

Quintel MC, Inc.

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Bid Notes **Thank you,**
Leslie Buttorff
Quintel Management Consulting
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Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch. Docs
2016-069L--01-01	Complete Exhibit B - Schedule of Pricing	Supplier Product Code:	First Offer - \$2,459,654.00	1 / each	\$2,459,654.00 Y
Supplier Total					\$2,459,654.00

Quintel MC, Inc.Item: **Complete Exhibit B - Schedule of Pricing****Attachments**

Quintel Response to City of Delray Beach RFP 2016-069L.docx

Exhibit B Schedule of Pricing - Quintel and SAP.xlsx

Request for Proposal (RFP)

RFP No. 2016-069L Enterprise Resource Planning (ERP) Solution



**Submitted by
QUINTEL MANAGEMENT CONSULTING AND
SAP RESPONSE**

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**February 12, 2016
2:00PM EST**



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Chapter 1 - Letter of Intent and Submittal Form

Letter of Intent

February 12, 2016

Leslie Buttorff, President & CEO
 5910 S. University Blvd STE C18-193
 Greenwood Village, CO 80121
 Telephone: (303) 781-4771
 Email: Leslie.Buttorff@quintel-mc.com

City of Delray Beach
 Attn: Holly Vath
 100 NW 1st Ave
 Delray Beach, Florida 33444

Quintel Management Consulting, Inc. (Quintel) and SAP are pleased to respond to the City of Delray Beach's ("City's") request for proposal for an Enterprise Resource Planning Solution, RFP No. 2016-069L, including Community Development Management, Financial/Payroll Management, Human Resources Management, Utility Management, Facilities Management, and Customer Relationship Management (CRM). Quintel has provided information regarding our software, consulting, implementation, and support services. Quintel is a SAP software product reseller and SAP certified partner for the public sector solution. Quintel has developed a public sector and utility version of SAP that is structured for smaller to medium sized entities.

Quintel is a 100% woman-owned business (WBE), headquartered in Denver, CO, that focuses on management consulting, business improvement and SAP implementations. We have over 160 consultants that focus just on these business activities. We have completed over 35 SAP ERP and CRM implementations in our thirteen-year history in the public sector and utilities industries. We employ senior level SAP resources. Our management and advisory team have consulted with over 200 different public sector agencies—ranging from organizational design to business process improvement.

We are confident that the SAP fully integrated ERP is the best solution for the City, which as stated in the RFP encourages a single, fully integrated software system. It meets all City objectives for a new system:

- SAP Public Sector is fully integrated ERP system designed for the public sector and utilities (Community Development Management, Financial/Payroll Management, Cash Receipts Management, Human Resources Management, Utility Management, Facilities Management, Customer Relationship Management).
- All applications desired by the City are included;
- It provides a framework for best business practices;

In the last several years SAP and Quintel have partnered to develop a new, small to medium-sized public sector and utility version of SAP as a hosted delivery model in which software and associated data are centrally hosted and accessed by users using a thin client via a web browser. It is our vision that this will be the system of the future for municipalities—offering, among others, the latest in community development, utility customer services, mobility and e-citizen services.

We offer on-premise and hosted SaaS solutions. In the hosted, SaaS solution the City would have its own instance. We also offer preconfigured or customized solutions. Please feel free to contact me with any questions regarding our proposed approach or our response.

Respectfully,

A handwritten signature of Leslie A. Buttorff.

Leslie Buttorff, CEO and President



Proposal Submittal Signature Page

By signing this Proposal/Bid, the Proposer/Bidder certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Firm Name: Quintel Management Consulting

Street Address: 5910 S. University Blvd. C18-193, Greenwood Village, CO 80121

Mailing Address (if different from Street Address): N/A

Telephone Number(s): (303) 781-4771 (Quintel) / (303) 434-0215 Leslie Buttorff

Fax Number(s): (303) 781-4779

Email Address: Leslie.Buttorff@quintel-mc.com

Federal Employer Identification Number: 753012564

Quintel Management Consulting
Firm Name



Signature

Leslie Buttorff, President and CEO
Name and Title (Print or Type)

February 12, 2016
Date

By signing this document, the Proposer agrees to all terms and conditions of the solicitation and the resulting contract/agreement.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL/BID. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL/BID NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL/BID THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS PROPOSAL/BID.



Chapter 2 – Proposer’s Statement of Organization

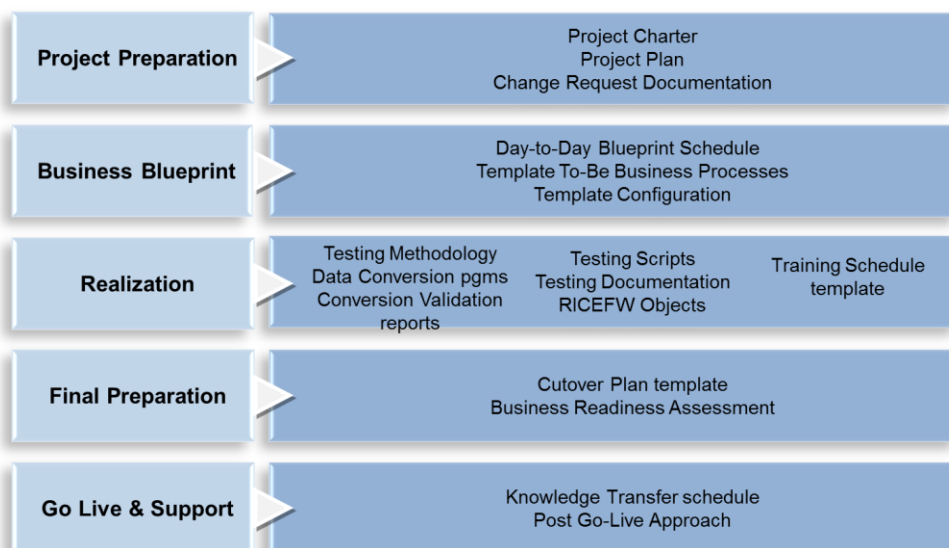
Quintel is primarily a provider of Management Consulting and IT services that specializes in performance for public and higher education sector organizations. In addition, Quintel offers premium services to our clients in SAP implementations and all of our consultants are located in the US. Most all of our consultants have over 15 years of consulting experience (on average) and project management skills. We believe this combination of business and technology provides value to our clients and distinguishes us from our competitors.

Quintel’s approach is to use the same consulting teams and we move these teams from client to client. Our goal is to provide our clients with a high level of customer service; thus we only take on a few implementations at one time.

There are several key differentiators between Quintel and its competitors:

1. Focus on the Project as a Business Approach – Our background is in management consulting and we use SAP and technology as a tool to help organizations realize their business objectives.
2. Fixed Fee and Schedule – Quintel has completed all of its projects on a fixed fee and schedule and has not asked its clients for change requests.
3. Industry Focus – Quintel and all of its consultants focus on the public sector and the utility industries. As such we know our clients business and our clients do not need to spend resources bringing our team “up to speed” on the business.
4. Senior Team working together – We staff the project with platinum level consultants that have worked together on other projects. This approach ensures the best solution for the City and ensures that we have a tightly integrated solution. Since the consultants have worked together, no requirements will be missed or inconsistent with related functionality. Staff resumes are provided in the Appendix.
5. Testing and Data Conversion focus – We have identified these deliverables as critical path items and critical to the overall success of a project. As such, we invest more resources on these tasks than do our competitors.
6. Project Accelerators

Tools & Accelerators for all stages of the project





Chapter 3 – Qualifications

Quintel is a certified SAP Services Partner, PartnerEdge Channel Partner for the mid-market for public sector and SAP Active Quality Management certified, proactively delivering quality assurance to our customer implementations and service offerings. Quintel is audited multiple times a year by SAP to ensure our adherence to the highest quality standards. SAP has a significant and detailed process for achieving these certifications involving training, testing, audits, etc.

Additionally, Quintel is certified as a SAP Partner Center of Excellence (PCOE) for support and hosting services. Quintel's certified data center in Denver, CO are SSAE 16 Type 2 Complaint as well.

All of these certifications required updated training annually. Following are Quintel's credentials:

AQM (active Quality Management) Certified
VAR Services, and LE Certified Partner
SAP PCOE Certified for SAP Maintenance Support
SAP Gold Partner Certified
SAP Utility Certified
SAP Mobility Certified
SAP Business Analytics Certified
SAP Product Reseller for Public Sector and Utilities
SAP Public Sector Certified
SAP HANA



Section 4 – Section 2 Response, Schedule of Pricing

a. Executive Summary (RFP Exhibit A, Section 2.1)

Please provide a short summary of the solution you propose. This should explain in general terms the scope of your system, your approach to the project and implementation of your solution, and the advantages that make your solution unique.

Quintel Management Consulting, Inc. (Quintel) and SAP are pleased to respond to the City of Delray Beach's ("City's") request for an Enterprise Resource Planning Solution including including Community Development Management, Financial/Payroll Management, Human Resources Management, Utility Management, Facilities Management, and Customer Relationship Management (CRM) modules, to name a few, in addition to software, consulting, implementation, and support services.

Overall the SAP system will allow the City to achieve the following benefits:

- Accelerate response times
- Reduce data entry and eliminate manual, paper-based processes
- Streamline reporting
- Improve communication with its constituents

SAP welcomes this opportunity to provide qualifications for the City's ERP project. **BEST RUN BUSINESSES RUN SAP.** This global SAP slogan is a reflection of SAP's designed commitment to enabling its clients' full achievement of their desired business outcome from implementing SAP software. Quintel shares this commitment. As specified in this RFP response, SAP is the software provider and Quintel is SAP's implementation partner for the public sector.

SAP's Public sector version of the software provides municipalities with a one stop shopping integrated approach for all functionality including: Finance, Budgeting, AP, Supply Chain, Grant Accounting, PA-DSS compliant (Payment Applications—Data Security Standards), Mobile, Municipal tax, licenses, work orders and fleet, e-government, employee self-service, Utility Billing, Community Services, Human Resources, and Payroll. GASB 34 Reporter is available in SAP Funds Management Module. Standard Reports are included and the ability to add more customized reports to meet specific requirements.

SAP ERP consists of a set of proven, robust ERP solutions with extended cross-enterprise functionality. As a result, the City can better manage assets and critical business processes. Quintel, if selected, will implement solutions in the following areas:

- Financial Management – Ensure compliance and predictability of business performance so the City can gain a deeper financial insight across the enterprise and tighten control of finances. SAP ERP Financials automates financial and management accounting and procurement management. The solution also provides rigorous support for governance mandates. In addition, the City will manage end-to-end procurement (self-service) and logistics business processes for complete business cycles, from requisitioning to flexible invoicing and payment through SAP procurement functionality.
- Human Capital Management and Payroll – Automates talent management, workforce process management, and workforce deployment resulting in increased efficiency and compliance with changing regulations. SAP ERP Human Capital Management helps you attract the right people, develop and leverage their talents, align their efforts with organizational objectives, and retain top performers. SAP also offers Time Management functionality as a future option for the City as it is seamlessly integrated with the HCM solution.



- Municipal Services/Community Development – Helps organizations manage their most cost-intensive service functions by supporting and streamlining administrative processes in the areas such as community development, code enforcement, permits, licensing, environment, health, and safety compliance; and quality.
- Utility Billing - The application also supports the billing of unmetered services and multi-service billing, while enabling simulations and plausibility checks, as well as parallel processing and monitoring of mass runs. A wide range of taxes, postings, and amount clearings, as well as all common budget billing procedures, is supported. The billing applications help to monitor and handle billing exceptions and unbilled revenue, and they support integrated analytics and reporting capabilities for billing-process optimization and customer segmentation.
- Customer Relationship Management – The solution provides both the front office and the back office functionality to be able to effectively manage the direct interaction with your constituents as well as well access all of the detail associated with the constituent's account (e.g., parcel information) and current as well as historical activity (e.g., licenses, permits, violations, etc.).

Quintel offers the City a unique offering—1) Quintel has over 160 consultants and the team we are proposing for this project worked together for the past 10 years; 2) We understand public sector requirements; 3) SAP can meet all of the requirements set forth in the RFP; and 4) Quintel is a WBE. Our response describes the delivery and support of the solution, which will be provided by an experienced and highly qualified team from Quintel who specializes in SAP solutions. Also, because of our consulting experience we have a very detailed understanding of the public sector. What this means to the City is that you will not have to spend time teaching or explaining how the public sector works or why things ought to be done in a certain way.

Additionally, Quintel has developed our proprietary methodology to include: project prep documents, building specifications, architecture plans, design documents, preconfigured SAP approach, code that we will need for enhancements, testing scripts, billing testing approaches and programs, data conversion and cleansing programs, cut over plans, batch billing programs, and training documents.

We trust that our presented proposal conforms in all material respects to the requirements of the City of Delray Beach RFP. We meet all minimum qualifications and factors that will be included in the proposal evaluation:

- **EXPERIENCE** – 13 years of successfully completing over 35 ERP implementations;
- **INTEGRITY** - We are honest and ethical in our words and actions.
- **RELIABILITY** – We strive to perform to the highest standards. We always deliver on budget and schedule.
- **CAPACITY** - We have 160 consultants and programmers who have been working together on many similar assignments so there are no communication gaps and learning curves.

We look forward to presenting our credentials to the City.



b. Vendor Background and Qualifications (RFP Exhibit A, Section 2.2.)

Provide narrative responses to the following questions, including any necessary documentation, for each item listed below. The first section of your proposal should include all of the relevant information about your company. Please provide the following information (numbered and in the order presented below).

Primary contact within your organization that our staff should use if we have questions or need clarifications. If you have different points of contact for RFP issues versus technical issues, please make that distinction clear at in this section of your proposal and provide full contact information (e-mail address, web site login information, phone and physical address) for all persons listed.

Leslie Buttorff, President and CEO
 5910 S University Blvd, STE C18-193
 Greenwood Village, CO 80121-2879
 Phone: (303) 434-0215
 Email: Leslie.Buttorff@quintel-mc.com
 Website: www.quintelmccom

Complete company profile. We would like to know where your primary place of business (your "home office") is located, how long you have been in business, your organizational status (private or public) and the size of your company (number of employees, number of offices, annual revenues (optional for private companies)).

Quintel

Quintel is a certified SAP partner for the public sector and utilities industry, a reseller of SAP software and its implementation, and consulting firm. Quintel Management Consulting (Quintel) was founded in April 2002 as a Colorado; women-owned business staffed by professionals from Arthur D. Little's and A.T. Kearney's utilities, public sector, and operations management practices. Quintel only works with SAP and only works with public sector and utilities—thus making up 100% of our business. Quintel has completed numerous management consulting projects and over 35 SAP software implementations (CIS, ERP, EAM, Mobile Data, Customer Web) over the last eleven years. Our management and advisory team have consulted with over 200 different public sector agencies—ranging from organizational design to business process improvement. Quintel is also a certified SAP Services Partner, PartnerEdge Channel Partner for the mid-market, and Active Quality Management (AQM) certified.

Quintel is primarily a provider of Management Consulting and IT services that specializes in performance for public sector organizations and utilities (municipals, IOUs, Cooperatives, Districts, Federal Government). In addition, Quintel offers premium services to our clients in SAP implementations. All of our consultants have over 15 years of consulting experience and project management skills. As our group of consultants includes strategists, performance experts, CRM, ERP and EAM experts and IT specialists, economists, transaction advisors, and financial analysts, we are uniquely positioned to provide our clients the range of skills and experience required to meet the challenges of today's market. We believe this combination of business and technology provides value to our clients and distinguishes us from our competitors.

Over the past five years we have significant experience in both the public and private sectors, and have identified substantial efficiency and cost saving measured in the multi-million dollar range annually. Quintel's approach is to use the same consulting teams and we move these teams from client to client.

Quintel has approximately 160 consultants that focus on public sector and utility industry for SAP and consulting opportunities, which can be seen in the organizational chart below. Our company's senior



management team brings a breadth of knowledge and expertise from a wide range of business and consulting services. SAP has over 1,100 consultants Quintel has access to for support.

- Tampa, FL
- Edison, NJ
- Seattle, WA
- Chicago, IL
- Los Angeles, CA
- Madison, WI
- Portland, ME
- Houston, TX

Quintel is a private company and its long-term financial stability is documented in the table below. Currently, Quintel has retained earnings of \$21M and has no debt. Our current D&B report 13-757-3130 can be requested. Quintel has not incurred an annual operating loss in its history.

In addition, Quintel's professional liability insurance is \$10M, and Quintel offers its clients performance bonds until the project is delivered. Quintel's professional liability insurance company is Hartford Insurance Company. A copy of the certificates of insurance will be provided if Quintel is short-listed.

Profile of the existing development and support team for the solution you are proposing. For instance, how many employees are dedicated to R&D for product enhancements on the system you propose for the City? How many technical support advisers do you employ and what are their specificities? Where are they located? What makes your development and support team uniquely qualified to support the City of Delray Beach's needs?

SAP's strong commitment to research and development is reflected in the 18,908 employees dedicated for this purpose at the end of 2014, accounting for 25% of SAP's total headcount. Notable R&D investments and purchases include: purchase of SuccessFactors, purchase of Ariba, development of cloud-based applications, combination of SAP Business Suite with SAP HANA, the development of SAP Fiori, and continuous investment in Industry Solutions. The increase in the R&D quotient reflects our sustained focus and engagement in development. The following table lists annual adjusted R&D expenditure, along with the change since the previous year in percent:

	2014	2013	2012	2011	2010
Adjusted R&D expenses (in millions of USD, based on historical exchange rates)	3,211	3,148	2,977	2,511	2,291
Growth (year-over-year)	+2%	+1%	+17%	+12%	+9%

For more information, visit <http://sapintegratedreport.com/2014/en/strategy/products-rd-and-services.html>.

SAP has grown steadily over the course of the last 40 years. The company started off developing integrated software and has not deviated from that strategy. SAP is traded on the NYSE and the breakdown in employees as of 2014 is shown below.

Functional Area	Number of Employees
Software and Software-related Services	11,261
Professional Services and Other Services	14,629



Research and Development	17,804
Sales and Marketing	15,824
General and Administration	4,566
Infrastructure	2,488
Total	66,500

List of all bids won by your organization in the last five years for solutions similar to the one you propose, whether or not the solution is currently in use by the organization that solicited the bid. Please provide the bid or RFP title and number (or other identifying information for non-bid, non-RFP procurement processes) and the primary contact's information (name, address, phone and e-mail) from the original bid.

In Quintel's project experience we have implemented the latest SAP functionality and worked with SAP as design partners in building the latest functionality to be included in the core software. Quintel has completed numerous management consulting projects and 35 SAP software implementations (CIS (SRM/SRB), ERP, EAM, Fleet, Mobile Data, Customer Web) over the last thirteen years. All of our clients referenced below are fully utilizing the implemented SAP systems today.

The following are projects that Quintel has completed over the last 5 years that demonstrate our knowledge of SAP ERP, and also we have helped these customers improve their businesses and departments. For these projects, Quintel provided program management, maintenance support provider, or consulting and system implementation. Each customer below currently utilizes the SAP modules to the fullest extent possible.

1. NJ County – current SAP ERP implementation - current implementation including all SAP modules—finance, supply chain HCM, ESS/MSS and Payroll.
2. WI County - current SAP ERP implementation - current implementation including all SAP modules—finance, supply chain HCM and Payroll.
3. NY County – current SAP ERP implementation with Procurement, ESS/MSS and ERP integration
4. AZ City—current implementation including all SAP modules—finance, supply chain, HCM, Payroll, utility billing, mobile, asset mgmt. and community development.
5. PA/NJ Port Authority (bridges and trains) - current implementation including all SAP modules—finance, supply chain HCM, ESS/MSS, Payroll, mobile and asset mgmt.
6. CA City Transit Authority - current implementation including all SAP modules—finance, supply chain HCM, Payroll, mobile and asset mgmt.
7. PSEG LI NJ – SAP ERP and Utility billing CRM including Finance and HCM (received an award for the best US implementation in 2010)
8. UIL in New Haven CT – SAP ERP and CRM, EP6 Upgrade, SAP Maintenance Support
9. Berkshire –SAP E RP and CRM, EP6 Upgrade, SAP Maintenance Support
10. Two counties in Nevada and Oregon
11. Southwest Water (CA and TX) with over 200 municipalities – entire SAP suite including ECC6 FIS and HCM modules. We replaced Oracle and PeopleSoft in this project.
12. Marin County, CA—SAP reference
13. City of Tacoma
14. Central Vermont Public Service - ECC6 FIS, HCM
15. State of Arkansas, HR, ESS and MSS (Quintel consultants)
16. Tarrant County, Fort Worth, Texas. (Quintel consultants)
17. State system of Higher education, Harrisburg, Pennsylvania (Quintel consultants)
18. Texas Municipal Districts (over 250 municipals were set up on SAP)—SAP implementation and support
19. Southern CT Natural Gas—all SAP modules



20. San Diego Gas and Electric—EAM, FINANCE, soft and GIS implementation 2010 to current
21. So CA Gas Company—EAM, FINANCE and GIS implementation
22. Public Service Electric and Gas Company—EAM, UTILITY BILLING, Mobile Implementation
23. Central Vermont Public Service—ERP
24. Metropolitan District Commission – ESS/MSS, CRM
25. City of San Antonio (Quintel Consultants)
26. Pinellas County (Quintel Consultants)
27. Berkshire Gas Company
28. City of Erie (Quintel Consultants)
29. City of Tacoma
30. Sacramento Municipal Utility District, CA
31. Aquarion Water
32. Southern CA Edison, CA

Due to client confidentiality, we are not able to provide a listing of RFP titles, numbers and complete contact information for all of the customers listed above. However, we have included references under Section 4 C.

