employs this method of training for many of our larger customers. This approach is used to teach the client's staff how to use the technology so they can subsequently train their users. The training programs consist of training materials along with working labs to allow the internal trainers the ability to conduct professional classes themselves. CIBER provides instructors as contractors for the purpose of training internal employees.

**7. Off-site Training Options**

**On-Line Learning –**

This method consists of either interactive instructor-led training using Internet technology or recorded training presentations that are accessed via a corporate network or intranet. The instructor-led Internet training allows users to learn while at their desks, thus keeping the costs associated with classroom training to a minimum. The saved presentations offer students the ability to learn on their own schedule.

Computer-based training is not part of CIBER's training plan. The County is planning a new implementation of the Oracle applications. These applications and technology are an unknown for most employees. CIBER believes that hands-on training helps address many issues that cannot be discussed in on-line training. Understanding staff skill levels, PC knowledge, etc. are keys to a successful training roll out. Hands-on training allows the trainer to determine further training needs. This instructor-led training approach also ensures that all identified participants have attended classes.

For training on a web-enabled application, CIBER would utilize the information gathered during the Education Needs Assessment to determine if on-line training is a viable option. Computer skill levels are a key to this type of training technique.

**Attachment G: Additional Services Offerings**

## Partner Solutions

# ORACLE PRACTICE OVERVIEW

### When Two Great Teams Join Forces, Everyone Benefits.

The name CIBER Enterprise Solutions may be new, but as DigiTerra and Aris we have been two of the leading providers in the Oracle services industry for over 10 years. Our teams are a great fit for each other, and we believe they'll be a great fit for our customers.

For over 10 years, CIBER Enterprise Solutions has helped ensure the success of hundreds of Oracle customers worldwide. We've combined the Supply Chain and Manufacturing expertise of DigiTerra with Aris' reputation for industry-leading knowledge of HRMS and Financials in the Public Service and commercial markets. CIBER Enterprise Solutions' consultants provide expert project management, application consulting, technical consulting, database administration support and infrastructure support that allow you to take maximum advantage of the rapid advance of technology, while leveraging your current investments.

We are also part of CIBER, an IT organization with a 28 year history and over 5,000 resources worldwide who can help ensure the success of your implementation or project. CIBER's consultants boast expertise in strategy, enterprise integration, Internet services, business intelligence and network integration across a broad spectrum of industries.

#### Partnership and Awards

As a premier partner of Oracle for over 10 years, and a current Oracle Services Provider, CIBER Enterprise Solutions has worked closely with Oracle to develop and test their products before they are introduced to market. CIBER Enterprise Solutions participated in beta testing efforts for Oracle Applications Release 11 and 11i, as well as the Oracle 9i RDBMS. This gives us an unmatched knowledge of and technical experience with the latest Oracle products that allows us to sell and implement the products with confidence.

You can have confidence in us, too. We have a long reputation as a leader in the Oracle community and have received numerous awards for services to our clients, including Oracle's Outstanding Implementation Innovation Award. Our consultants are respected as Oracle experts, with numerous publications and books to their credit. We are an authorized Online Implementer, and a Certified Relicensor of Oracle Database and Development Tools.

And we don't stop with awards from Oracle. We are committed to exhibiting leadership through service to the Oracle user community. Our consultants are frequent, popular presenters at international, national and regional Oracle User Group meetings. Several of our consultants have served on the board of these groups, and have helped organize these educational events on a volunteer basis.

#### Clients

With engagements completed successfully for hundreds of customers, CIBER Enterprise Solutions' client list reads like a virtual "Who's Who" of Fortune 1000 businesses, government entities and other leading institutions. Companies like The Boeing Company, Burger King, AT&T, BellSouth, Delta Airlines, General Electric, Ford Motor Company, US Playing Cards, Harvard University, Westinghouse EMD, Tempur-Pedic, and Oakwood Worldwide have relied on CIBER Enterprise Solutions for expert advice on their Oracle and other software implementations.

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# Partner Solutions

## ORACLE PRACTICE OVERVIEW

### Targeted Service Offerings

CIBER Enterprise Solutions has developed a variety of Oracle service offerings within our commercial and public services practices that allow us to deliver maximum value to our clients' implementations. These services include a full line of consulting services for all recent Oracle releases including 11i, and a range of custom and packaged services, customized training and application development, and infrastructure support.

A partial list of the services we can provide our Oracle customers and areas of expertise includes:

#### Applications:

- 11i Upgrade and Implementation Services
- Manufacturing, Financials, HRMS, Public Service
- Full E-Business Suite expertise
- FastForward Implementations
- Value Packaged Services
- Extended Oracle Applications
- CRM/SFA Service Implementations
- Self-Service Portal services including iStore and iSupport implementations
- Oracle Warehouse (Warehouse Builder, Express Server, Discoverer, Clickstream Intelligence)
- Custom Training Development and Deployment.

#### Design and Development:

- Oracle Internet Developer Suite
- Oracle 8/8i, 9iAS and Portals
- iPlatform, iProcurement, iCustomer
- Custom Design and Programming

### Broad Experience, Vertically Focused

CIBER Enterprise Solutions was formed to provide vertically focused services and solutions to Oracle customers. We have depth of experience in both the state and local as well as Federal Public Services markets, with an extensive list of satisfied clients. Our depth of experience in the commercial market is also vertically focused, with a long list of Manufacturing, Distribution, CRM/SFA, Projects, HRMS and Financials clients in an impressive range of industries. We leverage the experience and relationships established by all of our practices in industries such as health care and higher education, to bring a wealth of resources and understanding to your project.

### CIBER Enterprise Solutions— The Way IT Should Be

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## Partner Solutions

# ORACLE R11i

## UPGRADE SERVICES

### R11i Upgrade— Ready, Set, Go!

To compete successfully in today's economy, you need fully integrated systems that function as a single source of enterprise-wide information. Oracle's E-Business Suite is the only comprehensive set of applications that automates the entire extended enterprise, by combining customer relationship management and enterprise resource planning applications into a single, integrated system.

Oracle's E-Business Suite includes integrated Financials, Manufacturing and Supply-Chain, Human Resources Management System (HRMS), Projects, and Customer Relationship Management (CRM) applications that leverage the Internet to give you real-time visibility into all aspects of your business. To help you transition your processes to the web, Oracle has developed Oracle Applications Release 11i. By migrating from R10.7 or R11 to R11i, customers have the opportunity to realize the benefits of the latest functionality in Oracle Applications as well as the underlying Internet architecture.

### Multi-faceted Upgrade Services

CIBER Enterprise Solutions' 11i Upgrade Service helps you get the most from this technology by offering a multi-faceted upgrade plan that assists you in your E-Business transformation. Beginning with an intense readiness assessment, continuing through the upgrade and implementation, and finishing with end-user training and optimization, we offer comprehensive services that assure that your upgrade lives up to your expectations.

### Ready? Infrastructure Assessment

CIBER Enterprise Solutions's Oracle consultants assess your existing technology infrastructure's readiness to meet the requirements of the software upgrade. We size hardware and server needs to support the Internet architecture of Oracle Applications' current releases (11 and 11i). We know the key integration points between the operating system and the Oracle database and can recommend improvements for database performance and overall efficiency of the Oracle Applications.

### Set? Organizational Assessment

With our proven expertise of upgrading customers to release 11 and 11i, CIBER Enterprise Solutions can analyze your current business requirements to ensure that you continue to maximize the potential within the Oracle Applications and gain the greatest return on your investment. During our organizational assessment, we will investigate enhanced system features, compare your current business requirements to the upgrade software and existing customizations, and document and evaluate current customizations to ensure a successful upgrade path for future software releases.

### Go! Upgrade Implementation

CIBER Enterprise Solutions begins each upgrade project with a practical plan that encompasses every step of the project. Our proven methodology and upgrade experience means we can resolve issues quickly and guide the project around obstacles. We transfer our knowledge to your staff by working together through each step of the project. We use multiple test upgrades of your Oracle Applications software and database to ensure a smooth upgrade of your production system. We take all necessary actions to guarantee that day one using the new software release is a complete success for your entire organization.

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# Partner Solutions

## ORACLE R11i UPGRADE SERVICES

### CIBER Enterprise Solutions Advantages for Oracle Users

- **Extensive Upgrade Experience**  
CIBER Enterprise Solutions has years of experience in both Oracle 11i upgrades and upgrades of prior releases of Oracle Applications.
- **CIBER Enterprise Solutions Upgrade Methodology**  
Our consistent, methodical approach focuses on communication, teamwork, project controls and standards to minimize the risks associated with an upgrade project.
- **Custom Development Expertise**  
For more than a decade, CIBER Enterprise Solutions consultants have developed custom solutions tailored to meet the unique business requirements of our clients.
- **CIBER Enterprise Solutions Accelerated Approach**  
This packaged solution capitalizes on the inherent functionality, integration, and scalability of Oracle Applications. It delivers all the tools and expertise required to implement Oracle Applications with minimal risk, cost, and downtime.
- **Strategic Alliances**  
CIBER Enterprise Solutions partners with companies that add essential services for 11i Upgrades such as Crystallize, which provides mission-critical data cleansing and data migration.

### CIBER Enterprise Solutions and Oracle—a Powerful Combination

For more than ten years, CIBER Enterprise Solutions and Oracle have delivered successful enterprise resource implementations. We are an Oracle Certified Solutions Provider and participate in both Oracle's E-Business Suite Early Adapter Initiative and the Oracle Online Implementation Initiative. Our team of professionals delivers consulting and advisory services centered on the complete suite of Oracle's offerings. CIBER leverages existing and new information technologies to help today's businesses thrive, with a full suite of solutions that includes Strategy, Application Services, Interactive Web, Data-Driven, Integration and Wireless.

Our dedicated Oracle Practice has provided expert project management, application consulting, technical consulting, database administration support, and infrastructure support and sales for hundreds of Oracle customers. Our expertise extends across the entire Oracle E-Business Application suite and includes impressive development capabilities.

### CIBER Enterprise Solutions— The Way IT Should Be

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## Services

# CIBER ENTERPRISE SOLUTIONS AN OVERVIEW

The challenge in today's IT environment is to optimize functionality, improve access to information, and leverage current investments, while reducing costs. Decisions must be carefully made based on increasing shareholder equity, return on capital, and real tangible value to the corporation. CIBER Enterprise Solutions (CES) provides the application and business expertise, the implementation and integration know-how, and the change management and training solutions your organization needs to meet the challenge.

### Who Are We?

CES is a leader in providing application and business expertise to clients in a wide range of industries all over the world. We provide functional, technical and project management expertise across the full spectrum of Tier One enterprise systems. We implement and integrate powerful enterprise applications such as PeopleSoft, Oracle, SAP, Commerce One, and Siebel, which can help your business meet its tactical, strategic, and business goals.

### Our consulting solutions include:

- HRMS, Financials, e-Procurement
- Student Administration and Contributor Relations
- Supply Chain Management (SCM)
- Customer Relationship Management (CRM)
- Enterprise Performance Management (EPM)
- ROI, vendor, and upgrade assessments
- Collaborative e-Business applications
- Portal/Web development
- End-User Training
- Technology infrastructure
- Distance learning
- Business strategy and intelligence
- Business workflow and process reengineering

### Partners and Presence

Our vendor partners include PeopleSoft, Oracle, SAP, Commerce One, and Siebel. We work with these leading partners to provide solutions for enterprises in a wide range of industries, all over the world. As a division of CIBER, Inc. (NYSE: CBR), a publicly-traded, 28-year IT industry veteran with over 5,000 IT resources in 60 offices across the US, Canada and Europe, we possess a global presence that can support even the most complex needs of international clients.