List of all successful implementations in the last five years for solutions similar to the one you propose. Please provide the timeframe for implementation.

Please see above for the list of Quintel's implementation in the last five years. Timeframes for implementation are dependent upon the scope and complexity of the project. Timeframe for implementation generally ranges between 9 months to 3 years.

List of all Municipalities utilizing your Public Sector solution in Florida. Is there currently a local user group for the Florida users?

SAP Public Sector Solutions in Florida

- Pinellas County
- City of Lakeland
- City of Hollywood
- City of Tallahassee
- City of West Palm Beach
- County of Osceola
- State of FL
- Jacksonville Electric
- FPL

User Group

Please find information about SAP user groups below. The Florida Chapter aims to hold three meetings annually, one each in the major metropolitan areas of Orlando, Tampa, and South Florida. Meetings typically feature three tracks of education sessions on hot topics. The Chapter will sometimes facilitate smaller neighborhood networking events throughout the state. Their website:

<https://www.asug.com/chapters/4143>.

ASUG

Among the largest SAP user groups is the Americas' SAP Users' Group (ASUG). In 2007, the umbrella group SUGEN – the SAP User Group Executive Network – was founded as the global voice of all user groups.

SAP's user base is comprised of millions of users across a substantial customer base of more than 248,500 businesses. As SAP continues to increase its market share, the community of diverse user groups



has evolved into numerous SAP-supported and independent organizations, including the Public Sector Special Interest Group.

The user groups collaborate closely with SAP. However, they understand themselves to be separate associations, both organizationally and financially. The groups represent the users' opinions and address their members' interests to SAP. Together with SAP, they want to improve products and make them user-friendlier. SAP, in turn, benefits from the practical experience and country-specific know-how of the user groups. In return, their members influence the SAP product portfolio and future developments.

The members of the SAP user groups quickly receive comprehensive, product-specific information to improve their business processes. The exchange of experience among the members also consolidates the influence on strategic development and SAP's portfolio to create need-based solutions for all customers.

The network has two main advantages:

- Exchange of knowledge and experience
- Exertion of influence

The exchange between the user groups and SAP occurs within various initiatives and programs:

360° Feedback by SAP customers

This is a series of surveys of various user groups worldwide to provide SAP with ongoing, independent, and customer-driven feedback concerning experiences with SAP products and services. Within each survey, participants are asked to give feedback on the entire life cycle, from selecting to operating the SAP solutions and services.

Upgrade Program

The upgrade program allows SAP user groups to provide highly detailed feedback on all aspects related to upgrades of the SAP ERP application. The results allow both SAP and the user groups to better understand SAP customers' upgrade intentions and to allocate appropriate resources. The program's ideal target audience consists of organizations that are currently running a software release prior to SAP ERP 6.0.

ASUG/SAP Benchmarking and Best Practices

This survey-based initiative identifies the strengths of SAP customers and provides information on opportunities for improvement. The topics range from supply chain management and human capital management to the total cost of ownership of a solution. Participants learn about current and emerging methods to help them improve their business performance.

Influence Program

The Influence program gives members of the SAP user groups direct access to SAP, allowing them to continually provide input for SAP's next generation of solutions and services. The initiative formalizes SAP customers' input on existing and future SAP solutions and takes short-, medium-, and long-term product road maps into account.

Voice of the Customer

This program provides SAP with the current pulse of SAP users and supports continuous communication between customers and SAP on key products and support strategies. Various programs exist, such as ASUG Voice of the Customer, in which ASUG members have the chance to voice their thoughts on SAP products, strategy, and account relationships.

ASUG/SAP Benchmarking and Best Practices Program

Evaluating the value of business processes and technology investments is a challenging task, and understanding how these investments impact bottom-line profitability can bring huge benefits to



companies running sophisticated IT solutions. In order to support such companies, ASUG and SAP have collaborated on a number of benchmarking initiatives and Best Practice surveys to help businesses compare their organization's key performance indicators (KPIs) with best-in-class KPIs.

The ASUG/SAP Benchmarking and Best Practices program enables participants to learn about current and emerging best practices and enables them to quickly adopt ideas fueling excellence at world-class organizations. Participation in Benchmarking and Best Practice program offerings is free to ASUG Installation Members, and participating companies receive a free summary report highlighting key findings and results.

ASUG and SAP offer two distinct benchmarking programs for customers:

Benchmarking Initiatives – In-depth surveys focused on strategic organizational areas of interest. Participants receive a free, customized company report comparing the efficiency and effectiveness of their processes and systems with best-in-class KPIs. Current initiatives include Human Capital Management; Finance; Supplier Relationship Management and Procurement; Total Cost of Ownership; Supply Chain Planning; Manufacturing; New Product Development and Introduction; Customer Contact Centers; Governance, Risk, and Compliance; Business Intelligence (BI) and Analytics; Supply Chain Execution: Warehouse Management; and Supply Chain Execution: Transportation Management.

Best Practice Surveys – A series of short surveys focused on current and emerging trends in technology and business processes. Each survey requires approximately 20-30 minutes to complete. Current topics include Enterprise Asset Management (EAM), Business Intelligence (BI) and Analytics, Value Realization, Shared Services, Enterprise Data Management (EDM), and Centers of Excellence (COE).

Public Sector Special Interest Group

The Americas' SAP Users' Group (ASUG) public sector special interest group (SIG) appeals to SAP users in government or education. The public sector SIG concentrates on ongoing support of the production and upgrading processes and features presentations specific to the public sector, including an overview of new developments in funds management and changes in GASB 34/35. This group discusses leading-edge business software solutions to public sector organizations, including federal, state, and local governments as well as higher education, K-12 and healthcare institutions.

Information about those companies with whom you partner or from whom you license subsystems (if the proposed solution includes components or modules that were not developed by your company).

SAP

SAP has more than 248,500 customers in 188+ countries running SAP applications – from distinct solutions addressing the needs of small businesses and midsize companies (nearly 70% of SAP customers are small and midsize enterprises) to suite offerings for global organizations (79% of the Global Fortune 500 companies run SAP software). SAP is for every company, every person, and every type of data. SAP is committed to solving previously unsolvable business problems and helping companies succeed in the intelligence economy. SAP's unique ecosystem comprises over 11,500 partners around the globe, more than 3 million SAP Community Network (SCN) members, more than 1,800 partner solutions certified for SAP NetWeaver, and 16 Industry Value Networks.

SAP's story is one of a steady rise from a small, five-man operation headquartered in southwest Germany's Rhine-Neckar region to one of the world's largest independent software providers and an employer of more than 65,500 people in over 130 countries. SAP was founded in 1972 and is today one of the world's largest independent business software providers – and one of the three largest independent software companies based on market



capitalization.

SAP began operating in the United States in 1988 through SAP America, Inc., a wholly owned subsidiary of SAP AG. Since then, the United States has become one of our most important markets. SAP America oversees all business operations in North America and is headquartered in Newtown Square, PA – about 15 miles west of Philadelphia. SAP has more than 19,300 employees in Americas region and more than 12,800 total employees in the U.S.

SAP has been providing solutions in the public sector arena since the early 1980s. SAP Public Services, Inc. was established in 1997 to underscore **SAP commitment** to the public sector. Since that time SAP hit many key milestones, grew both customer and partner base, establishing and executing thought leadership initiatives, and developing and delivering key public-sector-specific solution releases. As of 2011, SAP now supports more than 7,000 public sector clients globally, spanning all levels of government. In the United States alone, SAP has close to 300 public sector customers.

SAP roadmap is to extend leadership in on-premise business applications (core ERP and SAP Business Suite). At the same time, they plan to introduce new on-demand solutions, launch new connectivity to the mobile on-device world, and orchestrate the data and processes across all deployment environments to create networked solutions, on business intelligence and analytics, middleware, cloud-based solutions, and in-memory computing.

SAP ECC 6.0 Enhancement Package 8 became generally available in Q1 of 2015. The expected date of the next release is not yet available. Please refer to SAP's Product Availability Matrix (PAM) for all product plans: <http://service.sap.com/pam>.

SAP's audited financial information for the past two completed fiscal years that includes income statements, balance sheets, and statement of cash flows financial information, including annual, quarterly and interim reports, can be found at the following website link: <http://www.sap.com/corporate/investors/newsandreports/reports/index.epx>.

Relationship(s) and which part(s) of the solution will be provided by other vendors (if your proposal includes the expectation or option of using subcontractors to fulfill any of the requirements).

Quintel is not proposing the use of any subcontractors.

Location(s) and times of operation for outsourced operations (if your company outsources functions [especially customer service or technical support]).

We do not outsource any functions.

Number of years the Vendor has been in the public sector software business. Provide public sector vs. private sector for number of clients, as well as revenue percentage comparisons.

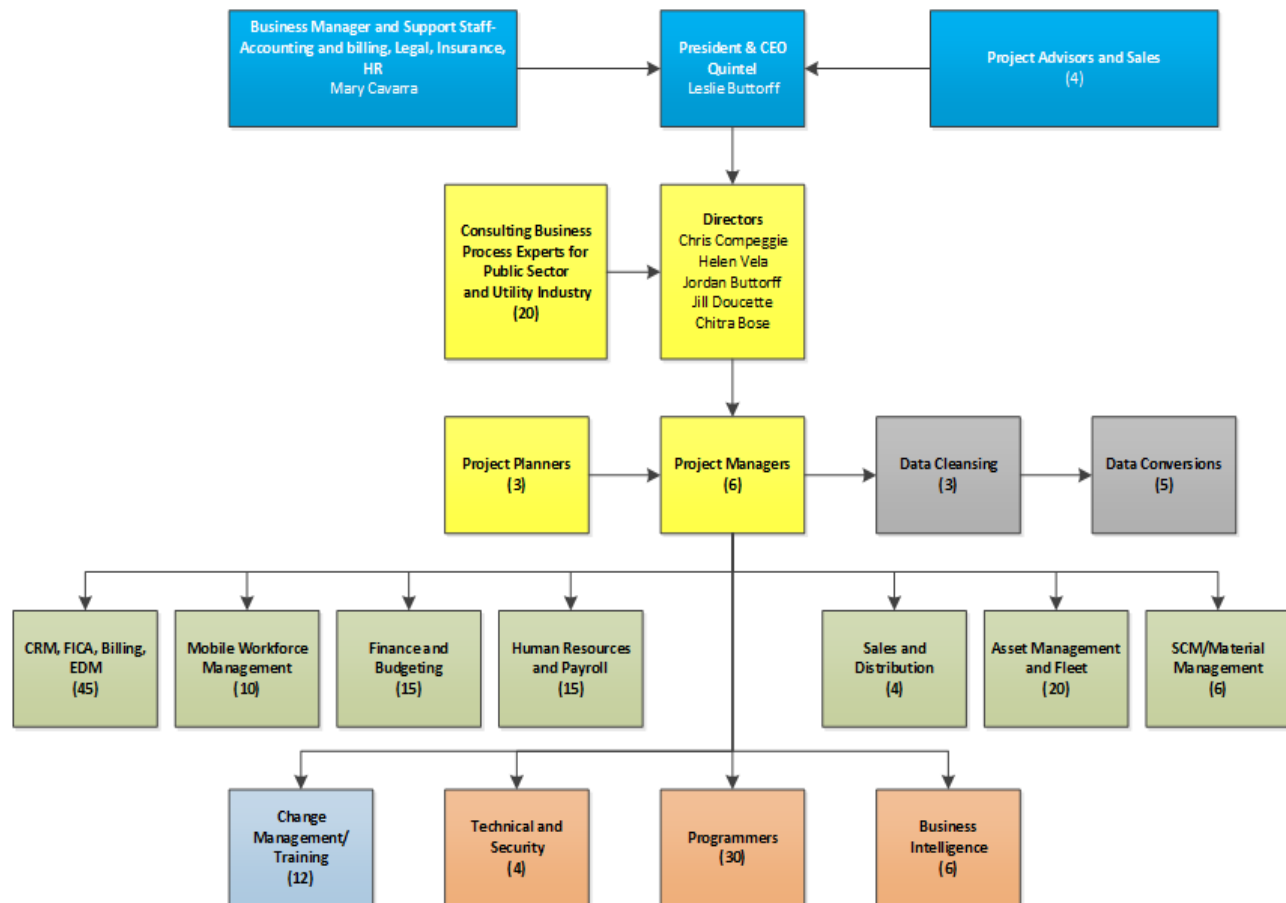
Quintel has been in the public sector software business for 13 years. 100-percent of revenue is from public sector and utilities.

Chronology of the company's growth, heritage, and staff size and ownership structure.

Quintel has approximately 160 consultants that focus on public sector and utility industry for SAP and consulting opportunities, which can be seen in the organizational chart below. Our company's senior management team brings a breadth of knowledge and expertise from a wide range of business and consulting services. SAP has over 1,100 consultants Quintel has access to for support.



Quintel Management Consulting Organizational Chart



The following are Quintel principal company participants, including brief biographies.

Leslie A. Buttorff-CEO & President

Leslie Buttorff is the President of Quintel Management Consulting, Inc. She has over 25 years of experience in management, marketing, consulting, technical evaluations, and financial analyses for municipals and utility companies. She has worked for over 200 municipals in her 25-year history. In the last ten years her experience has been focused on operations improvement using SAP as a tool. She and her team has managed and/or overseen several SAP ERP and CCS implementations commencing 1996.

Chris Compeggie-Vice President

Mr. Compeggie is a Vice President with Quintel-MC, Inc. He has over 25 years of industry and consulting experience and has managed ERP, EAM (including scheduling/dispatch and mobile) and CCS system implementation projects. He has managed business and system improvement consulting projects, led departmental staff and facilitated cross-functional teams in the diagnosis of corporate organizational needs, the improvement of corporate business processes and the creation of developmental programs through benchmarking and process redesign techniques. He has analyzed financial trends, forecasts and industry issues to prepare analyses of business environment impacts on the company for corporate executives, rating agencies, financial analysts and regulators. His experiences span electric, gas and water utilities and the resources industry. Mr. Compeggie was integral in the design and development of



the SAP CU functionality. Mr. Compeggie worked directly with the SAP development team to develop and test Cu and OAA functionality. In addition, he was the Technical Manager for the first implementation of the SAP CU functionality in the world. This project included the integration of the SAP CU functionality with PM, SA, MM and SAP mobile.

Chitra Bose-Vice President

During Chitra's 25 years career in IT, she has experience in various IT roles. She has 15 years of SAP experience with the last 5 years as Project Manager implementing SAP ERP system for large to small public sector and utility industries. The highlights of my career are Project Planning & Management, Business Development, ITN Process, Client Management, and Production Support. For the past 15 years she has been working at several clients involving SAP implementations driven by performance improvement. Chitra specializes in financial management, case management, credit, and collections. She has project management experience for all of the SAP modules including PM, MAM, MAU, SD, IS-PS and ISU-CCS SAP Module. Her responsibilities included System Architect, Project Management, Client Advisor, Support Manager, and Management of functional and technical teams. Her direct reporting teams included functional and technical consultants, data conversion, training, and Change Management teams. All projects were completed on budget and on schedule with all performance metrics being met.

Mary Cavarra-Treasurer

Ms. Cavarra is the Director of Project Administration for Quintel Management Consulting, Inc. She has served for over 20 years as a City Treasurer and has a financial background. She has twenty years of experience and has worked on a broad range of financial and technology related issues, including reorganizations, cost analysis, and development of IT specifications. Ms. Cavarra has prepared forecasts and analyzed regulatory industry issues for corporate executives to determine the impacts on the business environment of the company.

Jordan Buttorff-Vice President

Mr. Buttorff is Quintel's Director of Business Development and has focused on the public sector, utility (water, gas and electric) and higher education industries with his six years of experience. He has participated in performance improvement and technology review projects and has completed a number of benchmarking and financial analysis project activities. He has been responsible for developing and coordinating the deployment and testing strategies in multiple implementations. Additionally he has served as Assistant Project Manager for EAM Implementations, coordinating both with the functional consultants and developers as well as the clients project manager and teams.

Joel Halvorson—Director

Mr. Halvorson has more than 24 years of experience in the consulting industry with more than 10 years of SAP ERP experience. He has provided a wide range of consulting services for many types of business entities that range from regional utilities to small municipalities to large federal government agencies. His consulting services range from billing implementations to process engineering to strategy development to specialized training on highly technical skills. Specific to municipalities, Mr. Halvorson has led the re-design of critical business processes around order fulfillment, assisted with the development of public/private partnerships to pursue new business opportunities, and evaluated strategies to leverage the municipal infrastructure for future revenue growth. Joel is an expert in the supply chain and contract management modules of SAP.

Helen Vela—Director

Helen Vela has over 20 years of consulting to the municipals, water, gas and electric utilities. For the past 8 years, Helen Vela has been a Project Manager and Change Management Lead for ERP, Work Management and Billing/Customer Service System implementations. Before joining Quintel, she was with Stone & Webster Management Consultants, Inc. where she led the Performance Improvement and Business Process Redesign practice. Before that Ms. Vela spent 16 years with Arthur D. Little's utility and other service industries consulting. Her assignments involved entire suite of software implementation,



Advance Metering Infrastructure (AMI) programs, business transformation and performance improvement, market entry strategies, corporate strategy, organizational design and company restructuring.

Whether the business is a parent or subsidiary in a group of companies.

Quintel is a private company.

Whether this company or product being proposed has ever been purchased by another company or acquired because of a merger or acquisition? *If yes, provide details regarding the name of the companies involved, specific products affected, and when such merger or acquisition(s) took place.*

Quintel has had no change of ownership. SAP is currently not involved in any merger activity, and any pending acquisitions on the part of SAP cannot be discussed at this time due to confidentiality arrangements.

Past acquisitions include the following companies (please note that this is not a complete list of SAP's acquisitions):

- A2i Inc.
- Business Objects
- Clear Standards, Inc.
- Crossgate
- Cundus AG
- datango AG
- DCW Software AG
- Frictionless Commerce Inc.
- Highdeal
- iLytix Systems AS
- Khimetrics Inc.
- Kieffer & Veittinger GmbH
- Lighthammer Software Development Corp.
- MaXware
- OutlookSoft Corporation
- Pilot Software
- Praxis Software Solutions Inc.
- Right Hemisphere
- SAF Simulation, Analysis and Forecasting AG (SAF)
- SAP Arabia LLC
- SAP Systems Integration AG
- Silk Europe
- Sybase
- TechniData
- TopManage Financial Solutions Ltd.
- TopTier Software Inc.
- Triversity Inc.
- Visiprise, Inc.
- Virsa Systems Inc.
- Wicom Communications Ltd.
- Yasu Technologies

Below is a brief overview of SAP's acquisitions over the last five years.



2008 - SAP acquired Business Objects. Together, SAP and Business Objects, an SAP company, offer the industry's most comprehensive portfolio of business performance and optimization solutions for organizations of all sizes.

- SAP acquired Visiprise, a privately held manufacturing execution software company headquartered in Alpharetta, GA.

2010 - SAP AG announced the completion of the acquisition of Sybase. Through this transaction, SAP has accelerated the reach of SAP solutions across mobile platforms and has driven forward the realization of SAP's in-memory computing vision. In April of the same year SAP announced its intent to acquire TechniData AG, the world's leading provider of product safety and environmental, health, and safety (EHS) solutions. Through this acquisition, SAP has expanded its sustainability product portfolio, as well as its market and thought leadership in sustainability.

2011- SAP entered into a merger agreement with SuccessFactors, Inc., the market-leading provider of cloud-based human capital management solutions. SuccessFactors' team and technology will add to SAP's powerful cloud assets, significantly accelerating SAP's momentum as a provider of cloud applications, platforms and infrastructure.

SAP has a disciplined acquisition strategy and is committed to investing through smart, strategic acquisitions that create business and financial value. SAP's acquisition strategy is not to acquire customers; it is to help serve our customers better. The strategy spans business and industry-specific domains and is guided by meticulous market assessments, thorough business requirements gathering, and an exceptional focus on extending the value of customers' investments in SAP. SAP has been engaged in the utility enterprise marketplace in various forms since its inception in 1972.

SAP has a disciplined acquisition strategy and is committed to investing through smart, strategic acquisitions that create business and financial value. SAP's acquisition strategy is not to acquire customers; it is to help serve our customers better. We will continue to acquire targeted, strategic, and "fill-in" technology to add to our broad solution offerings and improve our coverage in key strategic markets to best support our customers' needs. We will continue to evaluate such acquisitions in the future, similar to those outlined here.

2012 Acquisitions

Syclo (SAP Mobile Workforce Manager)

In April 2012, SAP announced plans to acquire Syclo, a leading provider of enterprise mobile applications and technologies. The addition of Syclo's expertise in building and selling mobile solutions in industries such as utilities, oil and gas, life sciences and manufacturing enhances SAP mobile solutions. It also accelerates the adoption and deployment of new mobile asset management and field service solutions on the Sybase Unwired Platform.

Focusing exclusively on enterprise mobility solutions, Syclo has more than 600 customers in 39 countries across all major asset and mobile-intensive industries. An established SAP partner, Syclo offers mobile apps that help organizations extend business systems to a wide range of mobile devices and users. Syclo's expertise and technology offers a mature set of applications that complement SAP in key mobile areas such as enterprise asset management (EAM), field services, inventory management and approvals/workflow. The acquisition represents a significant opportunity for SAP and Syclo to drive further innovation in mobility for our customers.

Ariba

On October 1, 2012, SAP announced it has completed its acquisition of Ariba, the leading cloud-based



business commerce network and the second-largest cloud vendor by revenue. Headquartered in Sunnyvale, California, Ariba has approximately 2,600 employees. Ariba combines industry-leading technology with a web-based trading community to help companies discover, connect, and collaborate with a global network of partners – all in a cloud-based environment. The acquisition will combine Ariba’s successful buyer-seller collaboration network with SAP’s broad customer base and deep business process expertise to create new models for business-to-business collaboration in the cloud.

The combination of SAP’s innovations and core applications with the Ariba cloud-based network will create new business value for our customers:

- Together, SAP and Ariba can deliver a truly end-to-end solution that helps companies achieve a closed-loop from source to pay, regardless of whether they deploy in the cloud, on-premise or through a combination of both.
- Ariba’s open network and SAP’s integration expertise will facilitate participation and extend the benefits of business collaboration to all companies, on any system, from any provider.
- The Ariba network will benefit from the performance delivered by using SAP’s flagship in-memory platform SAP HANA.
- Relationship and transaction information from commerce activity in the Ariba network together with SAP’s leading analytics will provide real-time insights to enable trading partners to discover, connect and collaborate more effectively.
- All SAP customers will be able to easily connect to the business network through pre-built integration points.

Percentage of revenues this offered system versus other products/ services represent to your company.

As Quintel focuses on management consulting, business improvement and SAP implementations, the proposed products and services account for 100% of revenues. Revenue information for SAP can be found here: <http://global.sap.com/corporate-en/investors/pdf/SAP-Fact-Sheet-EN.pdf>.

Brief statement of the company’s background demonstrating longevity and financial stability.

During the past 13 years we have been very successful in completing SAP implementations for the utilities and public sector industries. Revenues depending on the number of projects on-going but our projects sizes include a range from \$180M to \$1M. Our financial strategy is to reinvest in our intellectual capital and tools we use for our clients. SAP has grown steadily over the course of the last 40 years.

If the company incurred an annual operating loss in the last 5 years.

Quintel has not experienced an annual operating loss in the last 5 years.

If the company had a workforce reduction during the past 5 years. If so, provide details regarding workforce reductions: percentage or workforce, areas affected, senior management team changes, etc.

Quintel has never had any workforce reductions.

Details of all past or pending litigation, liens or claims filed against Vendor.

SAP does not provide this information. Quintel does **not** have any pending litigation and does not have any related litigation within the last five years.



Seniority, tenure and background of the senior management team.

We staff a Senior Team with backgrounds in the public sector and utility industry. Our team has worked together on numerous projects, implementing best practices based on our industry knowledge. This ensures SAP is implemented efficiently and the end-to-end processes are tightly integrated to the City business benefits are achieved as a result of this project.

How your company measures customer satisfaction for software applications and customer service & support. Internal performance metrics used to quantify key customer support responsiveness, such as: Issues resolved on first call, average call duration, average time to reach issue resolution, etc.

The following outlines our response and resolution times.

Quintel Standard Service Levels

- Severity 1 – Causes data loss or corruption, system crash, missing major functionality. This severity implies a serious disruption that would severely impact the Operations schedule and/or numerous users.
- Severity 2 – No known work around, missing minor functionality. This severity level allows continued use of the application, but there is a known compatibility or operability disruption with no known work-around.
- Severity 3 – A functional error for which there is a City acceptable workaround. Failures assigned this severity cause no delays in production.
- Severity 4 – A minor or cosmetic error. A request that has no impact on the ability to execute a production application.
- Severity 5 – an enhancement to the system (minor and major).

Support Hours	Production and User Support Hours		
	Severity Level	Response Time	Resolution Time
Standard Working Hours: 7am to 6pm PST 24x7 emergency service (escalation procedures)	Severity 1	30 Minutes	2 Hours
	Severity 2	2 Hours	24 Hours
	Severity 3	8 Hours	72 Hours
	Severity 4	16 Hours	20 Working Days

Company's commitment to research & development for the specific public administration application being proposed; include development staff size and percentage of annual revenue invested in application development of solution proposed.

SAP's strong commitment to research and development is reflected in the 18,908 employees dedicated for this purpose at the end of 2014, accounting for 25% of SAP's total headcount. Notable R&D investments and purchases include: purchase of SuccessFactors, purchase of Ariba, development of cloud-based applications, combination of SAP Business Suite with SAP HANA, the development of SAP Fiori, and continuous investment in Industry Solutions. The increase in the R&D quotient reflects our sustained focus and engagement in development. The following table lists annual adjusted R&D expenditure, along with the change since the previous year in percent:



	2014	2013	2012	2011	2010
Adjusted R&D expenses (in millions of USD, based on historical exchange rates)	3,211	3,148	2,977	2,511	2,291
Growth (year-over-year)	+2%	+1%	+17%	+12%	+9%

For more information, visit <http://sapintegratedreport.com/2014/en/strategy/products-rd-and-services.html>.

For each of the applications being proposed, please provide the following background information.

Note: If any of the proposed applications were not originally developed by the proposing vendor, please provide narrative details for the following subjects:

a. Date of product merger / acquisition

This information was provided in a previous question involving mergers and acquisitions.

b. Name of the products and organizations involved

This information was provided in a previous question involving mergers and acquisitions.

c. Description of how integration / interfacing were accomplished (batch vs. real time, consolidated or separate databases, etc.)

We have implemented both SAP out-of-the box batch monitoring tool and external batch monitoring tools like Control-M to monitor the batch. SAP produces batch logs, which can be monitored through standard SAP transactions. The batch jobs are designed to create alert email notifications upon failure based on the urgency level of the critical batch jobs. The batch is monitored by level 1 support team. There are very detailed instructions/guidelines provided for the escalation procedures of failed/restart batch processes. The batch design consultant works closely with the functional teams to get the details of each batch job. The sequence of the batch job, the dependencies, priorities, and escalations have both a time dependency and pre/post job dependencies built into the design.

d. List of all customers using proposed applications and interfaces within the last three years that are similar in scope and size.

The following are projects that Quintel has completed over the last 3 years that demonstrate our knowledge of SAP ERP, and also we have helped these customers improve their businesses and departments. For these projects, Quintel provided program management, maintenance support provider, or consulting and system implementation. Each customer below currently utilizes the SAP modules to the fullest extent possible.

- NJ County – current SAP ERP implementation - current implementation including all SAP modules—finance, supply chain HCM, ESS/MSS and Payroll.
- WI County - current SAP ERP implementation - current implementation including all SAP modules—finance, supply chain HCM and Payroll.
- NY County – current SAP ERP implementation with Procurement, ESS/MSS and ERP integration



- AZ City—current implementation including all SAP modules—finance, supply chain, HCM, Payroll, utility billing, mobile, asset mgmt. and community development.
- PA/NJ Port Authority (bridges and trains) - current implementation including all SAP modules—finance, supply chain HCM, ESS/MSS, Payroll, mobile and asset mgmt.
- CA City Transit Authority - current implementation including all SAP modules—finance, supply chain HCM, Payroll, mobile and asset mgmt.
- UIL in New Haven CT – SAP ERP and CRM, EP6 Upgrade, SAP Maintenance Support
- Berkshire –SAP E RP and CRM, EP6 Upgrade, SAP Maintenance Support
- Marin County, CA—SAP reference
- City of Tacoma
- Texas Municipal Districts (over 250 municipals were set up on SAP)—SAP implementation and support
- Southern CT Natural Gas—all SAP modules
- Central Vermont Public Service—ERP
- Metropolitan District Commission – ESS/MSS, CRM
- City of San Antonio (Quintel Consultants)
- Pinellas County (Quintel Consultants)
- County of Erie (Quintel Consultants)
- City of Tacoma
- Aquarion Water

e. Description of the development technologies used for each product.

The SAP suite provides the following tools to facilitate application development, configuration, and integration with the core solution. These tools help to increase quality of development, reduce implementation risk, and increase developer productivity.

The proposed SAP solution provides a robust Integrated Development Environment, and furthermore SAP allows organizations to leverage external IDEs as well. There are several options for development with the SAP solution.

1. As a standards-based solution, SAP can leverage external development/code/apps via seamless web service calls, regardless of what type of language or application the logic was developed in or resides on. This allows reuse of code already available in an organization, and the flexibility to develop new logic in programming languages that an organization has existing skill set in.
2. SAP is deployed on a Java application server, which provides a platform to develop in Java natively. Called the SAP NetWeaver platform, this is the underlying technical platform which SAP applications run on and provides the common integrated framework which SAP applications share.
3. From a development perspective, the complete set of tools used by SAP in developing applications is included with the software. The ABAP Workbench provides an integrated development platform including business application object modeling, application object behavior and application object data storage.
4. The SAP NetWeaver Developer Studio tool based on Eclipse 3.0 is included in the all major releases of the SAP NetWeaver platform. Application developers do not need to switch between different development environments for presentation and business logic. Instead, they can develop, build, deploy, and execute applications centrally from the SAP NetWeaver Developer Studio tool.



Key features of SAP NetWeaver Developer Studio include the following:

- It provides a complete set of development tools for all aspects of Java business development (such as user interfaces, business logic, Web services, a Java dictionary, and Java persistence), with wizards and graphical tools
- It delivers a robust, fully-integrated development infrastructure, which is particularly essential for extensive Java projects and large teams of developers. Thus, SAP NetWeaver Developer Studio provides a highly productive environment that covers the whole life cycle for Java projects. It provides a connection to a defined software logistics process offering change management for projects and solutions.

c. Customer References (RFP Exhibit A, Section 2.3)

Please provide at least five (5) public sector customer references that are representative of the requested system and that agree to speak with City representatives regarding their experience with you as a vendor. This list will be used as a contact list and may include some of the same customers you listed in section 2.6.

Information on references must include: company name, company address, company web site address, contact person, contact title, contact telephone number, and contact email address.

Reference No. 1 – Texas Municipals and SouthWest Water

Vendor name:	Quintel and SAP
Customer name:	Texas Municipals and SouthWest Water
Customer contact:	Carl Evans, Senior Vice President
Customer phone number:	(512) 618-2948
Customer E-mail address	2carlevans@gmail.com
System which Solution Replaced	Oracle financials and other legacy systems, Harris

Describe Nature of Project and Services Provided to This Client:

SWWC is a water company situated in Houston Texas. Also over 250 small municipals were set up on SAP. SWWC has over 250K customers across 5 states. SWWC had 3 legacy billing systems that needed to be replaced with SAP IS-U/CRB and Oracle financials. The scope of the project was to implement the entire SAP suite with all the SAP core modules. It was a fast track project with a 11 month schedule. This customer stands out because they redesigned all of their business processes, developed common processes across all departments, used SAP standard functionality and implemented all SAP municipal modules (36) in 11 months. Support was provided thereafter by Quintel. The following SAP modules and systems were implemented by Quintel:

- ✓ Finance (New GL, AP/AR, Fixed Assets etc.),
 - ✓ MM,
 - ✓ SD,
 - ✓ HR,
 - ✓ Payroll
 - ✓ All IS-U CRM/CRB modules
 - ✓ Mobile workforce management (MAU),
 - ✓ IVR system
 - ✓ Bill Printing system
 - ✓ Interface to SWWC Web system with SAP
- 1.

The project was complete on time and on budget. Quintel won the SAP Pinnacle award in 2011 for best implementation.


Configuration of Solution Implemented (Hardware, Software):

SAP ERP Core Component – ECC 6.0
 Customer Relationship Management – CRM 7.0
 Mobile platform – MI 7.0/ MAU 3.0
 Business Warehouse – BI 7.0

Hardware platform: Cisco
 Database platform: Microsoft SQL
 Operating System: Microsoft Exchange Server 2008

Reference No. 2 – Central Vermont Public Service

Vendor name:	Quintel and SAP
Customer name:	Central Vermont Public Service
Customer contact:	Shelly Hendee, Manager, SAP Support
Customer phone number:	Will be provided if short listed
Customer E-mail address	Will be provided if short listed
System which Solution Replaced	Legacy systems, PeopleSoft

Describe Nature of Project and Services Provided to This Client:

CVPS conducted an assessment of internal systems and processes and concluded that there was a need to implement an ERP solution to replace legacy systems given the age and capabilities of the legacy systems. CVPS saw the replacement of legacy systems as a way to improve:

- Existing processes that were manual.
- Timely and consistent financial information.
- Limited HR functionality.
- Fragmented Supply Chain systems.

Configuration of Solution Implemented (Hardware, Software):

ECC 6.0 ERP including EHP 2.0/ HCM, FICO, MM, EAM, BCM and BW 7.0

Human Capital Management (HCM) scope included:

- a. Employee Master Data (PA module)
- b. Organizational Management
- c. Benefits
- d. Payroll
- e. Recruitment
- f. Training & Event Management
- g. Performance Management
- h. Compensation Management

Hardware platform: NA
 Database platform: NA
 Operating System: NA

Reference No. 3 – United Illuminating

Vendor name:	Quintel and SAP
Customer name:	United Illuminating
Customer contact:	Prem Lakshmansingh



Customer phone number:	Will provide if short listed
Customer E-mail address	Will provide if short listed
System which Solution Replaced	Legacy Cayenta systems

Describe Nature of Project and Services Provided to This Client:

UIL bought three utility companies and desired to improve efficiencies by creating a consistent SAP platform across all of the operating companies. The purchased companies were also SAP users.

In addition, UIL saw the common SAP implementation as a Platform for growth and future acquisitions.

Quintel was the sole system integrator and provided complete managed implementation services.

The primary scope of this project is to integrate the newly acquired UI.

Phase I of the overall project focused on converting the acquired companies' SAP ERP back office data and build into UI's ECC 6.0 system.

Phase II replaced the acquired companies' legacy CIS billing systems with a state of the art integrated SAP Customer Relationship and Billing (CRB) system.

Configuration of Solution Implemented (Hardware, Software):

Phase 1

- a. ECC6.0
- b. FICO, MM, AM, PM, Human Capital Management (HCM, including payroll and benefits), etc.
- c. EAM-Including Compatible Units co-developed functionality by Quintel/SAP
- d. BW 3.0b
- e. PowerPlant

Phase 2

- a. SAP CCS with the CRM 5 WinClient/ECC6.0 EHP 2.0

Hardware platform: Dell

Database Platform: Oracle

Operating System: Linux OS

Reference No. 4 – City of Tacoma

Vendor name:	Quintel and SAP
Customer name:	City of Tacoma
Customer contact:	Sue Daulton, SAP Manager
Customer phone number:	
Customer E-mail address	
System which Solution Replaced	

Describe Nature of Project and Services Provided to This Client:

Tacoma has grown into a city with a diverse population of approximately 200,000. HRT of Tacoma has installed SAP core Enterprise Resource Planning (ERP) systems, currently based on the SAP ECC6.04 platform. In addition to core services like Human Resource, Finance, and Public Works, HRT operates a utility that leverages SAP extensively in its Power, Water, and Customer Service businesses. The project was completed on time and on budget. The City implemented SAP in the years 2001-2002. They are one of the oldest public sector municipal clients. The use all of the modules and are continually looking for ways to use SAP to improve their business.

Quintel recently completed BP&M consulting services for HRT.

Configuration of Solution Implemented (Hardware, Software):



The following SAP modules and systems were implemented:

- ✓ Finance (New GL, AP/AR, Fixed Assets etc.)
- ✓ PROCUREMENT, COMMUNITY DEVELOPMENT BILLING
- ✓ HR, Payroll
- ✓ Customer billing CRM/UTILITY BILLING modules

Software Implemented:

- a. SAP CRM7.0 SAP ERP (FINANCE, EAM, HR, PROCUREMENT)
- b. Customer Relationship and Billing (UTILITY BILLING) - CRM 7.0
- c. BW7.0 Business Warehouse

Hardware platform: N/A

Database Platform: N/A

Operating System: N/A

Reference No. 5 – Delaware River Port Authority

Vendor name:	Quintel and SAP
Customer name:	Dunn County
Customer contact:	Will be provided if short listed
Customer phone number:	Will be provided if short listed
Customer E-mail address	Will be provided if short listed
System which Solution Replaced	N/A

Describe Nature of Project and Services Provided to This Client:

This project is in progress. Quintel was selected to provide implementation and hosting services beginning in August of 2014. It is a 10-year hosted support contract.

Configuration of Solution Implemented (Hardware, Software):

All public sector modules -The scope of this project is to implement and support and implementation of SAP ECC 6.0 EHP 7, BOBJ 4.1, SRM, ESS/MSS, CRM, Billing, Mobile

d. Response to Undesirable Features (RFP Exhibit A, Section 2.4)

Respondents should directly address each of the undesirable features listed in section 1.3. to the extent that their solution does not have such undesirable features or if it does, how the respondent can or will mitigate such features. When applicable, examples of success should be illustrated. Responses should include any compensating or alternative approaches or solutions that are applicable to each undesirable feature if they feel it brings benefit to their submission.

Undesirable Features	Quintel's Response
1.3.1 Repetitive Entry: As mentioned above, the City of Delray Beach is committed to a "one touch" approach to data entry. Systems that require users to enter the same or similar information over and over in various parts of the application are unlikely to be selected. Similarly, the solution should have a wealth of information already connected to the people,	SAP's seamlessly integrates all modules thus eliminating manual, fragmented processes and reducing administrative support requirements to cut cycle times and cost, improve operational efficiency, and boost your performance.



<p>properties, projects; and records in the system and it should leverage that information to reduce data entry workload. For instance, the City of Delray Beach is much more likely to select a system that automatically populates owner information from the parcel record (while allowing the user to modify that which may be incorrect) than one that either requires us to reenter the information or prevents us from entering updated information.</p>	<p>Overall the SAP system will allow the City to achieve the following benefits:</p> <ul style="list-style-type: none"> • Allow for the City to make use of the latest technology • Accelerate response times • Reduce data entry • Streamline reporting • Improve communication with its constituents <p>In regards to the example involving auto-populating owner information from parcel records, SAP offers a Community Development (CD) for Citizen Management (for eGovernment Citizen's Portal) to manage the direct interaction with the constituents for applications, inspections, payments, etc. and Land Management to manage the data associated with parcels, property, buildings, etc. that support that define the community.</p>
<p>1.3.2. Limited Search: We frequently get requests from customers who do not have the "expected" information to perform a search. We need to be able to find records using whatever criteria we have available. Solutions that come with a "boxed" search screen with a few criteria are unlikely to be selected.</p>	<p>SAP NetWeaver Portal is a scalable portal, with an open architecture capable of integrating unlimited content. Portal content is designed to retrieve information from varied information sources such as Web sites, groupware applications, legacy systems, enterprise applications, databases, and document directories. The portal provides a complete set of tools to administer, manage, and monitor the portal within a single environment. Users can also perform wild card searches using *.</p>
<p>1.3.3. Cluttered Screens: We need a balance of quantity of information and ease of access to the information presented. Cluttered, confusing or overpopulated screens were a significant complaint for a number of project team members when certain solutions were discussed. It is highly unlikely that the project team will change their view that clean, easy-to-understand screens are critical to the success of any new system.</p>	<p>SAP offers a very friendly user interfaces (SAP GUI), HTML5.0 and Personas. SAP Screen Personas is an easy tool to modify screens and develop dashboards for department users. SAP also offers Fiori applications, which includes over 300 role-based apps providing enhanced user productivity and personalization for customers.</p>
<p>1.3.4. Resolution-Dependent Screens: The enterprise solution should allow for adjustments in monitor resolution without compromising data viewing. Solutions that lock all users into a single resolution are unlikely to be selected.</p>	<p>Screens, logic, rules, processes, drop-down lists, data values, etc. can be implemented through delivered integrated configurable tools. We recommend a minimum screen size of 1024x768, though your screen should preferably be larger. We advise against using VGA monitors.</p>
<p>1.3.5. Proprietary Data Structures: Databases or database structures that are not open to exploration and review through SQL and an ODBC connection are highly unlikely to be selected. Databases for which the vendor is unable or unwilling to provide clear and useful data maps or structural details will not be considered as that hinders our ability to use our data effectively. Availability of dynamic data for field technicians is a requirement.</p>	<p>As SAP is database agnostic, the solution is functionally equivalent across all supported platforms. At a minimum, the database must be of a type and version that is supported by the solution. Optimal database capacity is determined as part of the solution sizing exercise described below. The SAP solution set is currently certified for the following RDMS solutions:</p> <ul style="list-style-type: none"> • Microsoft SQL Server 2005, 2008, 2008 R2, 2012



	<ul style="list-style-type: none"> • SAP HANA • Oracle DB • IBM DB2 • Informix • SAP DB
1.3.6. Servers & Operating Systems: Solutions based on mainframe or AS/400 servers will not be considered. Those using UNIX (or any variants, including Linux) or any other non-Windows operating systems are unlikely to be selected.	SAP is an OS independent solution; however the SAP solution set is currently certified for the following Windows operating system platforms (others as well): Windows Server 2003 (both 32 and 64 bit), 2008, 2008 R2 2012, 2012 R2). The desktop client, referred to as SAP GUI, is currently available for the following (others as well): Microsoft Windows XP SP1 and higher, Microsoft Windows Vista, Microsoft Windows 7 and Microsoft Windows 8.X.
1.3.7. Non-Standard Platforms or Languages: Solutions that are founded on platforms or programming languages that are not considered mainstream by the project team (or are considered niche or limited) will not be selected. Examples include Lotus/Domino, FoxPro, and MS Jet. As noted above, preference will be given to Microsoft technologies that are in common use, especially the .net framework and associated programming languages and platforms.	<p>A key feature of SAP is that it is a DB and OS independent solution, thus, unlike some vendors; SAP does not force customers to adopt a specific technology. This enables SAP customers the flexibility of choice to deploy the OS/RDBMS that fits best into their environment, and allows them to change the underlying OS/DB if they should change their preferred vendor in the future. The email and desktop standards do not impact our approach.</p> <p>SAP is an open system and we follow industry standards. SAP NetWeaver Application Server (SAP NetWeaver AS) embraces Web services and supports Web standard formats and protocols, including, HTML, HTTP(S), XML, WML, SSL, LDAP, WebDAV, SOAP, WSDL, and UDDI. Support for these standards, plus J2EE Connector Architecture (JCA) and Java Message Service (JMS), will provide comprehensive interoperability with J2EE servers like IBM WebSphere, Oracle WebLogic, and Microsoft .NET. SAP NetWeaver AS also supports open business standards such as RosettaNet, ebXML, and UBL.</p>

e. Response to Technology Features (RFP Exhibit A, Section 2.5)

Respondents are required to address their support and utilization of the technology requirements listed in section 1.4. of this RFP. Additionally, information is requested regarding the respondent's use of technology in the submission criteria of this RFP.