### Experience

As a company, CES has more than a decade of experience providing consulting services in the enterprise software market. Our consultants leverage an average of 5 or more years of business and software experience to make each of our more than 1,000 client engagements a success. Our consultants use proven methodologies and tools that have been developed over time at each of our engagements to reduce the time and cost of your implementation.

We have the skills, templates, methodologies, and creativity to deliver an on-time, production-ready system without exceeding your budget.

### Solutions

We provide complete staffing support and project management using our proven methodologies to ensure a successful delivery for each and every client. Our teams are both scalable and flexible in their approach to each project. We take pride in transferring our expertise and knowledge to your existing staff, helping to ensure your continued success after the implementation is completed. We focus on planning, execution and delivery of complex enterprise projects, so you can focus on your core business.

### Credentials



#### Oracle

- Oracle Certified Solutions Partner
- Over 10 years Oracle experience



#### PeopleSoft

- PeopleSoft Certified Consulting Partner
- PeopleSoft Partner Since 1991
- Version 8 Certified
- 1 in 4 PeopleSoft Higher Education customers is a CES customer



#### SAP

- SAP Services Partner since 1997



#### Siebel

- Siebel ACE Partner

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## Case Study

# CIBER ENTERPRISE SOLUTIONS

## AN OVERVIEW

### Our solutions include:

**Oracle:** Our Oracle practice provides eBusiness Suite software expertise and specific Manufacturing, Distribution, CRM/SFA, Projects, HRMS and Financials consulting services to organizations of all types. We leverage experience and relationships developed over 10 years as a leading Oracle consulting provider to bring a wealth of resources and understanding to your project.

**PeopleSoft Commercial and Government:** Whether you're considering a PeopleSoft Human Resources, Financials, or Learning Solutions application, we can help maximize ROI on your PeopleSoft investment through increased efficiency, reduced redundancy, reduced operating costs, and increased revenues. As one of PeopleSoft's first partners, we have the longest relationship and deepest experience base of any independent PeopleSoft consulting firm.

**PeopleSoft Higher Education:** Over 80 institutions in the United States and Canada have worked with us to deliver solutions for the problems they face today and keep them competitive tomorrow. We deliver a wide range of consulting services to institutions of all types: community colleges, universities, Research 1 institutions, public, private and for-profit institutions.

**SAP:** Our seasoned, expert SAP consultants provide valuable business skills and software expertise in both Enterprise R/3 and SAP's New Dimension Products. We provide services to support SAP's Mobile Workplace, Mobile Business Applications, Mobile Business Intelligence, Business Warehouse and Analytics, and the entire suite of Customer Relationship Management. Our technical, functional, and management consulting expertise ensures your SAP investment produces business efficiencies, reduces costs, and increases revenue growth.

**CRM:** Our CRM practice delivers targeted solutions to attract, retain and serve your best and most profitable customers. With expertise in Call Centers, Sales, Partner Sales, Marketing, Campaign Management, Employee Relationship Management and Partner Relationship Management, we can help you increase revenue, decrease costs and maximize return on your investment quickly and within budget.

### Industry Expertise

We deliver focused experience across a wide spectrum of industries, including: government, higher education, health care, manufacturing, distribution and transportation, utilities, telecommunications, manufacturing, financial services, media and entertainment, professional services and retail.

### Stability

While many of our competitors struggle just to stay in business, CIBER continues to offer the depth of resources and stability of a company with a 28-year history. You can rely on us to help you weather the tough times and provide the resources and tools you need to bring your IT project to a successful conclusion.

### CIBER Enterprise Solutions— The Way IT Should Be

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## Training—The Key to Success

To get the most from any ERP system, users must be properly trained. Without proper training, your employees may not be able to fully utilize the functionality or maximize the time and cost savings that the system is capable of delivering, placing the success of your implementation in jeopardy. CIBER Enterprise Solutions can help you maximize your return on your ERP investment through our End-User Training program, which includes custom courseware, hands-on training and a variety of instructional tools that help your users become system experts, so that your ERP system delivers the expected ROI.

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## Partner Solutions

## ORACLE END-USER TRAINING

Companies that invest in effective End-User Training programs obtain immediate as well as long-term advantages. CIBER Enterprise Solutions' customized End-User Training programs make the difference between simply using Oracle and taking full advantage of its extensive capabilities.

In fact, according to the Gartner Group, untrained users can take three to six times longer than trained users to complete the same amount of work.

Advances in technology and the business changes they initiate require an adaptable, skilled and educated workforce. CIBER Enterprise Solutions offers custom, on-site training programs to meet the opportunities and challenges of a diverse and rapidly changing e-business world. We partner with companies large and small to help increase the effectiveness of their change efforts.

### The Way IT Training Should Be

If you need to train your end-users to properly use and get the maximum value from your ERP system, CIBER Enterprise Solutions can help. With over 28 years of IT industry experience, and over 10 years as a leading partner of software vendors such as Oracle, PeopleSoft, and SAP, CIBER Enterprise Solutions provides effective End-User Training for a variety of ERP systems and applications. This includes training for the full suite of Oracle Applications including HRMS, Payroll, Manufacturing, Customer Relationship Management, and Financial modules. Generic templates give us a jump-start towards development of a client specific, customized end-user training curriculum based on a comprehensive evaluation of your business objectives.

### Our Training Delivery Options Include:

- Custom courseware
- New business processes and procedures
- Job aids
- Quick reference guides
- Instructor guides
- Hands-on labs and exercises
- Pre- and post-tests
- R11i readiness
- Instructor-Led Training
- Oracle Tutor
- Distance Learning

CIBER Enterprise Solutions has delivered effective training solutions to customers in a broad range of industries from telecommunications, manufacturing, retail, financial services and the public sector. We recognize that no two companies' training needs are the same. Our expertise is in matching the best delivery methods and formats with customized learning content to ensure that your users gain the necessary skills to maximize return on your Oracle investment.

### Find Out More

Whether you are implementing for the first time or simply doing an upgrade, let CIBER Enterprise Solutions' team of End-User Training professionals help you achieve your goals, business objectives and events.

### CIBER Enterprise Solutions— The Way IT Should Be

To learn more about CIBER Enterprise Solutions, please contact us at 800.979.4CES (4237) or visit our Web site at [www.ciber.com/ces/](http://www.ciber.com/ces/).



## Partner Solutions

# ORACLE FINANCIALS

### 11i Financials

Oracle's Financials Applications provide the foundation your company needs to succeed in today's e-business environment. Oracle's financials enterprise systems leverage the power of the Internet, reducing costs, streamlining business processes and generating financial information more quickly for those who need it.

If your business is ready to implement a new financials system solution, CIBER Enterprise Solutions can help. We partner with our clients to reduce risk by providing the right blend of strategic planning, technical knowledge and business process re-engineering services. With over 28 years of IT industry experience, and over 10 years as a leading Oracle partner, our experience speaks for itself. We are experts at harnessing and integrating Oracle technology to solve real-world business issues for a growing list of satisfied clients. CIBER Enterprise Solutions provides world-class support including:

- Implementation of Oracle Financials
- Upgrades to Oracle Financials Release 11i
- Web-enabled integration for Oracle Financials
- Customizations, including unique sub-modules, conversions, interfaces and the integration of third-party applications
- End-user training, customized to reflect your business needs
- Validation of the Oracle Financials solution

### A Proven, Consistent Approach

The foundation of our Oracle practice is our unique methodology. It saves our customers time and money while assuring the highest level of quality in implementing Oracle Financials. Our comprehensive risk assessment dramatically reduces the time and cost associated with more traditional approaches. Our client-specific prototype promotes your participation in the design of your Oracle Financials, guides the process of knowledge transfer, and leverages CIBER Enterprise Solutions' vast resources and experience for greater efficiency.

### Unmatched Expertise

We make it our business to understand your technology needs as well as your business challenges. With more than a decade of real-world ERP experience, companies choose CIBER Enterprise

Solutions as their preferred Oracle Financials implementation partner because of our hard-earned expertise in front-end and back-office automation. CIBER consultants partner with their clients to implement the latest products in Oracle's E-Business Suite including iProcurement and Internet Expenses, delivering unmatched ROI and exceeding our client's expectations.

### CIBER Enterprise Solutions and Oracle—A Powerful Combination

CIBER is an Oracle Certified Solutions Provider as well as a participant in both Oracle's E-Business Suite Early Adapter Initiative and the Oracle Online Implementation Initiative. CIBER's professional staff delivers consulting and advisory services centered on the complete suite of Oracle Applications, including Financials, Manufacturing, CRM/SFA, HRMS/Payroll and Property Management. Our experience and business acumen make CIBER the way IT should be for implementing and upgrading the Oracle Applications suite to the 100 percent integrated, 100 percent Web-deployed Oracle release 11i.

### CIBER Advantages for Oracle Users

- Complete Oracle E-Business Suite implementation services
- Proven, verifiable methodology
- Developer and Designer services
- Global support for worldwide clients
- Rapid Application Development services
- Customized end-user training

### CIBER Enterprise Solutions—The Way IT Should Be

To learn more about CIBER Enterprise Solutions, please contact us at 800.979.4CES (4237) or visit our Web site at [www.ciber.com/ces/](http://www.ciber.com/ces/).

**ciber**  
Enterprise Solutions

**Attachment H: CIBER Master Consulting Agreement**



**MASTER CONSULTING SERVICES AGREEMENT**

This Master Consulting Services Agreement ("Agreement"), is entered into this \_\_\_\_ day of \_\_\_\_\_, 200\_, by and between CIBER, Inc. a Delaware corporation ("CIBER"), and \_\_\_\_\_, a \_\_\_\_\_ ("Customer").

**1. SERVICES****1.1 Scope of Work**

CIBER will provide the services described on one or more Statements of Work ("SOW(s)") that will become part of this Agreement. All work to be performed will be documented in a SOW signed by the authorized representatives of both parties. A parent, subsidiary or affiliate of CIBER may enter into a SOW and for purposes of that SOW will be the "CIBER." Each SOW will describe the services to be performed ("Services"), the deliverables to be provided ("Work Product"), the schedule, the charges and such additional information as the parties agree upon. If this Agreement and a SOW conflict, the SOW will govern as to the matter(s) in conflict.

**1.2 Change Orders**

Either party may request a change to a SOW that may include a modification, addition or reduction of Services or may include the addition of out-of-scope work. Changes will be by written amendment to the SOW detailing the changes involved and any related changes to the schedule and charges. (a "Change Order"). Either party may reject or request modifications to a requested change. CIBER will not begin Change Order work until the written Change Order is executed by an authorized representative of each party. CIBER may bill on a time and materials basis for the work involved in analyzing the impact of the change.

**1.3 Method of Performance.**

CIBER will determine the method, details, and means of performing the work. Customer may require CIBER's personnel to observe its safety policies and building rules. Each party has the right to control its own personnel. Designation of a particular individual in a SOW does not preclude termination or re-assignment of the individual, *provided* the individual is replaced by a person with appropriate skills.

**1.4 Acceptance**

If acceptance criteria are not specified in a SOW, Work Products and Services are deemed accepted by Customer on the date of delivery unless Customer notifies CIBER in writing specifying the reason for non-acceptance within ten (10) business days after delivery.

**2. CUSTOMER RESPONSIBILITIES****2.1 Access and Cooperation**

Customer will provide the office accommodations, facilities, equipment, suitably configured computers (hardware and software), and personnel described in the SOW. The timely provision of the foregoing, the assistance and cooperation of Customer's officers, agents, and employees, and complete and accurate Customer information and data are essential to CIBER's timely ability to complete any Services.

**2.2 File Back-up**

Unless otherwise specified in the SOW, Customer will maintain and implement procedures for reconstruction of lost or altered files, data and programs.