The following table is in response to the City's Technical Requirements as outlined in the RFP Exhibit A – Scope of Work, Section 1.4:

City's Technical Requirements	Quintel's Response
1.4.1. Network Protocol: Only solutions using TCP/IP protocol will be considered.	Yes, TCP/IP is the only network protocol necessary.



1.4.2. SQL Server: Must utilize Microsoft SQL 2008 R2 (or higher) servers.	Yes, for most of our SAP implementations, we have installed the Microsoft SQL database.
1.4.3. Server Operating System: The City of Delray Beach is a Microsoft SQL database user. Only Microsoft SQL 2008 (or higher) servers will be considered. Solutions that require the use of Oracle or other database products will not be considered.	Yes, the SAP solution set is currently certified for the following RDMS solutions: <ul style="list-style-type: none"> • Microsoft SQL Server 2008, 2008 R2, 2012 • SAP HANA • Oracle DB • IBM DB2 • Informix • SAP DB
1.4.4. Desktop Operating System: The City of Delray Beach is a Windows 7 operating system user. Only solutions that are supported on Windows 7 (or higher) will be considered.	Yes, the desktop client, referred to as SAP GUI, is currently available for the following: <p>Microsoft Windows GUI:</p> <ul style="list-style-type: none"> • Microsoft Windows XP SP1 and higher • Microsoft Windows Vista • Microsoft Windows 7 • Microsoft Windows 8.X
1.4.5. Browser: All City of Delray Beach client machines are equipped with Internet Explorer 10 (or higher). Solutions that require an additional browser or a different browser will not be considered.	SAP is compatible with all the latest versions of Internet browsers including: Internet Explorer 8, 9, 10 and 11, Apple Safari, Mozilla Firefox, and Google Chrome.
1.4.6. Wireless Connectivity: The solution must allow both (a) wireless connectivity using VPN over a WAN provided by a third-party ISP and (b) wireless protocol 802.11a/b/g/n (Wi-Fi), depending on which option the City and County choose to implement. Solutions that will preclude one or both options will not be considered. Solutions that allow store-forward for drive-by Wi-Fi or intermittent WAN connectivity are preferred.	SAP fully supports virtual desktop environments, such as VMware and other virtual services. The solution works the same in virtual systems as in directly connected clients.
1.4.7. Microsoft Architecture: The City of Delray Beach prefers solutions that are on Microsoft software solutions and architecture. These solutions include .net framework, SharePoint 2010, Project Server 2010, Active Directory 2003-2008. Integration with these platforms is fully expected.	<p>SAP is an open system and we follow industry standards. SAP NetWeaver Application Server (SAP NetWeaver AS) embraces Web services and supports Web standard formats and protocols, including, HTML, HTTP(S), XML, WML, SSL, LDAP, WebDAV, SOAP, WSDL, and UDDI. Support for these standards, plus J2EE Connector Architecture (JCA) and Java Message Service (JMS), will provide comprehensive interoperability with J2EE servers like IBM WebSphere, Oracle WebLogic, and Microsoft .NET. SAP NetWeaver AS also supports open business standards such as RosettaNet, ebXML, and UBL.</p> <p>SAP software supports integration with corporate directories, including Microsoft Active Directory, Novell e-directory, or Microsoft Active Directory Server, which can be used to provide</p>



	<p>single sign-on authentication, e-mail, and other security standards.</p> <p>We also use SharePoint file sharing programs to share documents and organize the documents for the project.</p>
<p>1.4.8. Virtualization: The City uses VMware Vsphere 5.5 extensively for its production and test servers and will be migrating to Microsoft Hyper-V. This solution offers the City the best solution for supporting testing, patching, change management, etc. on limited physical resources.</p>	<p>Yes, the SAP solution supports the following server operating platforms:</p> <ul style="list-style-type: none"> • Windows • Linux RedHat • Linux SUSE • Sun Solaris • HP/UX • IBM AIX • IBM z/OS (for database server only) • VMware vSphere <p>All customer traffic is segregated through the use of VLAN's firewall access control lists and rules, and virtual partitioning on the VMware hypervisor level.</p>
<p>1.4.9. Security:</p> <ul style="list-style-type: none"> • <u>Role-based security</u>- Should allow for user permissions at the group and individual levels. When appropriate, should provide segregation of duties permissions (i.e. inventory management, user rights management, etc.). • <u>Auditing/log features</u>- Audit trail should allow for logging of critical events such as table changes, security events, etc.. Reporting capability to determine users that have accessed/downloaded sensitive data stored in the system (SSNs, etc) is preferred. Limited access to delete transaction history is required. • <u>PCI compliance</u> - Required • <u>Passwords</u>- Solution must integrate with Microsoft Active Directory and/or be supported by Imprivata for single sign-on. 	<ul style="list-style-type: none"> • <u>Role-based security</u> – SAP role-based authorization allows each user with user access privileges to perform the function within the system. SAP profile generator provides administrators with the functions they need to manage users, groups, roles, and user-related data in SAP User Management Engine (UME). SAP UME can use an SAP Application Server and Central User Administration (CUA) (AS-ABAP) as its data source for user management data as its data source for creating user roles and stores it in the database. System administrators can define permissions to users with read, write, read/Write, delete, and full control access. • <u>Auditing/log features</u> - The SAP system includes application level security that can provide an audit trail of every transaction executed at the transaction and batch levels. Every transaction logged is time-stamped with the user name, date, time, and the data entered/changed at local login time. Optionally, the system keeps a complete audit trail of all user activity (including logon attempts and transaction starts). This feature can be restricted for performance purposes. The system also records before and after images of changes made to data.



	<ul style="list-style-type: none"> • <u>PCI compliance</u> – SAP is fully compliant with PCI DSS (Payment Card Industry Compliance), PII, PIPEDA, HIPPA, and ITAR regulations among many others. • <u>Passwords</u> – SAP software supports integration with corporate directories, including active directory, Novell edirectory, or Microsoft Active Directory, which can be used to provide single sign-on authentication, email, and other security standards. Integration is bi-directional where required, meaning that changes in the Active Directory can be synchronized with the SAP system, and vice versa. The integration of directory services such, as LDAP is a key feature of the SAP NetWeaver Application Server component. To enable SAP components to use directory services, each application server is provided with the LDAP Connector. The LDAP Connector controls the information flow between the application server and the directory server. User information in the Active Directory is stored in the attributes of the user object.
<p>1.4.10 Internet Considerations As identified previously, the City utilizes the Microsoft network architecture and framework. As such, the City uses Microsoft's Internet Information Services (IIS) server, and other Microsoft Security solutions for web presentation. It is expected that the solution will support access through these frameworks. Access through remote solutions utilizing connections established with Cisco VPN solutions should not impact performance negatively. Requirements for secure implementation and presentation of the chosen solution to external customers and citizens, including DMZ architecture requirements, SSL certificates, firewall considerations, and any other needs specific to the proposed solution should be identified in the response. Logging abilities should also be detailed.</p>	<ul style="list-style-type: none"> • <u>Microsoft Network Architecture</u> – Please find this information under 1.4.7 above. • <u>Security</u> – Please find this information under 1.4.9 above. • <u>Logging</u> – The SAP restores utility and database logging recovers files in combination if data is lost. SAP restore is used to bring a data file back to a known state by applying the most recent full backup (and any incremental backups since then). Once this is done, database logs are applied to bring the system back to the last committed transaction. Any "in-flight" transactions are captured in an update log where broken transactions can be reviewed by the system administrator and the user to determine the most appropriate course of action. An e-mail message also notifies users of any failed transactions. SAP database management tools come with a check and restore function. Check and Repair is used to uncover any inconsistencies in the database. If an inconsistency is found, SAP restore user information from backup



	logs and tape volume management to find the appropriate files to restore, and to provide automated recovery. For example, if a table space becomes corrupt, or a disk volume experiences a hardware failure, SAP restore reviews the backup logs to find the most recent good backup, matches the files to be restored with the appropriate tape volume, prompts the operator to mount specific tapes and then proceeds with the recovery.
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Additional Technology (RFP Exhibit A, Section 2.5.1.)

Please discuss a number of technical, structural, and architectural issues that the City of Delray Beach feels are important. Please be sure to highlight those issues in your response. Also, please include all of the following information:

Development Environment (RFP Exhibit A, Section 2.5.1.1.)

List the platform(s) and language(s) used to develop and run the solution.

As SAP is database agnostic, the solution is functionally equivalent across all supported platforms. At a minimum, the database must be of a type and version that is supported by the solution. Optimal database capacity is determined as part of the solution sizing exercise described below. The SAP solution set is currently certified for the following RDMS solutions:

- Microsoft SQL Server 2005, 2008, 2008 R2, 2012
- SAP HANA
- Oracle DB
- IBM DB2
- Informix
- SAP DB

A key feature of SAP is that it is a DB and OS independent solution, thus, unlike some vendors; SAP does not force customers to adopt a specific technology. This enables SAP customers the flexibility of choice to deploy the OS/RDBMS that fits best into their environment, and allows them to change the underlying OS/DB if they should change their preferred vendor in the future. The email and desktop standards do not impact our approach.

Currently, the SAP solution supports the following server operating platforms:

- Windows
- Linux RedHat
- Linux SUSE
- Sun Solaris
- HP/UX
- IBM AIX
- IBM z/OS (for database server only)
- VMware vSphere

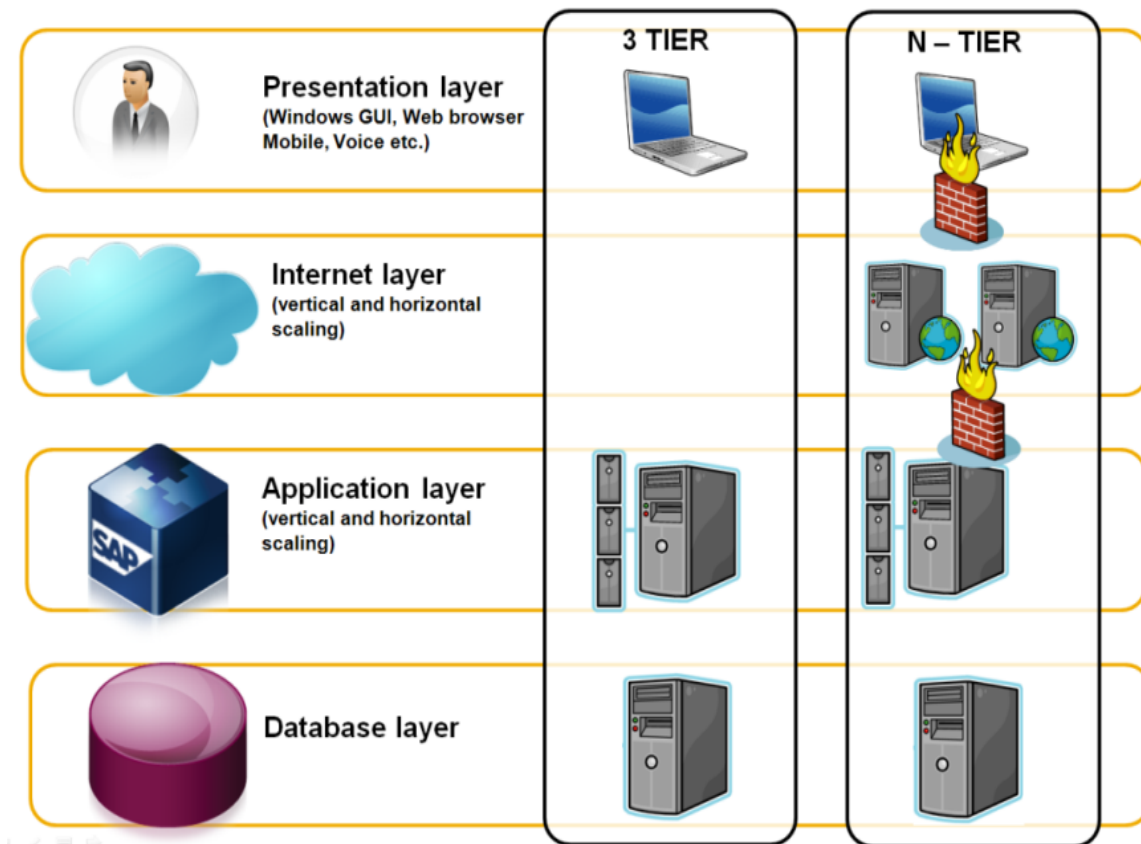


Describe the architecture of your solutions (browser-based/zero-footprint, thin client, client/server, fat client, dumb terminal, etc.). Describe the framework supporting the solution (XML with web services, XSL Style Sheets, etc.) Explain why this approach is the best choice for our City.

SAP provides a proven, scalable, fault-tolerant, multi-tier architecture that helps to ensure high availability of the system. The individual components can be protected via horizontal scalability; that is, the use of multiple components that tolerate the malfunction of individual components, or via cluster and switchover solutions. With SAP, IT infrastructure options range from compact, single-host, and one-database installations to highly available, scalable, and secure configurations for mission-critical applications. The best type of technical infrastructure for any given business requirement depends on several factors, such as landscape type (development & test, quality assurance and training, production environment), core business processes, transaction volume, security, and availability.

The SAP solutions core infrastructure is based on a multi-tier client-server architecture supported by SAP NetWeaver technology architecture. Three discreet layers can be identified: Database, Application and Presentation. The main benefits of the SAP architecture are:

- Thin client – low cost of deployment
- Scalability – the application server layer provides parallel processing support
- Robustness – resilient internal design and architecture
- All tools included as standard – e.g. system management, monitoring, workflow, data migration, archiving, etc.



The flexibility of this design allows the individual logical tiers of the SAP architecture to reside either on a single or on multiple physical systems. Although different deployment options are supported, all of these



are transparent to the users and do not require any additional development or configuration work on the applications.

High Availability for SAP systems is provided by partner hardware, operating system, and relational database management system (RDMS) mechanisms. Because of the SAP open, platform-neutral architecture, each customer can use the appropriate mechanisms, and the effect is transparent. Redundant hardware components such as disk technology, network system key issues, switchover software, and uninterruptible power supply (UPS) are commonly used with an SAP environment.

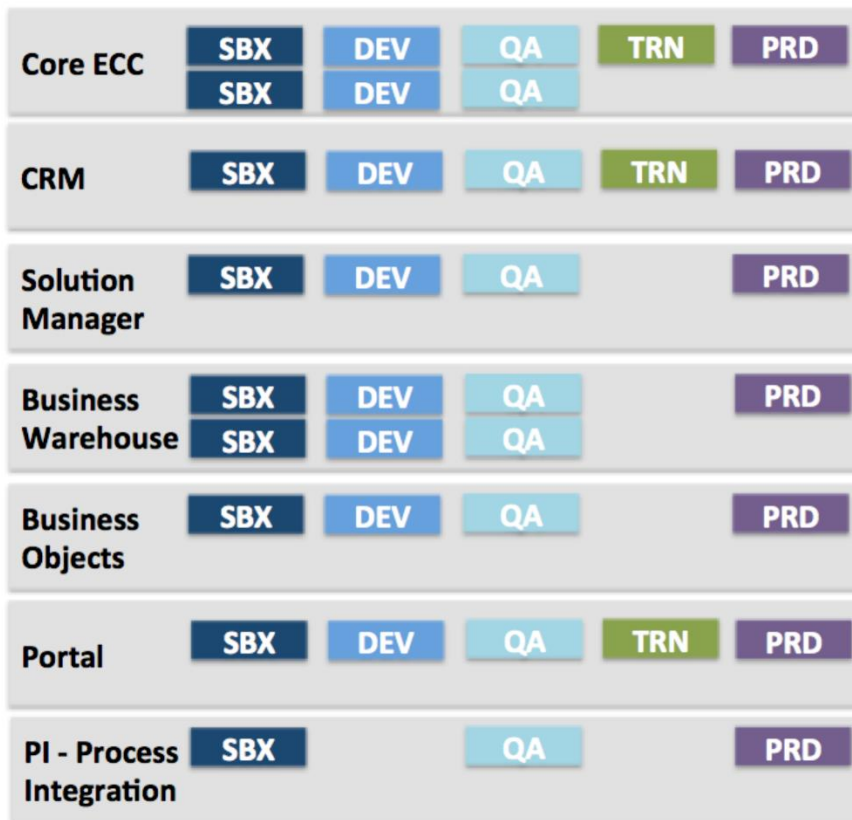
SAP hardware partners have also developed failover systems that are put in place in times of unexpected downtime. Two servers (normally the database server and application server) can share a common group of disks, for example, and SAP services are automatically passed to the standby server and vice-versa. The switchover system dynamically assigns SAP services to TCP/IP addresses using alias-addressing facilities. SAP solutions also take advantage of RAID disk systems meant to be used for high availability systems (that is, data mirroring, redundant backups).

List all elements of hardware and infrastructure needed to use the solution. We strongly recommend detailed specifications for hardware items, as we will be determining acquisition costs based on your descriptions, and details will assure that we do not “overpower” the hardware, thus driving up the overall solution costs. A network diagram must also be included.

The system architecture shown below is what we have proposed for the City. The servers for all of the components for the sandbox, development, QA, training, etc. are shown. If awarded this contract we would evaluate VMware solution for this set up, some details can be found below. Quintel implemented this approach at a similar sized organization and the performance was excellent.



High Level SAP Systems



SBX – Sandbox

DEV – Development

QA – Quality Assurance

PRD – Production

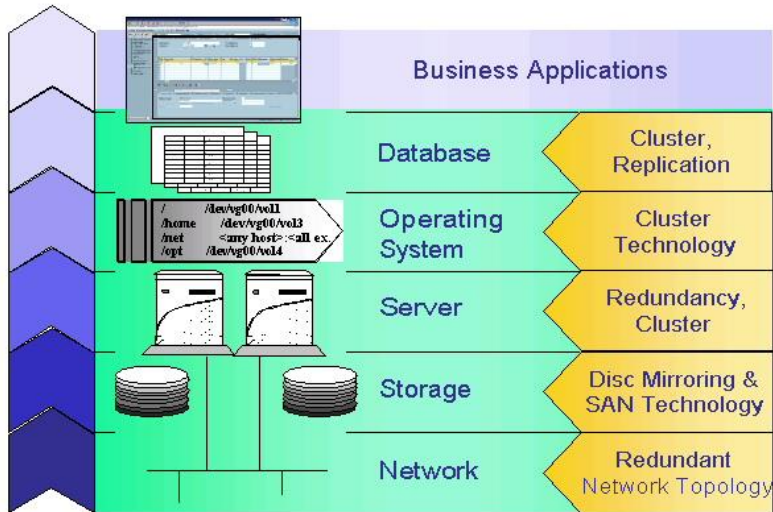
*As scope requirements are further defined, the SAP system Landscape may change

*3rd party environments are not depicted here

The architecture provides the mechanisms to exploit and manage the CPU-sharing and load-balancing capabilities of the server. The solution has been architected to provide a high availability scenario for each SAP application component to address all SAP single points of failure.

The Virtual Environment option, available as an alternative to the proposed production server, provides the mechanisms to exploit and manage the CPU-sharing and load-balancing capabilities of the server. The solution has been architected to provide a high availability scenario for each SAP application component to address all SAP single points of failure.