**2.3 Health and Safety Hazards**

Customer will advise CIBER of any known health and safety hazards and provide CIBER's personnel with appropriate safety procedures.

**2.4 Personnel Changes****a. Personnel Schedule Changes**

Customer will be charged for Services if personnel schedule changes are not requested at least five (5) business days in advance.

**b. Open-ended Assignments**

Customer will notify CIBER at least thirty (30) days before the end of an assignment if the assigned personnel will be released from Customer projects.

**c. Extensions of Assignments**

CIBER considers its personnel for new deployments thirty (30) days before an assignment expires. CIBER must receive notice to extend personnel thirty (30) days before the scheduled expiration to assure continued availability. CIBER will use commercially reasonable efforts to accommodate extension requests received less than thirty (30) days in advance.

**3. TERM AND TERMINATION****3.1 Term**

This Agreement becomes effective on the date first shown above and will continue in effect until terminated as provided below. Termination of a SOW will not terminate the entire Agreement unless so stated in the termination notice.

### **3.2 Termination Without Cause**

Except as stated in a SOW, either party may terminate this Agreement or a SOW upon thirty (30) days' advance written notice. CIBER will advise Customer of the extent to which performance has been completed and deliver any work in progress. CIBER will be paid for all work performed and expenses incurred through the date of termination, including charges for materials ordered by CIBER that cannot be returned for a full refund. If Customer terminates a SOW or the Agreement without cause while any SOW remains uncompleted, Customer will pay any cancellation fee applicable to the affected SOW as set forth in such SOW.

### **3.3 Termination for Cause**

If either party:

- a. Fails to perform its obligations under this Agreement or any SOW and such failure continues for a period of (30) days after written notice,
  - b. Ceases to carry on its business substantially as such business was conducted on the date of this Agreement,
  - c. Institutes or suffers the institution against it of bankruptcy, reorganization, liquidation receivership, insolvency or similar proceedings, or
  - d. Becomes generally unable to pay its debts as they become due,
- then, without prejudice to the other rights or remedies available to it, the other party may immediately terminate this Agreement. CIBER may suspend work or terminate this Agreement or any SOW if Customer fails to pay undisputed amounts to CIBER within fifteen (15) days of CIBER's written notice specifying the undisputed amounts.

## **4. RELATIONSHIP OF THE PARTIES**

CIBER is an independent contractor and not an employee, agent, joint venturer, or partner of Customer. This Agreement does not create or establish the relationship of employer and employee between Customer and CIBER or any employee or agent of CIBER. CIBER will defend, indemnify, and hold harmless Customer, Customer's officers, directors, employees and agents, from and against any claims, liabilities, or expenses ("Claims") relating to compensation, tax, or insurance; *provided* Customer (1) promptly notifies CIBER in writing of each Claim when it comes to Customer's attention; (2) cooperates with CIBER in the defense and resolution of these Claims; and (3) does not settle or otherwise dispose of a Claim without CIBER's prior written consent.

## **5. COMPENSATION**

Charges for all Services, Work Product and expenses are set forth in each SOW.

### **5.1 Time and Materials**

Payments will be made at the hourly rates in the SOW, based on a minimum per day charge of eight (8) hours, exclusive of sales, use and similar taxes. Travel time to and from Customer's site will be billable. CIBER will give the Customer sixty (60) days prior written notice of any change in hourly rates or prices. CIBER may impose a higher rate for Services exceeding forty (40) hours per week or on a weekend or holiday. CIBER does not guarantee estimates in any way or to any extent.

### **5.2 Invoice and Payment**

Charges for third-party materials purchased pursuant to a SOW will be invoiced upon delivery to Customer. Charges for Services or Work Product provided on a time and materials basis will be invoiced bi-weekly. Charges for Services or Work Product provided on a fixed price basis will be invoiced in accordance with the agreed payment schedule. All invoices will be in CIBER's standard form and, except for amounts disputed by Customer, will be due and payable within thirty (30) days from the date of invoice. Customer must raise any concern or dispute in writing within ten (10) days from the date of the invoice or the invoice will be presumed payable. Customer's dispute with any amounts will not delay its payment of undisputed charges and expenses to CIBER. If Customer defaults in payment of any sum due CIBER, CIBER may suspend further performance under any or all SOWs.

### **5.3 Taxes and Expenses**

Charges do not include and Customer will reimburse CIBER for all taxes, including, but not limited to, sales, use, gross receipts, and ad valorem taxes, duties or similar charges imposed on the Services or Work Product (exclusive of taxes based on the property or net income of CIBER). Unless expressly included in a fixed price, Customer will reimburse CIBER for reasonable out-of-pocket expenses such as long distance telephone charges, postage, shipping, and reasonable travel and living expenses. All prices and rates exclude costs incurred for additional requirements or expectations of the Customer not anticipated by the parties at the execution of this Agreement or a SOW. All such expenses and special charges will be invoiced bi-weekly in arrears and are subject to the payment terms in this Section 5.

### **5.4 Interest; Collection Costs**

Interest will accrue on amounts past due at 18 percent (18%) per annum or the maximum permitted by applicable law. In any proceeding brought by CIBER to collect amounts due, CIBER will also receive its actual costs of collection, including reasonable attorneys' fees.

**5.5 Security Interest.** Customer hereby grants to CIBER a continuing security interest in the Services and Work Products to secure the full and punctual payment by the Customer of all amounts due to CIBER under this Agreement and the Customer's performance of all other duties, obligations and liabilities owed to CIBER under the Agreement. Customer agrees to appoint CIBER or its agents or assigns as Customer's true and lawful attorney-in-fact to prepare, execute, file at the appropriate location(s), and sign any document or financing statement necessary to protect CIBER's security interest in the Services and Work Products CIBER provides in whole or in part under this Agreement. CIBER agrees that it shall release its interests in the Services and/or Work Products on CIBER's full receipt of payment hereunder.