Additionally, SAP solutions allow for LPAR's (Logical Partitioning) and Sysplexing. LPARs allow for multiple instances of operating systems to run concurrently on the hardware. Sysplexing is a methodology used to link the resources of two or more servers to provide optimal workload distribution. The combination of LPARs and Sysplexing provide the foundation for Reliability, Accessibility, and Scalability (RAS), which have become the hallmark of any properly functioning Data Center. The graphic below shows the layers that have to be protected for a high availability solution. Products and services from our hardware and software partners protect the infrastructure layers and provide scalable components with high availability features.



The physical and technical preferences for a user acceptance test are to have another server for this test, so that we can establish a "clean" box. This allows us to overlap some of the production path activities for the time frame we have suggested.

Given the current age and capacity of the current hardware, Quintel will work with City to determine, if and how the existing hardware can fit into the proposed architecture. In addition, Quintel would work with the City to determine if any separate VMWare licensing is warranted, or if additional processing power is necessary.

If your solution is modular, explain how the modules interrelate and interact and how information can be passed from one module to the next. If any module(s) cannot interact with others, please explicitly call this out in your response and explain what necessitates the isolation of that module or subsystem. Non-modular (monolithic, stratified or single-point ASP) solutions will not be considered.

SAP is modular and supports direct, point-to-point integration. SAP has published numerous interface protocols and APIs (Application Programming Interfaces) that allow third-party applications to send data to and receive data from the system. Any application that can transfer data via an ASCII or EBCDIC delimited file, XML, or TCP/IP will be able to share information with an SAP system.

a. Is .net used in all your applications or just your presentation layer?

SAP utilizes HTTP as its network protocol and requires no specialized protocol. Interfaces would be constructed with ABAP code as point-to-point interfaces with any systems not being retired.

SAP is an open system and we follow industry standards. SAP NetWeaver Application Server (SAP NetWeaver AS) embraces Web services and supports Web standard formats and protocols, including, HTML, HTTP(S), XML, WML, SSL, LDAP, WebDAV, SOAP, WSDL, and UDDI. Support for these standards, plus J2EE Connector Architecture (JCA) and Java Message Service (JMS), will provide comprehensive interoperability with J2EE servers like IBM WebSphere, Oracle WebLogic, and Microsoft .NET. SAP NetWeaver AS also supports open business standards such as RosettaNet, ebXML, and UBL.

b. Were your core applications developed in an environment other than .net. If so, how did you move to the .net architecture?

Please find this answer above under a.



c. What .net language(s) are your core applications written in? (ASP,VB,C++,C#)

Please find this answer above under a.

d. Do you run on the .net framework?

a. If so, what version(s) of .net framework do you run on?

Please find this answer above under a.

e. Widely accepted development environment (i.e. VisualStudio.net, J2EE, or WebSphere)

Please find this answer above under a.

Database Environment (RFP Exhibit A, Section 2.5.1.2.)

Discuss in detail the data structure for your solution. Discuss how we as users can extract and exchange data as needed.

SAP offers SAP Business Warehouse (SAP BW), which is a data warehouse that allows you to extract and analyze data from SAP applications as well as all other business applications and external data sources such as databases, online services, and the Internet. In this way, SAP BW can also be used to provide a common reporting source for both SAP and non-SAP data. SAP BW uses its own set of Web Application Servers as well as its own dedicated database server (separate from the Online Transaction Processing [OLTP] system).

The benefits of implementing SAP BW are many. First, the overhead processing associated with reporting and analysis can be offloaded from the transactional system. Second, data from multiple systems can be normalized to a common data model for consistent representation and reporting. Third, SAP Business Warehouse in particular comes delivered with knowledge of the business processes and data models in an SAP OLTP system, making the migration of data to a data warehouse much easier.

The SAP BW includes an administration workbench, which is used to schedule the extraction of data from transactional systems to the data warehouse. During the extraction process, data can be normalized, transformed, and derived. Multi-dimensional data structures, called InfoCubes, are defined in SAP BW. These multi-dimensional structures allow for rapid OLAP decision support.

Please note whether your database structure supports null values (ISNULL), uses blanks ("" or ISBLANK), populates all fields with a values, or a mix of these protocols. If this varies by table, it is not necessary to list each table's use of blanks or nulls, but simply to state that your solution uses a mix.

This is not applicable to SAP as queries are std and not against the database directly.

a. Discuss your experience with data migration from the existing IBM iSeries SunGard (HTE).

As an SAP Partner and experienced SAP implementer, Quintel has extensive experience converting Sungard legacy data for the implementation of SAP. Based on client requirements, as defined during the Blueprint phase, Quintel has had to perform the data conversion tasks through multiple approaches, formats and legacy sources. Quintel has been successful regardless of the approach. As an example, Quintel has had to convert data to SAP from "home grown" legacy customer systems, simple spreadsheets for inventory and complete financials from other ERP systems.



In our approach the Quintel and the City data conversion teams are working in parallel with the functional teams who are configuring the system and coding the user enhancements. The benefit of this approach is that it shortens the project schedule and also allows for real time changes to be made since data and configuration are so interrelated.

Our proposed data conversion approach spans the length of the project and follows the same project methodology as other project aspects. In the proposed approach, the Quintel project team retains the responsibility of managing, developing and testing the conversion programs for all SAP objects. The City resources provide the expertise in legacy data, data mapping and data validation. In our experiences, this approach provides the project team with better control over the conversion process resulting in a higher degree of certainty that conversion milestones will be met. Finally, as mentioned, having project team programmers develop the conversion programs results in significantly lower overall implementation costs for SAP. The Quintel Data Conversion approach is a five-step process.

STAGE 1	Design Phase
1	Design & Mapping
2	Get extracts from Legacy
STAGE 2	Phase 1 Development
1	Write Upload programs to upload data
2	Creation of Z-tables in SAP
STAGE 3	Phase 2 Development
1	Write Programs to load data from Z-tables
2	Testing of Programs & Bus. Rule validations
3	Check file structures
STAGE 4	Data Loads Unit Test/Cycle Tests
1	Load data for test representative (small) data set
2	Correct data/Programs and re-load
3	Cycle Loads
4	Integration Loads
5	Full Cycle loads
6	Stress Tests
STAGE 5	Validation
1	Functional Team Assistance

Stage 1 – Design Phase

The Design Phase will be completed in conjunction with the overall Blueprinting effort. In this stage, the project team identifies what data needs to be converted in order to meet the required business process functionality. Once the data to be converted is identified, the legacy source is identified and the SAP Object fields are mapped to the legacy data fields. Based on these results, the project team will develop data conversion programming specifications. The project team will then review legacy system data extracts to identify any legacy data deficiencies including legacy data cleaning efforts. In addition, the process to resolve the legacy data deficiencies will be agreed upon. The project team will determine if these data cleaning efforts will be handled through manual or legacy programming efforts or through ABAP programming as the legacy data is loaded into SAP.

Stage 2 – Phase 1 Development

The Phase 1 Development Stage is the stage in which the initial programming is completed to upload legacy data into SAP Z-Tables in preparation for loading legacy data into SAP. Based on data mapping, ABAP programs are written to format the legacy data such that it can be cleanly loaded into SAP



according to the business rules defined. Finally, in this stage the SAP Z tables are created to hold the legacy data that is extracted via the ABAP programs in preparation for SAP load programs in Stage 3.

Stage 3 – Phase 2 Development

The Phase 2 Development Stage is the stage in which the initial programming is completed to load data from the SAP Z-Tables (Stage 2) into the fields for the SAP Objects. Programs are written to use LSMW to load the SAP data. In this stage programmers test the functionality of their programs and the associated file structures. Program changes are made accordingly in preparation for data load tests of Stage 4.

Stage 4 – Data Loads Unit Test/Cycle Tests

The purpose of this stage is to test and re-test the data load programs developed in Stage 2 and Stage 3 and validate the data loaded. Once the unit test is successful, bigger loads such as cycle loads and full loads are performed to validate errors and also to determine load times. This is critical for developing a go-live schedule, as the goal is to minimize “cutover” time. Finally a data load will be performed to support any stress testing requirements resulting from the blueprint. The mock conversions planned for testing data conversion are as follows:

1. Two practice mock conversion before go live
2. Integration Test 2 and 3 - Each conversion for integration testing is a mock conversion.
3. Per project schedule a final data conversion and cutover test is planned during final prep.

Stage 5 - Validation

This stage is performed in conjunction with Stage 4 as the results of the validation need to be reviewed by the project team. Then, determination needs to be made on how to resolve the specific validation issues based on the rules developed in the Design Phase Stage (1). Data Validation is critical to meeting project timelines. It is imperative that the PMO identify the appropriate individuals with the knowledge and responsibility/accountability to “sign-off” on the validity of data conversions. If the correct individuals are not involved, significant “post go-live” data issues can result.

Data Cleansing

Quintel has several tools to identify the data clean up required. Below is a sample list that is produced for each conversion. As issues are identified during the cleanup process, a log should be updated that provides a mapping of the completed tasks and the yet-to-be-completed tasks:

1. Provide the file name that contains the list of data to be cleaned.
2. Provide a description of the issue. These issues may include, but not limited to, the following types of problems:
 - Typos – e.g., Newhaven instead of New Haven OR Ornge instead of Orange
 - Inconsistent use of common abbreviations – e.g., No. or N to abbreviate North in an address
 - Incorrect data - e.g., zip code and state do not match
 - Leading characters – e.g., # as a leading character for an address
 - Incorrect format – e.g., 2/20/65 instead of 19650220
 - Multiple input formats for the same input – e.g., “United Communities” and “United Communities FtDix” to represent the same company name
 - Out of range data – e.g., year of installation reported as 1904 instead of 2004
3. Assign accountability for completion of the list.
4. Indicate the date the cleanup list was received.
5. List the cleanup actions required. All legacy data elements included should have at least one cleanup action identified. The description of the cleanup action should be as detailed as possible and include an explanation of any exceptions to the cleanup action.
6. Determine data cleanup priority
7. Indicate the date work on the cleanup list was completed.
8. Provide a count of the total records included on the list.
9. Indicate the number of records where the cleanup task as completed.



10. Indicate the number of records where the cleanup task remains.
11. Calculate the percentage completed based on [6] and [7] (above).
12. Provide comments relevant to the issue as necessary.

The conversion objects typically completed for the ERP part of the project would include the following as an example:

Data Element	Years Retained
Financial balances and Budgeted values	Current Balances
Payroll, HR	All
Purchase Orders	Current Open
Vendor File, Payment History, and Invoice History	Active vendors
General Ledger	Current Accounts
Contracts	Current
Project and Grant Accounting	Current
Fixed Assets	Current Balances and Quantities
Misc. Billing and Accounts Receivable	Open Receivables
Accounts Payable	Outstanding checks
Customer Accounts and Balances	Active Inactive with Outstanding Balance Inactive accounts in the past 6 months Landlords Written Off Customers - over past 6 years
Service Orders	Manually convert open
Service Records	Current
Tariffs	Current
Meters	Current
Customer Accounts and Balances	Current and 2 years prior for estimation and cancel rebill



Data Element	Years Retained
Inspections, Permitting, Planning and Zoning	Current
Business License, Code Enforcement, Master Address	Current
Purchasing contracts/agreements	Current

The Legacy System Migration Workbench is a tool that supports the transfer of data from non-SAP systems ("Legacy Systems") to SAP systems. This can be a one-time transfer as well as a periodic one.

Communications Environment (RFP Exhibit A, Section 2.5.1.3.)

For the WAN mobile part(s) of your solution, please quantify the bandwidth required. You can do this as a per-transaction amount, or a minimum/recommended/maximum per user or per unit amount. For 802.11a/b/g/n mobile part(s) of your solution, quantify per-unit/per user minimum bandwidth.

- The bandwidth used is usually more than 100MB.

For the online part(s) of your solution, quantify the bandwidth and scaling requirements by number of concurrent users. Please specify how the City of Delray Beach will need to adjust existing systems to expand the communications "pipes" for your solution.

In general, network bandwidth requirements of SAP solutions are determined by various criteria including existing network topology, graphics content, acceptable response time, and concurrent user access per location.

The SAP solution is designed to use network bandwidth efficiently between the client and the application server layers. The only bandwidth requirement is the internet (4Mbps) and the internal network (100Mbps) connection speed for client-to-server connections. TCP/IP is the only network protocol necessary. Web Browser users typically need a network bandwidth of between 15 and 20 KB per screen refresh. The existing WAN/LAN configuration is normally not impacted but, of course, the more capacity for Internet and Intranet connectivity the better performance as SAP is a client/server based technology. SAP is constantly working on reducing network bandwidth requirements through advanced browser capabilities and XML. LAN and WAN connections should still result in response times of less than two seconds when network traffic is not overloaded.

For the online part(s) of your solution, please specify every piece of software that the end-user will need to operate the solution. Include such tools as Flash, Acrobat Reader, or Media Player. Please specify whether the solution will require the use of cookies (and whether they are session-specific or persistent), if account creation is required and whether personally-identifiable information is collected. If your online solution does require account registration or collects personally-identifiable information, please include your privacy policy (or the privacy policy that you recommend we adopt in order to use the solution). Please include documentation that confirms PCI compliancy.

No other software requirements exist outside of those outlined in the response. Cookies and pop-ups must be permitted from specific addresses for the SAP application subnet. SAP is fully compliant with PCI DSS (Payment Card Industry Compliance), PII, PIPEDA, HIPPA, and ITAR regulations among many others.



If your online solution requires the installation of software (even session-specific components such as ActiveX controls or JavaScript), please mention that in your response and explain what level of rights a Windows 7 client running IE10.0+ would need to operate your solution. For instance, will the solution operate correctly for a user with restricted rights and IE set to high-security?

This is dependent on the modules implemented, but yes it could be set as suggested above.

a. Do you have standardized XML import/exports?

Any application that can transfer data via an ASCII or EBCDIC delimited file, XML, or TCP/IP will be able to share information with an SAP system.

Back-Office Environment (RFP Exhibit A, Section 2.5.1.4.)

The City utilizes various products and procedures to meet data backup, recovery, archiving, and disaster preparedness objectives. Describe the backup and restoration procedures. If the solution provides selective restore or incremental backup, explain those in detail, including what options are available. Describe any limitations that the solution would place on the City's options with regards to meeting its data integrity goals. Discuss any proprietary or specific hardware or software solutions required by the solution.

Quintel generally conducts full weekend backups and incrementals throughout the week Monday through Thursday. Weekly backups are retained for a month, monthly backups for a year and yearly backups for seven years. Backup tapes are kept off site. SAP tools are used as backup software and SQL agent is used for database backups. Fulls are backed up on weekends; differentials are backed up every half hour during business hours during the week.

A disaster is a situation in which critical components in the SAP environment become unavailable so that service cannot be resumed in a short period (less than a day as a general rule). A typical situation would be destruction of the hardware due to fire. The critical SAP system components are the database and the SAP application host instance that runs the enqueue and message services.

From the SAP perspective, we have set up the following steps to protect your installation:

- 1) **To protect SAP application host running enqueue and message services** - This is achieved by having a standby system available (at a remote site) that can be started up in the event of a disaster. If a standby system – which could also be another application server that has been reconfigured – is started to provide the critical SAP services, all other application servers have to be restarted.
- 2) **To protect the database** - The entire database can be replicated but we have to use a method provided by the various database vendors. This approach is known as "Hot Site Backup" or Standby Database.

SAP software implementation comes with all the necessary components to ensure high availability and effective ability for recovery, should faults occur. SAP software comes with its own backup and restore utility and supports both full and partial backups. The SAP backup utility supports two modes of backup: offline and online. In offline mode, the application is not available for the duration of the backup. In online mode, users have full access to the application while the backup is running. From an SAP perspective, one method is as good as another.



All database systems have their tools to backup and restore their databases. The SAP environment interfaces with native database tools to support backup/restore functions. With all database systems supported by SAP, you can schedule and trigger database backups in the Computing Center Management System (CCMS). Alternatively, you can also use external backup tools. SAP tape stacker backup support, combined with SAP scheduling, lets you run backups unattended. SAP backup also provides tape volume management.

The SAP restores utility and database logging recovers files in combination if data is lost. SAP restore is used to bring a data file back to a known state by applying the most recent full backup (and any incremental backups since then). Once this is done, database logs are applied to bring the system back to the last committed transaction. Any "in-flight" transactions are captured in an update log where broken transactions can be reviewed by the system administrator and the user to determine the most appropriate course of action. An e-mail message also notifies users of any failed transactions.

SAP database management tools come with a check and restore function. Check and Repair is used to uncover any inconsistencies in the database. If an inconsistency is found, SAP restore user information from backup logs and tape volume management to find the appropriate files to restore, and to provide automated recovery. For example, if a table space becomes corrupt, or a disk volume experiences a hardware failure, SAP restore reviews the backup logs to find the most recent good backup, matches the files to be restored with the appropriate tape volume, prompts the operator to mount specific tapes and then proceeds with the recovery.

Describe the backup and restoration procedures. If the solution provides selective restore or incremental backup, explain those in detail, including what options are available.

Disaster recovery planning involves more than off-site storage or backup processing. Organizations should also develop written, comprehensive disaster recovery plans that address all the critical operations and functions of the business. The plan should include documented and tested procedures, which, if followed, will ensure the ongoing availability of critical resources and continuity of operations. The critical needs of each department within the organization should be carefully evaluated in such areas as:

- Functional operations
- Key personnel Information
- Processing Systems
- Service
- Documentation
- Vital records

Processing and operations should be analyzed to determine the maximum amount of time that the department and organization can operate without each critical system.

It is important to consider all aspects of the organization such as:

- Facilities
- Hardware
- Software
- Communications
- Data files
- Customer services
- User operations
- End-user systems
- Other processing operations



After determining the plan Quintel has testing procedures to be completed. An initial test of the plan should be performed by conducting a structured walk-through test. The test will provide additional information regarding any further steps that may need to be included, changes in procedures that are not effective, and other appropriate adjustments. The plan should be updated to correct any problems identified during the test. Initially, testing of the plan should be done in sections and after normal business hours to minimize disruptions to the overall operations of the organization. Types of tests include:

- Checklist tests
- Simulation tests
- Parallel tests
- Full interruption tests

A key to a successful DR plan is taking steps to preventing the likelihood of disasters from occurring, such as using a hot site or cold site to back up data archives. In the process of determining the plan Quintel will work with the City to determine the most appropriate back up plan.

Additionally, the data center has full UPS power backup with no down time switchover capabilities, providing uninterrupted service to your user groups. The server room is secured via separate access control system, with three network service providers providing redundant internet traffic for your setup.

Discuss the licensing implications of a test bed that the City can use to test new releases, updates and upgrades. If additional licenses are required, please include these costs in your proposal.

The SAP license cost is based on a mixture of statistics including: named users, concurrent users, number of accounts and meters, type of user, budget, etc, but not processor count. There are no considerations for virtualization or non-production systems.

Explain the update/upgrade process. Are new releases always backward compatible? How often do you release updates and are such releases included in the support contract costs? What is the horizon for testing and installing new updates/upgrades before you end support for obsolete versions?

Yes new releases are backward compatible. Software releases are completed in small or larger increments.

Software updates are made available automatically to the SAP ERP system through the Solution Manager functionality that is included with your installation. Notices and documentation regarding each upgrade is available through SAP online help and/or Quintel/SAP support personnel. SAP has greatly simplified the upgrade process over the past few years to allow SAP customers to manager their systems very efficiently.

All updates and Enhancement Packs are comprehensive so if the City chooses not to implement an older one, it is able to implement the newer solution with all functionality from older release. In addition, the City is able to choose what functionality it wants to install from an Enhancement Pack. The City does not need to install all functionality – only that desired. There is no time frame for moving to a new version. SAP is supporting installations several versions (over 20 years) behind.

a. Explain your built-in performance measuring and monitoring of systems.

Data Center System and Infrastructure Monitoring is provided via NetIQ includes:

- Periodic polling of system resources (processors, memory and storage) for availability.
- Establishing availability thresholds for various components by using industry standards,



- experience, and client input.
- Measuring actual availability against thresholds.
- Taking appropriate actions, as predefined by the client, when one or more system resource thresholds are exceeded.
- Reporting monthly on availability. This tool is used to monitor server (UNIX and Windows) elements.

The below table summarizes our hosting system administration and management capabilities.

Service	Description
High Availability	Data Center Services Customized High Availability ("HA") configurations provide greater server uptime for mission-critical applications. Our HA architecture is comprised of two basic layers: 1. Standard redundant data center configurations and network connectivity redundancy 2. Server clustering and server network load balancing services.
Program Management	Data Center Services Program Management includes end-to-end management of our clients' programs.
Access Management: Standard	Data Center Services Access Management focuses on granting authorized users the right to use a system or service, while preventing access to non-authorized users. We maintain system administration rights on operating systems so as to maintain and meet SLA's.
Anti-Virus: Windows	We support and maintain AV products for Windows server platforms including Trend Micro Office Scan, providing real-time and scheduled scan protection against malware. Monitoring of the application is provided to ensure an AV client is installed on managed Windows endpoints, to monitor the health of the client and server components and to ensure the latest pattern files are in use.
Asset Management	The lifecycle and financial management of assets that are procured or managed financially for a customer by Data Center Services, including software licenses, facilities equipment, and IT hardware (servers, network equipment, etc.). This provides a component of the data used for the Configuration Management System.
Availability Management	Data Center Services initiative to improve and align its IT Service Management (ITSM) processes and platforms to the industry standard of ITIL Version 3 includes Service Delivery / Availability Management. Our ITIL Availability Management process is responsible for monitoring and maintaining systems availability, in compliance with customer SLAs. Optimize production environment activities and services Processes to protect confidentiality, integrity and availability: Incident Management Problem Management Capacity Management Service Level Agreements (SLAs) define minimum standards of availability Supported by Service Desk Change Management and Security Management This process provides a point of focus and management for all availability-related issues, relating to services, components and resources. Our Availability Management process provides the ability to monitor, measure and achieve availability targets, and that they match to meet or exceed the current and future agreed needs of our customers.



Service	Description
Capacity Management	<p>Capacity planning services are available when needed by customers. This service may include:</p> <ul style="list-style-type: none"> • Planning and reporting of capacity planning efforts, in a formal periodic review. • Analyzing historical trends. • Developing and implementing of a client-approved plan. We also provides: • Performance Tuning • Monitoring • Measurements • System Adjustments
Change Management: Standard	<p>Change management aims to ensure that standardized methods and procedures are used for efficient handling of all changes. A change is an event that results in a new status of one or more Configuration items (CIs), and which is approved by management, cost-effective, enhances business process changes (fixes) – all with a minimum risk to IT infrastructure. This includes a weekly meeting to review all changes before changes are made.</p>
Configuration Management	<p>Data Center Services Configuration Management System: A set of tools and databases that are used to manage Configuration data. The Configuration Management System (CMS) also includes information about Incidents, Problems, Known Errors, Changes and Releases. CMS may also contain information regarding Employees, Suppliers, and locations, Business Units, Customers and Users. CMS includes tools for collecting, storing, managing, updating and presenting data about CIs and their Relationships. Configuration Management processes leveraging Change Management maintain the CMS.</p>
Event Management	<p>The Data Center Services Event Management process has the objective to make sure CIs (Configuration Items) and services are constantly monitored. Event Management aims to filter and categorize Events in order to decide on appropriate actions if required.</p>
Facility Management	<p>Data Center Services will provide data center quality space including facility and network management and maintenance in our data center.</p>
Hands and Feet	<p>Data Center Services Facilities staff is responsible for providing hardware engineering support. Intelligent Hands services are performed by the Service Desk team 24/7/365. Non-emergency hardware changes requiring intelligent hands will be scheduled during the standard business hours.</p>
Incident and Request Management	<p>Incident management will be provided to restore normal service operations for in scope services as quickly as possible to minimize the impact on business operations, thus ensuring the best possible levels of service quality and availability are maintained. Request Management will be provided through an automated request fulfillment process that documents, assigns and tracks customer requests for services to ensure all needs are met on a timely basis.</p>
Monitoring: Infrastructure	<p>Data Center System and Infrastructure Monitoring is provided via NetIQ includes: Periodic polling of system resources (processors, memory and storage) for availability. Establishing availability thresholds for various components by using industry standards, experience, and client input. Measuring actual availability against thresholds. Taking appropriate actions, as predefined by the client, when one or more system resource thresholds are exceeded. Reporting monthly on availability. This tool is used to monitor server (UNIX and Windows) elements.</p>



Service	Description
Monitoring: Up/Down	For Systems Availability Monitoring (Up/Down Monitoring), Data Center Services utilizes third party tools which provide periodic polling of system resources (processors, memory, storage, switches, hubs, and routers) for availability: Establishing availability thresholds for various components by using industry standards. Measuring actual availability against thresholds. Taking appropriate actions, as predefined by Data Center Services and the Client, when one or more system resource thresholds are exceeded. Reporting monthly on availability
OS Install and Configuration	Data Center Services System Administrators install and configure the operating system on a server.
OS Patching	Data Center Services evaluates and installs vendor defined critical operating systems security patches.
OS Upgrades	Data Center Services provides upgrades of operating system software.
Problem Management	Problem management will be provided to minimize the adverse impact of incidents and problems on business caused by errors within the IT infrastructure and to prevent recurrence of incidents related to these errors. Physical and logical problems use the same problem management procedure within Data Center Services.
Release Management	Data Center Services has adopted ITIL Best Practices, including Release Management, which encompasses the planning, configuration and testing of hardware and software releases to create/verify a defined set of components (Server Administration and Management Services). This process is contingent upon having a customer provided test environment.
Service Level Management	Service level management is the process of monitoring, measuring and managing the quality of service (QI's) provided to the customer at a cost acceptable to our customers business. The goal of SLM is to maintain and improve on service quality through a constant cycle of monitoring, reporting and improving current levels of service. Service level management involves comparing actual performance with pre-defined expectations, determining appropriate actions, and producing meaningful reports. Data Center Services provides service level agreements to assure a defined amount of stability, reliability, and performance for the provided IT infrastructure service. The Service Level Agreement is a negotiated contractual document that defines in quantitative terms the service being offered to a Customer. All metrics included in a Service Level Agreement (SLA) are capable of being measured on a regular basis and typically include: service availability, support levels, performance, response and resolution of incidents and management of service requests and change orders.

b. What mobile solution do you recommend?

With SAP Mobile Platform, you have a Mobile Enterprise Application Platform (MEAP) that provides a backbone of common technology for building, deploying, and managing applications that can access any back-end database and run on any mobile device. This integration lowers total cost of ownership (TCO) by minimizing required interfaces. Additionally, applications developed in a MEAP environment easily share data across business processes to leverage "one source of truth." MEAP-based solutions are scalable across channels, lines of business, geographies, divisions, and potential new programs and services that embrace the Cloud First initiatives desired by an organization, because applications built once will run on many different device types, and one set of management and security tools support all applications and devices.



In addition to SAP Mobile Platform, SAP Fiori is among the recent innovative solutions from SAP. Fiori is a collection of apps with a simple and easy-to-use experience for broadly and frequently used SAP software functions that work seamlessly across all devices (desktop, tablets, and smartphones). SAP is continuously rolling out Fiori apps to simplify all business processes within SAP. SAP Fiori will speed up the learning curve by providing users access to a simplistic, user-friendly SAP application and empower users with various apps for workflow, information lookups and self-service tasks. Although Fiori is simple in concept, it can also handle task-based, advanced scenarios and business processes. Unleash the power of SAP Fiori to ensure users are efficient and productive.

There are currently [300+ role-based apps](#), that apply the SAP Fiori UX providing enhanced user productivity and personalization for customers.

Records Management (RFP Exhibit A, Section 2.5.1.5.)

Please explain the process at the data level when records are deleted. Are records deleted immediately or are they flagged for a purge process? If so, is the purge process automated (purge each night or each week)? Can records be accessed between deletion and purge? Is deletion reversible between deletion and purge? Can a deleted record be recovered after the purge process is complete?

Data in SAP is never technically deleted. There is archive functionality.

If your system requires archiving of old records to maintain system performance, please discuss your recommended sunset for archival, the method you recommend for archiving those records, and the procedure for reviewing an archived record in response to a customer request. Please note whether images or other file attachments are archived with the record, or must be archive separately, and the process we will use for this.

SAP ArchiveLink is a standard service integrated in the SAP technical platform for linking documents, images and other unstructured content into the SAP system. Linking documents according to content guarantees long term easy access to the documents. From the screen of the application document, users can immediately and directly display the stored document that is associated with it. They can also use attributes to search for documents. This replaces time consuming processes such as making copies of originals, searching for procedure-related information, etc. SAP ArchiveLink is suitable if the City wants to store incoming documents in the City storage system and link them to the corresponding SAP application documents. Incoming documents must already be in, or be converted to electronic format. SAP does not prefer one imaging system to another and it does not matter how the document is physically stored in the storage system. Incoming documents are all documents that have not been created using your own SAP system including:

- Scanned documents or images
- Local desktop files (files you have created yourself are also incoming documents for this purpose)
- Faxes and e-mails

With respect to archived data, SAP provides standard functionality to access this data. This functionality is not included in our proposal but Quintel can work with the City team to develop an estimate for this scope of work. However, Quintel recommends this to be an activity post-go-live as the procedures for accessing the archived data and how it will be used should be considered after the new solution core business processes and software functionality are stable.

Discuss how the system helps maintain data integrity. Does it perform a search for similar records before the addition of a new record? Does it offer other tools to help assure that new records match data entry protocols?



Data quality management functions in SAP Data Services support real-time, point-of entry processing – from data parsing, standardization, and validation to data correction, enrichment, and matching – for any type of data, structured or unstructured.

Explain your system's disaster recovery options. Please provide details of each of the following considerations inherent in our COOP (Continuity of Operation Planning) development. Assume a minimum configuration that will allow our staff to research existing building permit data and to create, modify and process new and existing permit applications, permits and inspections:

SAP has worked with our partners to develop a range of high availability and disaster recovery solutions. The solutions you choose will vary according to your system landscape. Customers can expect a very high availability of 99.9%. The recommended disaster recovery architecture should be based on business requirements as defined through a business impact analysis, completed for each system. Systems defined in scope for Disaster Recovery are those systems that are required by the business to be in place in the first days (defined by the business) after a disaster is declared. Before finalizing the disaster recovery environment, a list of the in-scope and out-of-scope systems would need to be developed. High Availability for SAP systems is provided by partner Hardware, Operating System, and Relational Database Management System (RDBMS) mechanisms. Because of the SAP open, platform-neutral architecture, each customer can use the appropriate mechanisms, and the effect is transparent. Redundant hardware components such as Disk Technology, Network System Key Issues, Switchover Software, and Uninterruptible Power Supply (UPS) are commonly used with an SAP environment. SAP hardware partners have also developed failover technologies. E.g. Two servers (normally the database server and application server) can share a common group of disks, and SAP services are automatically passed to the standby server and vice-versa.

The primary method to meet the disaster recovery (DR) requirements would be replication of SAP databases. The SAP DR servers would be pre-installed with operating systems and applications. Once the servers are preconfigured, a full copy of the production database would be copied to the respective servers. After the database is installed on the DR servers, replication from production to DR would be enabled.

Web dispatchers would be deployed for HTTP/S access to the SAP HTTP servers. Database tool would be used to enable data synchronization across the production and DR environments.

To protect SAP application host running enqueue and message services This can be achieved by having a standby system available (at a remote site) that can be started up in the event of a disaster. If a standby system – which could also be another application server that has been reconfigured – is started to provide the critical SAP services, all other application servers have to be restarted.

To protect the database The entire database can be replicated but you have to use a method provided by the various database vendors. This approach is known as "Hot Site Backup" or "Standby Database." The products mentioned below follow the concept of "replication transparency". This means that the functionality to achieve replication is built into the database service instead of having to be coded by the client applications.

End User Implications If an application server fails, the system terminates user sessions running on the server. If SAP systems are configured with more than one application server, users can log in to any of the application servers available and continue with their work. Database logging and rollback mechanisms ensure that the database is left in a consistent state. Any "in-flight" transactions are



captured in an update log where broken transactions can be reviewed by the system administrator and the user to determine the most appropriate course of action.

Data Center

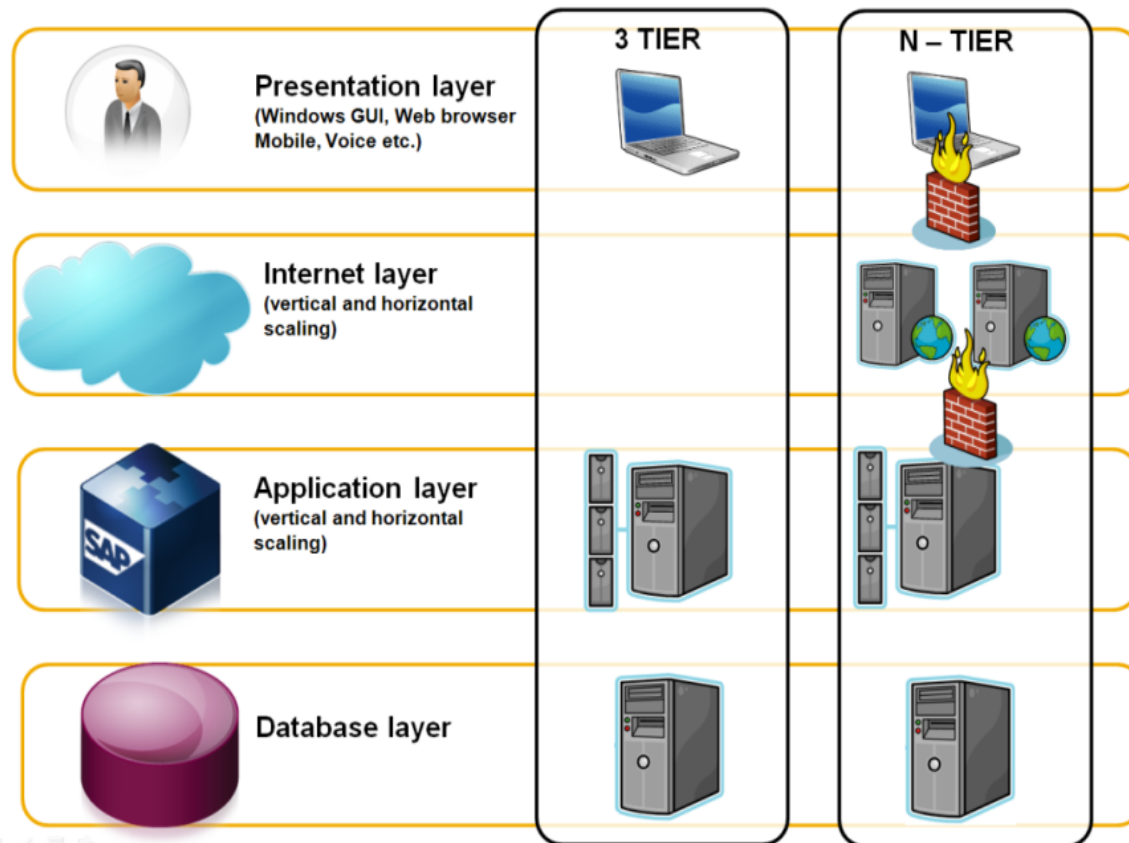
Quintel owns and manages the data center. Our state-of-the-art, highly secure data center environment features power redundancy and multiple connectivity options to meet your business hosting needs. In addition, our virtualization capabilities include flexible hosting infrastructure offerings—from dedicated physical servers for larger organizations planning to regularly utilize the entire landscape to enterprise virtualization for organizations wishing to reduce cost, improve operational efficiencies and increase server utilization, among other objectives. We provide our services from our data center located in Denver, CO. This facility is permanently and continuously connected to provide high availability and to deliver disaster recovery services to our customers. Data replication between our sites is implemented based on high bandwidth connection and provides Storage Area Network replication.

What hardware is required to operate the solution in a minimum configuration? List all hardware components for both server and client machines.

SAP provides a proven, scalable, fault-tolerant, multi-tier architecture that helps to ensure high availability of the system. The individual components can be protected via horizontal scalability; that is, the use of multiple components that tolerate the malfunction of individual components, or via cluster and switchover solutions. With SAP, IT infrastructure options range from compact, single-host, and one-database installations to highly available, scalable, and secure configurations for mission-critical applications. The best type of technical infrastructure for any given business requirement depends on several factors, such as landscape type (development & test, quality assurance and training, production environment), core business processes, transaction volume, security, and availability.

The SAP solutions core infrastructure is based on a multi-tier client-server architecture supported by SAP NetWeaver technology architecture. Three discreet layers can be identified: Database, Application and Presentation. The main benefits of the SAP architecture are:

- Thin client – low cost of deployment
- Scalability – the application server layer provides parallel processing support
- Robustness – resilient internal design and architecture
- All tools included as standard – e.g. system management, monitoring, workflow, data migration, archiving, etc.



The flexibility of this design allows the individual logical tiers of the SAP architecture to reside either on a single or on multiple physical systems. Although different deployment options are supported, all of these are transparent to the users and do not require any additional development or configuration work on the applications.

High Availability for SAP systems is provided by partner hardware, operating system, and relational database management system (RDMS) mechanisms. Because of the SAP open, platform-neutral architecture, each customer can use the appropriate mechanisms, and the effect is transparent. Redundant hardware components such as disk technology, network system key issues, switchover software, and uninterruptible power supply (UPS) are commonly used with an SAP environment.

SAP hardware partners have also developed failover systems that are put in place in times of unexpected downtime. Two servers (normally the database server and application server) can share a common group of disks, for example, and SAP services are automatically passed to the standby server and vice-versa. The switchover system dynamically assigns SAP services to TCP/IP addresses using alias-addressing facilities. SAP solutions also take advantage of RAID disk systems meant to be used for high availability systems (that is, data mirroring, redundant backups).

What infrastructural or architectural elements are required to operate a minimum configuration? List all services (phone, internet, wireless, etc.), all platforms, and "helper apps" and other elements.

The system architecture shown below is what we have proposed for the City. The servers for all of the components for the sandbox, development, QA, training, etc. are shown. If awarded this contract we would evaluate VMware solution for this set up, some details can be found below. Quintel implemented this approach at a similar sized organization and the performance was excellent.

High Level SAP Systems

Core ECC	SBX	DEV	QA	TRN	PRD
	SBX	DEV	QA		
CRM	SBX	DEV	QA	TRN	PRD
Solution Manager	SBX	DEV	QA		PRD
Business Warehouse	SBX	DEV	QA		PRD
	SBX	DEV	QA		
Business Objects	SBX	DEV	QA		PRD
Portal	SBX	DEV	QA	TRN	PRD
PI - Process Integration	SBX		QA		PRD

SBX – Sandbox

DEV – Development

QA – Quality Assurance

PRD – Production

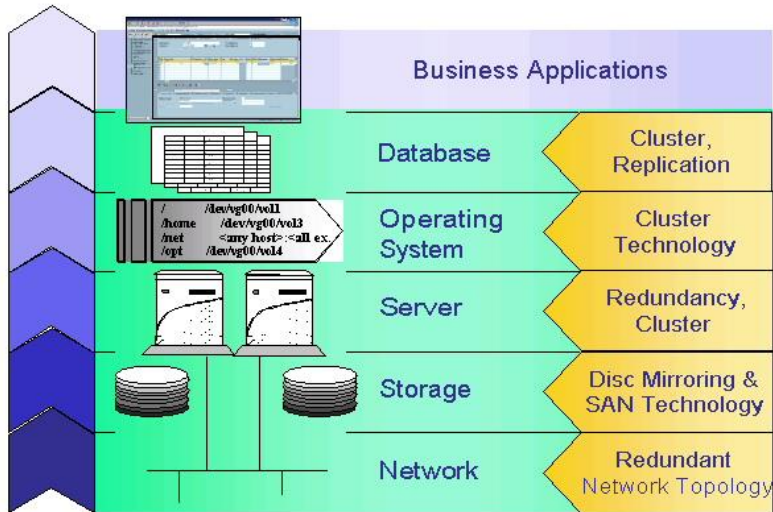
*As scope requirements are further defined, the SAP system Landscape may change

*3rd party environments are not depicted here

The architecture provides the mechanisms to exploit and manage the CPU-sharing and load-balancing capabilities of the server. The solution has been architected to provide a high availability scenario for each SAP application component to address all SAP single points of failure.

The Virtual Environment option, available as an alternative to the proposed production server, provides the mechanisms to exploit and manage the CPU-sharing and load-balancing capabilities of the server. The solution has been architected to provide a high availability scenario for each SAP application component to address all SAP single points of failure.

Additionally, SAP solutions allow for LPAR's (Logical Partitioning) and Sysplexing. LPARs allow for multiple instances of operating systems to run concurrently on the hardware. Sysplexing is a methodology used to link the resources of two or more servers to provide optimal workload distribution. The combination of LPARs and Sysplexing provide the foundation for Reliability, Accessibility, and Scalability (RAS), which have become the hallmark of any properly functioning Data Center. The graphic below shows the layers that have to be protected for a high availability solution. Products and services from our hardware and software partners protect the infrastructure layers and provide scalable components with high availability features.



The physical and technical preferences for a user acceptance test are to have another server for this test, so that we can establish a "clean" box. This allows us to overlap some of the production path activities for the time frame we have suggested.

As SAP is database agnostic, the solution is functionally equivalent across all supported platforms. At a minimum, the database must be of a type and version that is supported by the solution. Optimal database capacity is determined as part of the solution sizing exercise described below. The SAP solution set is currently certified for the following RDMS solutions:

- Microsoft SQL Server 2005, 2008, 2008 R2, 2012
- SAP HANA
- Oracle DB
- IBM DB2
- Informix
- SAP DB

A key feature of SAP is that it is a DB and OS independent solution, thus, unlike some vendors; SAP does not force customers to adopt a specific technology. This enables SAP customers the flexibility of choice to deploy the OS/RDBMS that fits best into their environment, and allows them to change the underlying OS/DB if they should change their preferred vendor in the future. The email and desktop standards do not impact our approach.

Currently, the SAP solution supports the following server operating platforms:

- Windows
- Linux RedHat
- Linux SUSE
- Sun Solaris
- HP/UX
- IBM AIX
- IBM z/OS (for database server only)
- VMware vSphere

For most of our SAP implementations, we have installed the Microsoft SQL database. The data center environment at the City would be evaluated to ensure it is large enough to house the proposed architecture.