## **6. CONFIDENTIALITY AND OWNERSHIP**

### **6.1 Confidentiality**

Each party will maintain all sensitive or proprietary information it receives from the other in confidence using commercially reasonable standards and no less care than it uses with its own information, and will use and disclose such information only as authorized by the disclosing party. Each party will require its personnel to do likewise. The disclosing party will take reasonable steps to identify sensitive or proprietary information, including use of confidentiality notices in written material. These restrictions do not apply to information (1) generally available to the public other than by a breach of this Agreement; (2) rightfully received from a third party lawfully in possession of the information and not subject to a confidentiality or nonuse obligation, (3) independently developed by the recipient or its personnel *provided* the persons developing the information have not had access to the information of the disclosing party; or (4) already known to the recipient prior to its receipt from the disclosing party. A recipient may use and disclose any information to the extent required by law or as necessary to protect its interest in this Agreement, but only after the disclosing party has been notified and has had the opportunity to obtain reasonable protection for such information. In addition, CIBER shall not be required to keep confidential any ideas, concepts, know-how or techniques developed during the course of this Agreement by CIBER personnel or jointly by CIBER and Customer personnel.

### **6.2 Return of Confidential Material**

Upon termination of this Agreement or the disclosing party's request, the receiving party will promptly return any confidential information of the other party or destroy such at the request of the disclosing party.

### **6.3 Ownership**

Unless CIBER and the Customer agree otherwise in writing, the Work Products developed for Customer pursuant to this Agreement and any SOW will belong to CIBER. This provision does not apply to third party works or products CIBER provides to Customer or to CIBER Materials (as defined below). Customer acknowledges that CIBER is in the business of providing information technology consulting services and has accumulated expertise in this field and agrees that CIBER will retain all right, title and interest in and to all CIBER Materials. "CIBER Materials" means all discoveries, concepts and ideas, whether or not registrable under patent, copyright or similar statutes, including, without limitation, patents, copyright, trademarks, trade secrets, processes, methods, formulae, techniques, tools, solutions, programs, data and documentation, and related modifications, improvements and know-how, which CIBER, alone, or jointly with others, its agents or employees, conceives, makes, develops, acquires or obtains knowledge of at any time before, after or during the term of this Agreement without breach of CIBER's duty of confidentiality to Customer. If CIBER Materials are included with or embodied in any Work Product, Customer will have a perpetual, irrevocable, nonexclusive, worldwide, royalty-free license to use, execute, reproduce, display, perform, distribute internally, and prepare for internal use "derivative works" as defined in the Copyright Act, 17 U.S.C. §101, based upon, the CIBER Materials in each case solely in conjunction with the Work Product delivered hereunder. Any interest in the Services and Work Products granted hereunder by CIBER to Customer shall be effective upon and to the extent of payment by Customer of the fees and expenses invoiced by CIBER pursuant to this Agreement.

### **6.4 Residual Rights**

Notwithstanding anything to the contrary in this Agreement, CIBER and its personnel are free to use and employ their general skills, know-how, and expertise, and to use, disclose, and employ any generalized ideas, concepts, know-how, methods, techniques, or skills gained or learned during the course of this Agreement so long as they acquire and apply such information without any unauthorized use or disclosure of confidential or proprietary information of Customer.

## **7. WARRANTY AND LIMITATION OF LIABILITY**

### **7.1 Warranty**

Services will be performed in a professional and workmanlike manner and Work Products will conform in all material respects to the specifications set forth in the SOW for a period of ninety (90) days from the date of acceptance. Customer must report any deficiencies to CIBER in writing within the ninety- (90-) day period to receive warranty remedies. Customer's exclusive remedy and CIBER's entire liability is to provide Services to correct the deficiencies. If CIBER is unable to correct the deficiencies, Customer is entitled to recover the fees paid to CIBER for the deficient portion of the Services or Work Product. CIBER DISCLAIMS ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF

MERCHANTABILITY AND FITNESS FOR PARTICULAR PURPOSE. CIBER makes no warranties of any portion of any deliverable developed by Customer or by any third party, including any third party software, hardware, or other third party products provided by CIBER.

## **7.2 Total Liability**

NEITHER PARTY WILL BE LIABLE TO THE OTHER PARTY FOR ANY LOST DATA, LOST PROFITS OR INCIDENTAL, CONSEQUENTIAL, PUNITIVE, SPECIAL OR OTHER INDIRECT DAMAGES OF ANY KIND FOR ANY REASON WHATSOEVER INCLUDING, BUT NOT LIMITED TO, DAMAGES BASED UPON NEGLIGENCE, BREACH OF WARRANTY, STRICT LIABILITY, OR ANY OTHER THEORY EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. Each party agrees that the other party's liability hereunder for damages, regardless of the form of action, will not exceed the total amount paid for Services and Work Product under the applicable SOW. Notwithstanding the above, the liability of Customer may be increased to include CIBER's costs of collection of Services fees, including without limitation, reasonable attorney's fees and court costs. The parties agree that amounts stated herein are fair under the circumstances and that the prices reflect the limitation of liability.

## **8-. INDEMNITY**

### **8.1 Indemnity**

CIBER will indemnify and hold Customer and Customer's officers and directors, affiliates, subsidiaries, agents, and employees harmless from any loss or damage arising out of a claim or action against such parties for injuries or damage to person or property caused by the negligent acts or omissions of CIBER's personnel while performing work for Customer under this Agreement. Customer will indemnify and hold CIBER and CIBER's officers, directors, affiliates, subsidiaries, agents, and employees harmless from any loss or damage to person or property caused by the negligent acts or omissions of Customer's personnel while CIBER is performing work for Customer under this Agreement. Notwithstanding any indemnification provision in this Agreement, neither party has a duty to indemnify or hold the other party and its officers and directors, affiliates, subsidiaries, agents, and employees harmless from or against any claim or action for injuries or damage to person or property or any other damage or loss to the extent caused or contributed to in by the act or failure to act of the other party and its officers and directors, affiliates, subsidiaries, agents, and employees. All indemnification rights and obligations under this Agreement are subject to the terms of Section 8.

### **8.2 Conditions**

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

- (i) The indemnifying party receiving prompt written notice of any claim or action. Timely receipt of notice by the indemnifying party is of the essence of Section 8.
- (ii) The indemnifying party having sole discretion, but not the duty, to assume the defense of the indemnified party against any claim or action upon which third party indemnity is sought.
- (iii) The indemnifying party has no liability to indemnify or hold the indemnified party harmless for any payment by the indemnified party in settlement or compromise of a claim or action unless the indemnifying party receives written notice at least ten (10) business days in advance of such settlement or compromise and approves the settlement in writing before payment is made.

## **9. NONSOLICITATION**

During the term of this Agreement and for a period of one (1) year after its termination, neither party will directly or indirectly (a) solicit for hire or engagement any of the other party's personnel or (b) hire or engage any person or entity who is or was employed or engaged by the other party and with whom the hiring party has had contact during the term of this Agreement until one hundred eighty (180) days following the termination of the person's or entity's employment or engagement with the other party. "Solicit" does not include broad based recruiting efforts, including without limitation, help wanted advertising and posting of open positions on a party's internet site. If Customer hires or engages, directly or indirectly, any personnel of CIBER in violation of (b) above, Customer will pay CIBER a finder's fee equal to three times the monthly billing rate (assuming 168 hours per month) for such personnel.

## **10. DISPUTE RESOLUTION PROVISIONS**

### **10.1 Informal**

Each party will promptly notify the other in writing of any dispute. The parties' designated representatives will meet within ten (10) days following the receipt of such written notice and will attempt to resolve the dispute within fifteen (15) days. If the parties agree, a dispute may be mediated. The parties will select a mediator within twenty (20) days of agreeing to mediate.

### **10.2 Arbitration**

Any claim or dispute arising out of or relating to this Agreement, other than a collection proceeding initiated by CIBER, shall be resolved by binding arbitration under the Commercial Rules, but not the administration, of the American Arbitration Association. CIBER, at its option, may initiate proceedings to collect amounts due hereunder from Customer in the appropriate state or local courts. To the extent the Commercial Rules conflict with this provision, this Agreement shall control. Either party may seek preliminary or

permanent rights and/or remedies, judicial or otherwise, to maintain the status quo until the arbitration award is rendered or the dispute is otherwise resolved. The arbitration shall be conducted in Denver, Colorado and the laws of Colorado (except its conflict of laws provisions) shall govern the interpretation of this Agreement. Within ten (10) calendar days of service of a Demand for Arbitration, the parties shall agree upon a sole arbitrator. If a sole arbitrator cannot be agreed upon, a panel of three arbitrators shall be named. Each party shall select one arbitrator. The two arbitrators selected by the parties shall select a knowledgeable and impartial third arbitrator. If the arbitrators appointed by the parties cannot agree upon the third arbitrator within ten (10) calendar days, either party may apply to court of competent jurisdiction for appointment of the third arbitrator. There shall be no discovery during the arbitration other than the exchange of the information the parties provide to the arbitrator(s). If damages are to be awarded, the arbitrator(s) shall only award equitable relief and compensatory damages and shall not award punitive or other non-compensatory damages. The arbitrator(s) shall render a decision within sixty (60) calendar days after the date of his/her/their selection or within such period as the parties may otherwise agree. Except as set forth below, each party shall be responsible for the fees and expenses incurred by the arbitrator it appointed. Notwithstanding the foregoing, in any proceeding brought by CIBER to collect any amount due hereunder, in which CIBER prevails, CIBER shall be entitled to receive its actual costs of collection, including attorneys' fees and expenses. The fees and expenses of a sole arbitrator or the third arbitrator (or) shall be borne equally by the parties. The decision of the arbitrator(s) shall be final and binding and may not be appealed. A party may apply to any court having jurisdiction to obtain a judgment enforcing the decision of the arbitrator(s).

The parties may cancel or terminate this Agreement in accordance with its terms and conditions without following the procedures in this Article.

**10.3 Statutes of Limitation**

Any dispute or other action arising out of this Agreement must be brought within one year of the date the cause of action accrued. An action for nonpayment may be brought within two years of the date of last payment.

**11. GENERAL PROVISIONS**

**11.1 Publicity**

CIBER may reference its general business relationship with Customer for marketing purposes.

**11.2 Applicable Laws**

Each party will comply with applicable foreign, federal, state, and local laws, rules, regulations, orders, ordinances and government requirements, including without limitation, Executive Order 11246 -- Equal Employment Opportunity.

**11.3 Export**

Neither party will knowingly export or re-export or cause to be exported or re-exported any Work Product, to any country for which the U.S. government requires an export license or other government approval without first obtaining the required license or approval.

**11.4 Notices**

All notices must written and will have been given (i) when delivered by hand, (ii) on the next business day, if delivered by a recognized overnight courier, (iii) on the third business day if mailed (by certified or registered mail, return receipt requested) or (iv) upon confirmed facsimile transmission to the following addresses or facsimile numbers:

**Customer**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Phone \_\_\_\_\_  
Fax \_\_\_\_\_

**CIBER**

CIBER, Inc.  
ATTN: Law Department  
5251 DTC Parkway, Suite 1400  
Greenwood Village, Colorado 80111  
Phone 303-220-0100  
Fax 303-267-3899

**11.5 Entire Agreement of the Parties**

This Agreement and the applicable Exhibits and SOWs set forth the entire agreement of the parties relating to the Services and Work Product provided by CIBER and supersede all prior written or oral understandings, agreements or representations by or between the parties with respect to these subjects. Any modification or waiver of this Agreement is effective only if it is in writing signed by an authorized representative of the party to be charged. Provisions of a Customer purchase order or similar document are not applicable if they conflict with or add to the terms of this Agreement.