Optimal and minimum desktop requirements



The SAP solution puts very little burden on the user desktop. SAP solutions support both a native Web browser user interface and a client server based access using a lightweight client known as the SAP Graphical User Interface (SAP GUI). Both options are provided by SAP and based on user types and preferences. Either can be used. Some users are more comfortable working in a Web based user interface while others may prefer the traditional client access. No SAP-specific software or plug-ins is required to be loaded onto a user's workstation when accessing SAP through a browser (thin client). However, the SAP GUI client requires a local install. The desktop client, referred to as SAP GUI, is currently available for the following:

User Interface & Client Workstations

The SAP solution puts very little burden on the user desktop. It is typical at SAP customers that most users access the solution via a browser, thus the load on the desktop is similar to surfing the internet.

SAP solutions support both a native Web browser user interface and a client server based access using a lightweight client known as the SAP Graphical User Interface (SAP GUI). Both options are provided by SAP and based on user types and preferences. Either can be used. Some users are more comfortable working in a Web based user interface while others may prefer the traditional client access.

The desktop client, referred to as SAP GUI, is currently only available for the following:

Microsoft Windows GUI:

- Microsoft Windows XP SP1 and higher
- Microsoft Windows Vista
- Microsoft Windows 7
- Microsoft Windows 8.X

Java GUI:

- Java
- AIX
- Linux RedHat
- MAC OS
- OpenSuse
- Solaris
- Ubuntu

Web GUI:

- Internet Explorer
- Google Chrome
- Mozilla Firefox
- Apple Safari

SAP is compatible with all the latest versions of Internet browsers including: Internet Explorer 8, 9, 10 and 11, Apple Safari, Mozilla Firefox, and Google Chrome.

What components of your solution are required as a minimum configuration? Are there licensing implications to operating a "new" instance of these components during disaster recovery?

There are no licensing implications for DR. SAP has worked with our partners to develop a range of high availability and disaster recovery solutions. The solutions you choose will vary according to your system landscape. Customers can expect a very high availability of 99.9%. The recommended disaster recovery architecture should be based on business requirements as defined through a business impact analysis, completed for each system. Systems defined in scope for Disaster Recovery are those systems that are



required by the business to be in place in the first days (defined by the business) after a disaster is declared. Before finalizing the disaster recovery environment, a list of the in-scope and out-of-scope systems would need to be developed. High Availability for SAP systems is provided by partner Hardware, Operating System, and Relational Database Management System (RDBMS) mechanisms. Because of the SAP open, platform-neutral architecture, each customer can use the appropriate mechanisms, and the effect is transparent. Redundant hardware components such as Disk Technology, Network System Key Issues, Switchover Software, and Uninterruptible Power Supply (UPS) are commonly used with an SAP environment. SAP hardware partners have also developed failover technologies. E.g. Two servers (normally the database server and application server) can share a common group of disks, and SAP services are automatically passed to the standby server and vice-versa.

The primary method to meet the disaster recovery (DR) requirements would be replication of SAP databases. The SAP DR servers would be pre-installed with operating systems and applications. Once the servers are preconfigured, a full copy of the production database would be copied to the respective servers. After the database is installed on the DR servers, replication from production to DR would be enabled.

Web dispatchers would be deployed for HTTP/S access to the SAP HTTP servers. Database tool would be used to enable data synchronization across the production and DR environments.

To protect SAP application host running enqueue and message services This can be achieved by having a standby system available (at a remote site) that can be started up in the event of a disaster. If a standby system – which could also be another application server that has been reconfigured – is started to provide the critical SAP services, all other application servers have to be restarted.

To protect the database The entire database can be replicated but you have to use a method provided by the various database vendors. This approach is known as “Hot Site Backup” or “Standby Database.” The products mentioned below follow the concept of “replication transparency”. This means that the functionality to achieve replication is built into the database service instead of having to be coded by the client applications.

End User Implications If an application server fails, the system terminates user sessions running on the server. If SAP systems are configured with more than one application server, users can log in to any of the application servers available and continue with their work. Database logging and rollback mechanisms ensure that the database is left in a consistent state. Any “in-flight” transactions are captured in an update log where broken transactions can be reviewed by the system administrator and the user to determine the most appropriate course of action.

Please estimate the amount of storage required to create a “minimum configuration” data backup that can be used for Continuity of Operation Planning.

The proposed computer hardware and storage environment to support the system for the solution is provided below.



<u>Database/VM Drive Layout</u>	<u>Size(GB)</u>	<u>Comments</u>
C:\OS	50-100	
D:\Data	250	Size may need to be adjusted based on system
E:\SQL_EXE	5	
F:\SAP_EXE	15	These need to be larger on the qa/production systems.
I:\Backup	250	Size may need to be adjusted based on system
L:\Logs	25-50	
		20GB is the minimum recommended by SAP per each SAP
S:\Swap	25-50	system.
T:\TempDB	25	

Combined Central Instance (CI) & Database (DB) Drive Layout

<u>Drive</u>	<u>Size(GB)</u>	
C:\OS	50-100	
D:\Data	250	Size may need to be adjusted based on system
E:\SQL_EXE	10	
F:\SAP_EXE	25-50	These need to be larger on the qa/production systems.
I:\Backup	250	Size may need to be adjusted based on system
L:\Logs	25-50	
		20GB is the minimum recommended by SAP per each SAP
S:\Swap	25-50	system.
T:\TempDB	25	

The City of Delray Beach has discussed entering into agreements with other communities using the same solution in different geographical areas. This ensures that both communities can continue operations after a localized event; essentially, these are “mutual hot-site” or “co-location” arrangements. Please discuss what licensing issues are inherent in the City of Delray Beach hosting another community’s solution and data, or their hosting of our solution during recovery from an event.

The City would be provided with it’s own dedicated hardware platform, as well as it’s own private instance of SAP. There are no license implications of this approach.

Security and Regulatory (RFP Exhibit A, Section 2.5.1.6.)

a. List any regulatory, performance or compliance certifications your solution meets such as PCI, HIPAA, ISO 9001, ISO 20000, etc.

SAP is fully compliant with PCI DSS (Payment Card Industry Compliance), PII, PIPEDA, HIPPA, and ITAR regulations among many others.

b. List any specific features your solution offers to help the City meet its regulatory requirements for PCI, Red Flag, HIPAA, etc.

SAP is fully compliant with PCI DSS (Payment Card Industry Compliance), PII, PIPEDA, HIPPA, and ITAR regulations among many others.

Explain in detail how system security and user rights are managed. Can access be restricted by group or by individual user? Can access be granted or denied based on record type? workflow process? Does your solution offer field-level and/or table-level security? Does the interface offer module-level, screen-level and/or field-level security? At what level(s) can we allow/deny addition or creation of records, modification of records, and deletion of



records? Can the system trigger notification of supervisors or administrators when deletions or other actions occur?

Data security within the database is determined by the functionality within the database chosen to support the SAP system. To increase data security, you have the option of encrypting the data at the database level. This means that all values configured in this way are stored in the database encrypted. Users that query the message database, for example using SQL, cannot read the content of the payload. Another option is to utilize SAP's role based security to mask sensitive data from unauthorized users.

Explain your system's audit trail functions and features. What is tracked, and what can be rolled back and by whom?

SAP software includes the security user information system (SUIM) and the audit information system (AIS), which provide diagnostic, reporting, and auditing functionality, as well as extensive checklists to help you make sure your software is secure. Also, GRC is a module that offers SOX and SOD capabilities.

The Security Audit Log is a tool for auditors who need to take a detailed look at what occurs in the SAP system. By activating the audit log, you keep a record of activities you consider relevant for auditing. You can then access this information for evaluation in the form of an audit analysis report. The audit log's main objective is to record:

- Security-related changes to the SAP system environment (e.g. changes to user master records)
- Information that provides a higher level of transparency (e.g. successful and unsuccessful logon attempts)
- Information that enables the reconstruction of a series of events (e.g. successful or unsuccessful transaction starts)

The SAP system includes application level security that can provide an audit trail of every transaction executed at the transaction and batch levels. Every transaction logged is time-stamped with the user name, date, time, and the data entered/changed at local login time. Optionally, the system keeps a complete audit trail of all user activity (including logon attempts and transaction starts). This feature can be restricted for performance purposes. The system also records before and after images of changes made to data.

Certification (RFP Exhibit A, Section 2.5.1.7.)

How quickly is your solution tested and certified on the following platforms once they are made available to the public?

SAP keeps current for most 3rd party products.

a. Windows desktop operating systems

SAP solutions support both a native Web browser user interface and a client server based access using a lightweight client known as the SAP Graphical User Interface (SAP GUI). Both options are provided by SAP and based on user types and preferences. Either can be used. Some users are more comfortable working in a Web based user interface while others may prefer the traditional client access.

The desktop client, referred to as SAP GUI, is currently only available for the following:

Microsoft Windows GUI:

- Microsoft Windows XP SP1 and higher
- Microsoft Windows Vista



- Microsoft Windows 7
- Microsoft Windows 8.X

Java GUI:

- Java
- AIX
- Linux RedHat
- MAC OS
- OpenSuse
- Solaris
- Ubuntu

Web GUI:

- Internet Explorer
- Google Chrome
- Mozilla Firefox
- Apple Safari

b. Windows server operating systems

Currently, the SAP solution supports the following server operating platforms:

- Windows
- Linux RedHat
- Linux SUSE
- Sun Solaris
- HP/UX
- IBM AIX
- IBM z/OS (for database server only)
- VMware vSphere

c. Microsoft Active Directory

SAP software supports integration with corporate directories, including active directory, Novell e-directory, or Microsoft Active Directory Server, which can be used to provide single sign-on authentication, e-mail, and other security standards. Integration is bi-directional where required, meaning that changes in the Active Directory can be synchronized with the SAP system, and vice versa. The integration of directory services such, as LDAP is a key feature of the SAP NetWeaver Application Server component. To enable SAP components to use directory services, each application server is provided with the LDAP Connector. The LDAP Connector controls the information flow between the application server and the directory server.

d. Microsoft SharePoint and Project Server

SAP provides a document management system within Solution Manager for technical-related documents. We also use Sharepoint to share documents and organize the documents for the project team members and to ensure availability of the documentation in the future. We will work with the City to use one of these tools or another tool as requested but the City.

e. Browser – Internet Explorer, Mozilla, Chrome, Goggle etc.

SAP is compatible with all the latest versions of Internet browsers including: Internet Explorer 8, 9, 10 and 11, Apple Safari, Mozilla Firefox, and Google Chrome.



Future Technology (RFP Exhibit A, Section 2.5.1.8.)

a. Cloud computing – Explain how your solution integrates with cloud computing or what definite plans for that integration are in place.

As a cloud reference architecture, the Quintel delivered Cisco UCS for SAP Applications provides an end-to-end open design management framework that integrates with existing third-party infrastructure management solutions. Open APIs facilitate integration with management applications to provide complete oversight of the hosted environment at the City.

Quintel's Hosting Lifecycle Management provides a service-provisioning and configuration-management layer for the UCS solution that fully automates the delivery of SAP landscapes in the cloud. Quintel's Host Lifecycle Management includes all the functionality required to build a flexible, highly customizable cloud environment that meets the participating organizations users' needs and the underlying City business requirements. Fully automated processes orchestrate delivery of cloud services, enabling compliance with enterprise and regulatory governance. The self-service user portal along with policy-based placement of service requests provides rapid and reliable provisioning of services as well as optimized use of resources across your entire IT environment. The administrative portal provides central cloud service visibility and maintenance.

b. Virtualization of desktop applications--if your solution is not supported by browser based solutions, explain your approach to desktop virtualization.

This is not applicable since SAP supports browser-based solutions.

c. Other ERP and standalone products (parks and recreation, fuel monitoring, electronic plans submission management system, etc. (please list)

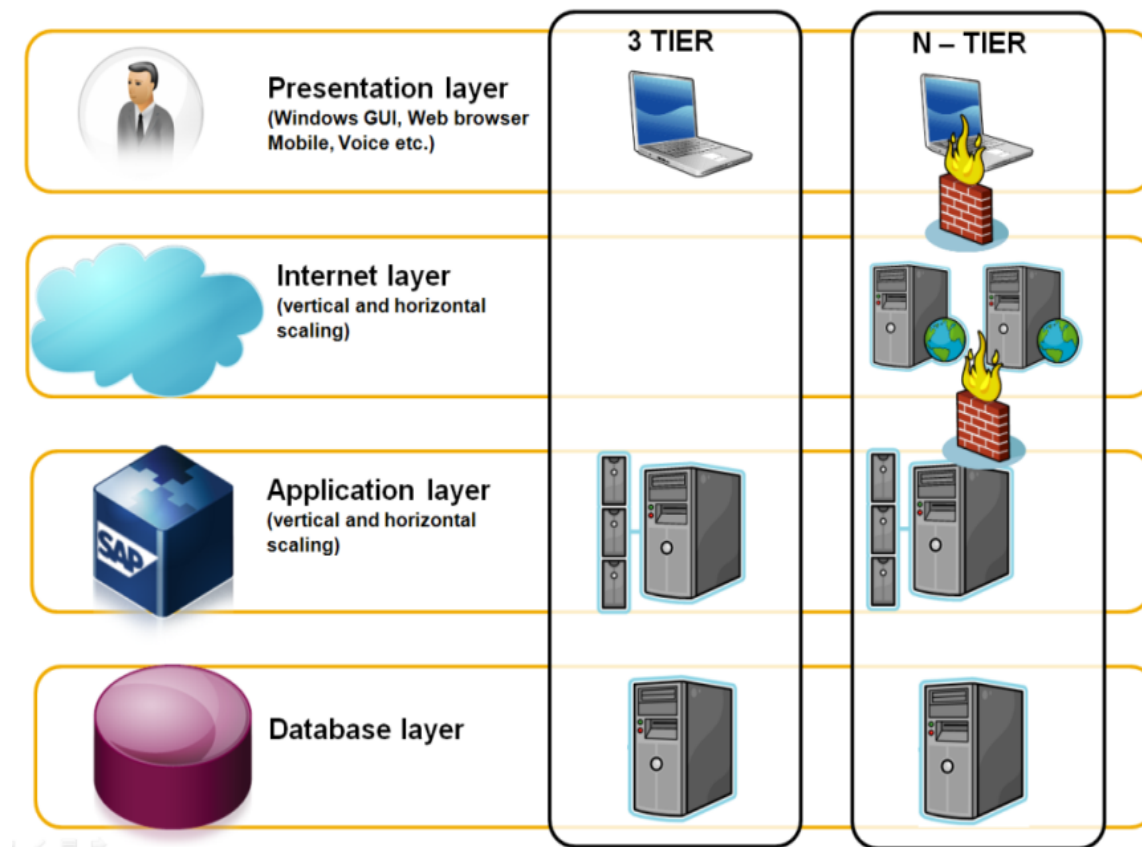
None.

Additional Documents (RFP Exhibit A, Section 2.5.2.)

Please provide the following additional documentation. Please label each document with this section number (2.5.2).

- Network diagram to align hardware with current infrastructure**

The flexibility of this design allows the individual logical tiers of the SAP architecture to reside either on a single or on multiple physical systems.



- **Process maps and diagrams for integration among and between modules, transaction processing, notification trigger points, and other processes included in your solution's workflows.**

This is too extensive as SAP is a completely integrated solution.

- **Vertical and/or horizontal integration of modules**

As part of an implementation, SAP collaborates with our customers to ensure the sizing and architecture of the solution will meet the City's present and future needs. That being said, because of solution is highly scalable--SAP can scale either horizontally (adding application servers) or vertically (using more hardware/memory)--when the workload grows, new components can simply be added to accommodate for it. High performance is achieved by a massively parallel, multithreaded architecture that supports concurrent read and write access. Another reason for the excellent performance of the SAP Application is its sophisticated memory management and caching capabilities at both database and user requests level.

- **Data architectural structure**

The system architecture shown below is what we have proposed for the City. The servers for all of the components for the sandbox, development, QA, training, etc. are shown. If awarded this contract we would evaluate VMware solution for this set up, some details can be found below. Quintel implemented this approach at a similar sized organization and the performance was excellent.



High Level SAP Systems

Core ECC	SBX	DEV	QA	TRN	PRD
	SBX	DEV	QA		
CRM	SBX	DEV	QA	TRN	PRD
Solution Manager	SBX	DEV	QA		PRD
Business Warehouse	SBX	DEV	QA		PRD
	SBX	DEV	QA		
Business Objects	SBX	DEV	QA		PRD
Portal	SBX	DEV	QA	TRN	PRD
PI - Process Integration	SBX		QA		PRD

SBX – Sandbox

DEV – Development

QA – Quality Assurance

PRD – Production

*As scope requirements are further defined, the SAP system Landscape may change

*3rd party environments are not depicted here

f. Solution Description (RFP Exhibit A, Section 2.6)

Please organize your solution description by business line, focusing first on the parts of the system that are shared across business groups, then detailing the features for all modules.

Quintel and SAP will deliver to the City the powerful functionality, and flexible enhancement options needed to increase efficiencies, maximize productivity and position the City for growth. The various Public Sector SAP components and modules are described below. Attachment B covers what the SAP product is capable of, however, we have not included all of these items in the solution as it would be too extensive for the City to operate and maintain given the size of the City.

The software components included in this RFP scope of work consist of:

- SAP's ERP Central Component (ECC) Version 6.0 provides the core functionality for all your business requirements and processes. In the last few years Quintel and SAP have developed a small and medium sized municipal version of the solution. It has user-friendly screens and is tailored to meet the City requirements.
- SAP Business Warehouse (BW) Version 7.3 for data warehousing and reporting (e.g., GASB 34/35) and SAP BusinessObjects BI (BOBJ) Version 4.1 for data visualization tools such as Dashboards, Crystal Reports, etc.
- SAP Community Development (CD) for Citizen Management (for eGovernment Citizen's Portal) to manage the direct interaction with the constituents for applications, inspections, payments, etc. and Land Management to manage the data associated with parcels, property, buildings, etc. that support that define the community.



- SAP Netweaver Portal Version 7.4 to provide portal access to employees, citizens, vendors and other stakeholders.
- SAP Public Budget Formulation (PBF) Version 8.1 provides a comprehensive web-based solution that supports the entire organization through the complete budget development and management lifecycle.
- Human Capital Management – Automates talent management, workforce process management, and workforce deployment resulting in increased efficiency and compliance with changing regulations. SAP ERP Human Capital Management helps you attract the right people, develop and leverage their talents, align their efforts with organizational objectives, and retain top performers. The solution helps you ensure that the right people with the right skills are assigned to the right jobs at the right time.
- Customer Relationship and Billing (CRB) for management of billing and customer service processes, billprint processing, credit and collections, rate management, service order management and more.
- Customer Relationship Management (CRM) Version 7.0 for management of customer service processes including Constituent Services for community development functions and eGovernment functionality.
- Enterprise Asset Management (SAP EAM/WM) - The module includes work order management functionality to assign, schedule, issue materials and define tasks and activities associated with all types of work – office work, field work, regular maintenance, replacement, emergency repairs, installations, removals, change-outs, etc.
- SAP Business Warehouse - SAP includes thousands of standard reports and reporting tools to enable client-specific reports to be developed easily with its data warehousing tool, SAP BW.

Optional Modules:

- SAP Project Systems (SAP PS) – This module helps manage all of the City's projects through their entire lifecycle, meeting all project accounting requirements in the process.
- SAP Grants Management (SAP PS-GM) – The Grant Management module is designed to provide public sector organizations with an integrated tool to manage all projects and grant accounting requirements.
- Employee/Manager Self Service (ESS/MSS) Version 7.3 for online access to employee information and time recording
- SAP E-Recruiting – SAP E-Recruiting has recruitment and succession planning instruments that will help your company find new employees, employ them in positions that suit their capabilities, promote their professional development, and retain them in the long term.
- SAP Workflow – This module provides extensive functionality for managing events throughout the SAP system to automate business processes to improve the efficiency and performance of those processes.
- SAP Procurement - The Procurement for Public Sector module consists of all master data, system configuration, and transactions to complete the Procure-to-Pay process.

Below is a summary of the proposed SAP software modules as outlined under Exhibit A, Section 1.1 – Basic Services. All of the functional areas mentioned in the RFP and listed below are included by combining the functionality of one or more of the SAP modules.