**11.6 Waiver**

No delay or failure by a party in exercising any right, power or privilege under this Agreement or any other instruments given in connection with or pursuant to this Agreement will impair any such right, power or privilege or be construed as a waiver of or acquiescence in any default. No single or partial exercise of any right, power or privilege will preclude the further exercise of that right, power or privilege or the exercise of any other right, power or privilege.

**11.7 Survival**

If this Agreement is terminated, Articles \_\_\_\_\_ will survive and continue in effect.

**11.8 Force Majeure**

If either party is delayed or prevented from performing due to a cause beyond its reasonable control, including without limitation, strike, labor or civil unrest or dispute, embargo, blockage, work stoppage, protest, or acts of God, the delay will be excused during the continuance of the delay and the period of performance will be extended as reasonable after the cause of delay is removed. If a delay continues for a period of more than thirty (30) days, either party may terminate an affected SOW upon written notice to the other party and Customer will pay CIBER for all work performed and expenses incurred through the effective date of termination.

**11.9 Severability** If any provision of this Agreement is held invalid, void, or unenforceable to any extent, that provision will be enforced to the greatest extent permitted by law and the remainder of this Agreement and application of such provision to other persons or circumstances will not be affected.

**11.10 Parties in Interest**

This Agreement is enforceable only by CIBER and Customer. This Agreement is not a contract or assurance regarding compensation, continued employment, or benefit of any kind to any of CIBER's personnel or to any beneficiary of those personnel and those personnel or their beneficiaries will not be third-party beneficiaries of this Agreement.

**11.11 Governing Law**

This Agreement is governed by and construed in accordance with the laws of the State of Colorado without regard to its conflict of law principles.

**11.12 Assignment and Successors.** Customer may not assign this Agreement without CIBER's written consent, except that Customer may assign the Agreement without consent to an entity controlling Customer, in common control with Customer or which Customer controls. This Agreement benefits and will be binding upon CIBER, Customer and their respective successors, heirs and assigns.

**11.13 Insurance**

Upon request, CIBER will provide a certificate of insurance evidencing the workers' compensation, general liability, errors and omissions and automobile coverage it has in effect.

**IN WITNESS WHEREOF** the parties have executed this Master Consulting Services Agreement on the date first set forth above.

**CUSTOMER**

**CIBER, INC.**

\_\_\_\_\_

\_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

STATEMENT OF WORK NO. \_\_\_\_

- 1. **CIBER**  
The CIBER affiliate(s) who will be serving as CIBER under this SOW are:
- 2. **DESCRIPTION OF WORK PRODUCT**  
The deliverables to be provided by CIBER are described as follows:
- 3. **SERVICES**  
Describe work to be performed:
- 4. **PERSONNEL**  
Describe titles or skill sets of the personnel to be assigned to this project:
- 5. **SITES**  
Describe where work will take place, operating hours, access provisions, etc.:
- 6. **CUSTOMER OBLIGATIONS**  
Describe any personnel (include description of required skills of such personnel that must be met even if individuals change), facilities, equipment, etc., to be provided by Customer:
- 7. **ESTIMATED SCHEDULE AND PERFORMANCE MILESTONES**
- 8. **STATUS REPORTS**  
Status reports will be submitted [weekly] in the form shown in Exhibit 1.
- 9. **PAYMENT SCHEDULE.**

This SOW is a time and materials contract. Customer will pay the hourly rates set forth below:

Customer  
The payment terms are as follows:

- 10. **ACCEPTANCE CRITERIA**  
The method or procedure for evaluating the Services or Work Product and acceptance criteria are as follows:
- 11. **CANCELLATION FEE**  
If Customer terminates this SOW or the Agreement without cause, Customer will pay a cancellation fee as follows:
- 12. **CONTACT PERSONS**

CIBER    CUSTOMER

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
  
Phone \_\_\_\_\_  
Facsimile \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
  
Phone \_\_\_\_\_  
Facsimile \_\_\_\_\_

The provision of consulting services is governed by the general terms and conditions set forth in the Agreement and by the specific terms and conditions in this SOW.

IN WITNESS WHEREOF the parties have executed this SOW on the \_\_\_\_\_ day of \_\_\_\_\_ 2001.

**CUSTOMER**

**CIBER**

By: \_\_\_\_\_  
Title: \_\_\_\_\_

By: \_\_\_\_\_  
Title: \_\_\_\_\_

April 30, 2002

SOW 1-2

CIBER, Inc.

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## SCHEDULE 1 TO STATEMENT OF WORK NO. \_\_\_\_

Status Report for [insert period] ended \_\_\_\_\_.

To: [Customer Contact Person]

From: [CIBER Contact Person]

Date: \_\_\_\_\_

Re: SOW No. \_\_\_\_\_ to Master Consulting Services Agreement between \_\_\_\_\_,  
("CIBER") and \_\_\_\_\_, ("Customer") dated \_\_\_\_\_.

Description of Services Provided and/or Work Product Delivered During the Report Period:

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**AGENDA ITEM 25**

Discuss and take appropriate action on proposals received for installation of fiber optic cabling and equipment.

Proposals were received from the following:

*Avnet Enterprise Solutions, Austin, Texas*  
*Capco Communications, Inc., Austin, Texas*  
*Carroll Systems, Austin, Texas*  
*Central Texas Cabling, Inc., Austin, Texas*  
*Complete Communication Services, Inc., d/b/a Co Com Cabling Systems, Pflugerville, Texas*  
*KST Electric, Manor, Texas*  
*O'Neal & Associates, Lubbock, Texas*  
*GTE Southwest Incorporated d/b/a Verizon, Irving, Texas*  
*NetVersant, Pflugerville, Texas*  
*Orius Corp., Austin, Texas*  
*PRO INFO, Austin, Texas*  
*Titan Solutions, Austin, Texas*

Moved: **Judge Doerfler**

Seconded: **Commissioner Limmer**

Motion: To approve 48-strand fiber optic cabling and to award proposal for installation of fiber optic cabling and equipment to Verizon.

Vote: **4 – 0. Commissioner Boatright was absent from the dais.**

< Attachment >