Software	System Component
Core Application Software	
<u>Community Development Management</u> (Neighborhood & Development Services, City Auditor and Clerk) <ul style="list-style-type: none"> • Business Licensing • Parcel Management 	<ul style="list-style-type: none"> • SAP ECC 6.0 (EAM/PM) • SAP Fiori Applications-Mobile Lite



Software	System Component
<ul style="list-style-type: none"> • Permits • Right-of-Way Permits • Municipal Inspections • Code Compliance • Development Review Processing • Billable Fees (escrow accounts) • Integrated Mobile solutions and connectivity for field officers • Requests for Services Tracking • GIS/GPS Integration • Electronic (web based) Parcels • Electronic (web based) Permits • Electronic (web based) Licenses • Electronic (web based) Code Compliance • Customer Portals with Payment Features • Business Analytics • IVR System • Integrated Mobile Solution and Connectivity – (Android and Apple) 	
<u>Financial Management (Financial Administration)</u> <ul style="list-style-type: none"> • Asset Management • Bar coding system • Project Accounting • Miscellaneous Billing & Receivables • Government (GASB) Reporting • Data Views/Financial Report Writer • Bank Reconciliation • Work Orders • Purchasing Base • Requisition Processing • Bid & Quote Management • Contract Accounting • Contract Management • Inventory Management • Electronic (web based) Payments • Cashiering in various locations with card swiping capabilities • Capital Improvement Planning budget module • Business Analytics • Payment Card (P-card) management • Citation Management • Integrated Mobile solutions and connectivity – (Android and Apple) 	<ul style="list-style-type: none"> • SAP Public Sector ERP (ECC 6.0) • Public Budget Formulation Module (PBF) (Optional) • SAP SRM 7.0 (Optional)
<u>Human Resources/Payroll Management (Human Resources)</u> <ul style="list-style-type: none"> • Employee Event Tracking • Personnel Action Processing • Benefits Administration • Applicant Tracking • Position Control • Position Budgeting • Time & Attendance Interface 	<ul style="list-style-type: none"> • SAP HCM and SAP PY (ECC 6.0) • SAP CATS • SAP E-Recruiting (Optional)

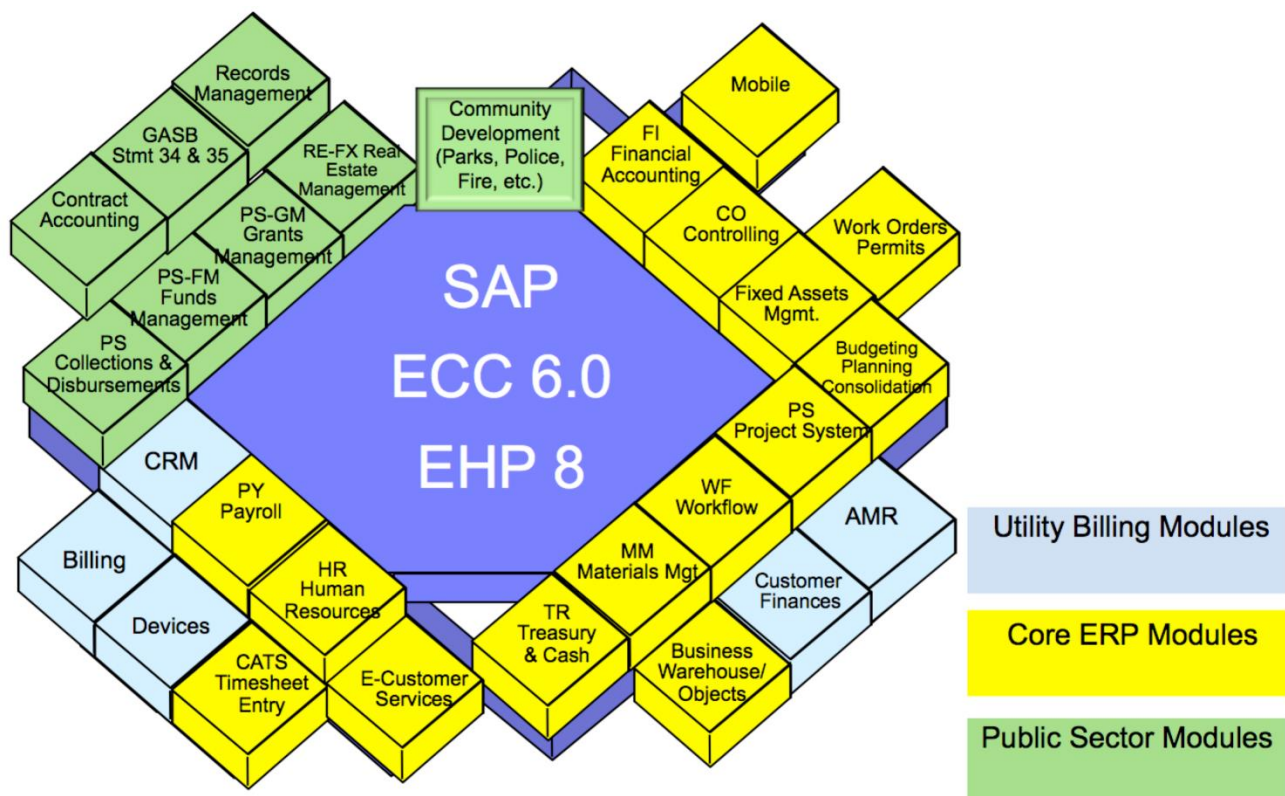


Software	System Component
<ul style="list-style-type: none"> Electronic (web based) Employee Information Electronic (web based) Benefits Administration Electronic (web based) Recruit Work Orders Risk Management Customer Portals with Payment Features Business Analytics Integrated Mobile solutions and connectivity – (Android and Apple) 	
<u>Utilities Management (Utilities)</u> <ul style="list-style-type: none"> Water/Sewer/Refuse Meter Inventory Service Order Processing Utilities Billing Processing Sewer Operations Facilities Management Valve Maintenance GIS/GPS Integration Customer Portals with Payment Features Business Analytics IVR System Integrated Mobile solutions and connectivity – (Android and Apple) 	<ul style="list-style-type: none"> SAP CRB (IS-U-Billing)
<u>Facilities Management (Public Works)</u> <ul style="list-style-type: none"> Fleet Maintenance Building/Facilities Maintenance Work Orders Tree Maintenance Light Maintenance Parks Maintenance Pavement Management Signal Management Electronic (web based) CRM GIS/GPS Integration Customer Portals with Payment Features Business Analytics IVR System Customer Relation Management (CRM) (Citywide) Citizens Self Service IVR System Integrated Mobile solutions and connectivity – (Android and Apple) 	<ul style="list-style-type: none"> SAP ECC 6.0 (EAM/PM) SAP CRM
Optional Application Software and Related Technologies	
Applicant Tracking	SAP E-Recruiting v 1.51
Contract Management (Extended Functionality)	SAP SRM 7.0 (Procurement for Public Sector)
Time and Attendance	SAP CATS
Projects and Grants	SAP PS, SAP PS-GM



Software	System Component
Employee Self-Service/Manager Self-Service	SAP ESS/SAP MSS
Workflow	SAP Workflow
Purchasing	SAP Procurement (SRM)
System-wide Applications	
SAP NetWeaver Portal Version 7.4	SAP Web Platform
Reporting (Querying, Ad-hoc, Reporting)	SAP Public Sector ERP or BI/Business Warehouse/Business Objects

These modules are part of SAP Public Sector ECC 6.0 which is the software version being proposed and depicted in the below chart. SAP is an open system and we follow industry standards. There are no proprietary solutions in the proposed overall solution. The ABAP programming language is only used by SAP but end users and City support teams would be trained in it.



SAP's Public Sector ERP Central Component (ECC) Version 6.0 Enhancement Pack 8

Required Modules

SAP Financial Accounting (SAP FI) – The Financial Accounting (SAP FI) module in SAP is designed to capture business transactions in a real-time, online, integrated manner that will satisfy external reporting requirements. The module provides the ability to "drill down" to the originating transaction whether it is a purchase order, work order or inventory movement. Financial Accounting includes the following sub-modules:



- General Ledger (FI-GL)
- Accounts Payable (FI-AP)
- Accounts Receivable (FI-AR)
- Bank Accounting (FI-BL)
- Asset Accounting (FI-AA)
- Funds Management (FI-FM)

The functionality of the SAP FI module is very robust and flexible. Whether a smaller organization with a single legal entity or a large organization with numerous companies, consolidations and varying legal requirements, the FI module can support and automate all financial postings and reporting.

SAP Controlling (SAP CO) – SAP CO provides you with information for management decision-making. It facilitates coordination, monitoring and optimization of all processes in an organization. This involves recording both the consumption of resources and the services provided by an organization.

As well as documenting actual events, the main task of controlling is planning. You can determine variances by comparing actual data with plan data. These variance calculations enable you to control business flows.

SAP Financials and Contract Accounts (SAP FI-CA) – SAP Contract Accounts is a subsidiary ledger that is tailored towards the requirements of the industry sectors with a high volume of customer partners and a large number of documents for processing, such as the utility industry. The large number of postings, for example during billing, are managed in SAP Contract Accounts and uploaded to the general ledger. Each individual transaction, that is, each posting and each document for a given customer, is stored in order to guarantee itemized verification. These FI-CA documents are cumulated and transferred periodically to the general ledger of the Financial Accounting (FI) modules. When an FI-CA document is posted, accounts are determined automatically for G/L Accounting (FI-GL). All receivables, payables, revenue and expense accounts are automatically determined based on account assignment details in the line items.

SAP Public Budget Formulation (SAP PBF) Version 8.1 – The SAP® Public Budget Formulation application is a comprehensive Web-based solution based on SAP NetWeaver technology that supports the entire organization through the complete budget development and management lifecycle. The software offers flexible and powerful public sector-specific functionality to help you improve efficiency, leverage integration, facilitate transparency, enable accountability, and optimize financial and human resources.

SAP Public Budget can also be used as a stand-alone solution and integrated with SAP systems and non-SAP systems. For instance, historical data such as the actual budget or the last approved budget can be used as a starting point to prepare the next budget. In addition, HR historical data can extensively be used to build simulations to budget the personnel expenses. Grant, Project and Performance data can all be integrated to accommodate the requirements of the end-to-end public sector budget formulation process.

- **Budget requests, reviews and adoption-** Manage budgets in a single application.
- **Operating, capital and grants budgeting** - A single application for all budget types, enabling real-time budget reporting and analysis.
- **User configuration** - Tailor budget forms, process controls, reports and analytics to your unique budgeting requirements and adapt them to changing requirements
- **Personnel cost forecasting** - Examine and plan personnel expenditures at a highly granular level to support budgeting, spending plans and collective bargaining



- **Modeling and analytics** - Powerful modeling tools combined with the strength of SAP Business Objects for reporting, dashboards and ad hoc analysis throughout the whole budget life cycle (Improved budget monitoring capabilities after budget adoption).
- **Text handling and automated budget book publishing** - Prepare budget documents that incorporate budgets, text descriptions, graphics and more.
- **Integration** - Integration with SAP and non-SAP ERP systems: integration with SAP HCM, SAP BCS (Funds Management, PSM-FM)

The screenshot shown below demonstrates the rich functionality and reporting/dashboard capabilities of the SAP PBF solution.

SAP Human Capital Management (SAP HCM) – All businesses, including Public Sector entities, need to align all resources – including employees – with business objectives. To do so, you need to transform traditional HR functions into a comprehensive program for human capital management (HCM). The program should maximize the value of employees and integrates employees, processes, and strategies to support business goals.

The SAP HCM solution optimizes each employee's contribution by aligning employee skills, activities, and incentives with business objectives and the strategies to reach them. It also provides tools to manage, measure, and reward individual and team contributions. What is more, SAP HCM enables employees to maintain personal information and control administrative processes. So your HR department can focus on value-generating projects instead of administration.

With SAP HCM you will be able to:

- Streamline HCM processes and seamlessly integrates them across all operations
- Provide real-time access to information that accelerates workforce decision-making
- Assign the right people to the right projects at the right time
- Support both employees and managers throughout the employee life cycle
- Empower employees to manage processes in a collaborative environment

It's no wonder more than 9,000 companies around the world rely on SAP HCM to manage 54 million employees. The Human Capital Management module (HCM) consists of all master data, system configuration, and transactions to complete the Hire to Retire process. It includes the following functionality:

- Personnel Management
 - Personnel Administration
 - Recruitment
 - Organization Structure
 - Compensation Management
 - Personnel Development
- Organizational Management
- Travel Management
- Time Management

All City functional requirements in the HCM/Payroll area listed in the Requirement Matrix are SAP standard functionality for Public Sector solution. There are some requirements that will be handled by user exits that Quintel built for previous clients.

SAP Payroll – SAP's Human Capital Management (HCM) module provides complete payroll application through its Personnel Administration functionality combined with Cross Application Time Sheet (CATS) functionality. These meet all requirements related to:



- Position control
- Pay calendars and groups
- Garnishments
- Pay codes
- Deductions
- Tax administration
- Payment calculations
- Pay distribution and direct deposit
- Leave tracking
- Time entry (optional)
- General reporting
- Benefits
- Performance Appraisals
- Training
- Employee Relations

Constituent Services (SAP CRM 7.0/CS) - The Constituent Services (CS) solution is part of SAP Customer Relationship Management (SAP CRM) module. The solution provides both the front office and the back office functionality to be able to effectively manage the direct interaction with your constituents as well as well access all of the detail associated with the constituent's account (e.g., parcel information) and current as well as historical activity (e.g., licenses, permits, violations, etc.). The capabilities of SAP CRM include the following functionality:

- Managing Accounts and Business Agreements
- Managing Constituent and Project Locations
- Account Overview
- Billing Information and Correction
- Financial Inquiries in the Interaction Center
- Collections in the Interaction Center
- Service Management in the Interaction Center
- GIS Integration

The solution is interactive and user-friendly as it is portal based. It is integrated directly to the ERP Core Component (ECC) for land management and billing detail related to an account.

In addition, the solution provides case management functionality for collecting and processing relevant information originating from multiples sources about a complex problem or issue in a central collection point. All of the data is streamlined and stored within the single application.

A case acts as a folder with few describing attributes, which links all relevant information, objects and involved parties related to each other from a certain business perspective (for example, customer complaint handling, legal case tracking). This allows having central point, where people would find the most update information about the case. The solution offers the following features:

- Linking of business transactions and electronic office documents
- Linking of involved parties and products affected
- Multiple case note types
- Case history log to track and visualize all changes to a case
- Creation of case follow-up and to-do items
- Case describing attributes: external reference, reason, classification, status, priority.

SAP Utility Billing - Quintel will use the pre-configured municipal billing, payment processing and collection modules to generate and send bills and collect payments for the City. The proposed SAP billing application that would be hosted by Quintel can be used for any type of utility service – electric, gas, water, sewer, trash, etc. It is enabled by a powerful and flexible billing engine that allows for the easy management and adjustment of billing categories for different type of customers, and different types of



services. A flexible pricing structure enables to accommodate rates, charges, fees, surcharges, taxes, adjustment clauses, etc. Different billing periods are included in the various billing procedures. All master and billing master data can change during a billing period. The billing module ensures that all billing-relevant changes that occur during a billing period are taken into consideration. For example, a price change causes the system to divide the total period into sub periods, each with the price valid for that sub period. The system also divides the total consumption, which produces the corresponding partial amount. Contracts are billed automatically. Alternatively you can process and bill individual contracts manually.

Following is a selection of key functionalities:

- Management of rates, prices, and period data
- Billing-period types and billing procedures
- Multi-service billing
- Analytics and reports
- Bill preparation and invoicing
- Budget billing
- Collective bills

The application also supports the billing of unmetered services and multi-service billing, while enabling simulations and plausibility checks, as well as parallel processing and monitoring of mass runs. A wide range of taxes, postings, and amount clearings, as well as all common budget billing procedures, is supported. The billing applications help to monitor and handle billing exceptions and unbilled revenue, and they support integrated analytics and reporting capabilities for billing-process optimization and customer segmentation.

Work Management (SAP WM/EAM and Fleet) – SAP's enterprise asset management module manages all assets (including fleet) maintained by the City. Some of this functionality will be used to meet the requirements, however, the City also mentioned an interface to an existing system. This centralized management modules helps you efficiently and sustainably manage the entire asset lifecycle, improve asset usage and cut costs with powerful analytics – and even enhance environment, health, and safety performance. The module can transmit asset information to other systems and is able to accommodate a third party document management system that provides access to warranty documents, O&M documentation, forms and drawings. It has the ability to evaluate assets maintained and make estimates for planning future capital improvement projects. Converted data is structured into a Hierarchy, and from there a user can drill down into the asset to view status, history, etc. In addition, the SAP Hierarchy of Assets and can be linked to financial assets.

The module includes **work order management functionality** providing real-time visibility into management of your community-based assets including maintenance and repair of equipment, facilities and fleet, as well as permitting and licensing. With this functionality you can:

- Streamline processes by eliminating paper work and shortening work cycles.
- Track permit, licensing and code enforcement requests from request to close and determine the current status.
- Reduce maintenance costs for your equipment and facilities by working to standards.
- Get better visibility and improved analytics by capturing higher quality real-time data.
- Keep assets running at peak performance with shorter response times and timelier maintenance.
- Complete safety checks and follow safe work practices to protect employees
- Identify, document, and correct failures and degradations of any assets for which they have responsibility.
- Plan and schedule activities to prevent or predict failures and keep assets and processes operating within design specifications.



The module includes work order management functionality to assign, schedule, issue materials and define tasks and activities associated with all types of work – office work, field work, regular maintenance, replacement, emergency repairs, installations, removals, change-outs, etc.

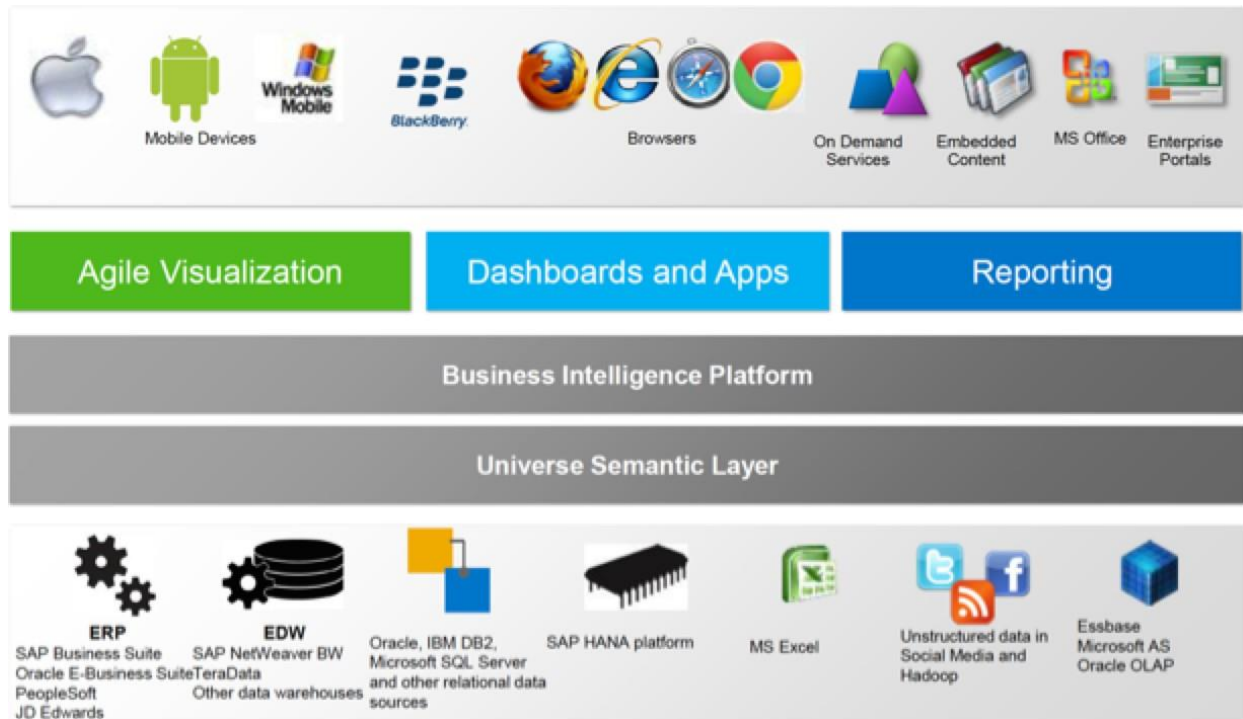
SAP NetWeaver Portal Version 7.4 - The portal is the Web front-end component for SAP NetWeaver - the comprehensive integration and application platform that facilitates the alignment of people, information, and business processes across organizational and technical boundaries. The portal offers a single point of access to SAP and non-SAP information sources, enterprise applications, information repositories, databases and services in and outside your organization. You can access the portal from desktops and from mobile devices, such as smartphones or tablets.

The portal provides you the tools to manage and analyze its information resources, and to share and collaborate on the basis of them. With its role-based content, and personalization features, the portal enables users - from employees and customers to partners and suppliers - to focus exclusively on data relevant to daily decision-making processes. The technology and architecture of the portal ensures it is built for the enterprise, providing a secure and scalable environment.

SAP BusinessObjects BI (BOBJ) Version 4.1 – In addition to standard reports, SAP BusinessObjects provides a flexible and scalable information infrastructure that is designed to make it easy to discover and share insight for optimal decision-making. Built on a service-oriented architecture, the software offers a comprehensive set of Business Intelligence (BI) tools on a single platform. With SAP BusinessObjects Enterprise, IT departments can extend BI to any application or process in any environment. Key functions of the SAP BusinessObjects Enterprise platform include:

- **Comprehensive BI** – Enabling an extensive set of BI functionality ranging from reporting, query and analysis, and dashboards and visualization to intuitive discovery and advanced predictive analytics.
- **Infrastructure management** – Configure, manage, secure, and control your entire BI deployment and provide the flexibility required by global deployments.
- **Publishing** – Personalize business intelligence and automatically distribute it to people, teams, and your business ecosystem.
- **Scalability and performance** – Accommodate increasing numbers of users and processes growing volumes of information through a service-oriented architecture.
- **Integration with heterogeneous environments** – Expand the reach of BI information by accessing, interacting, and analyzing virtually any data regardless of format or location.

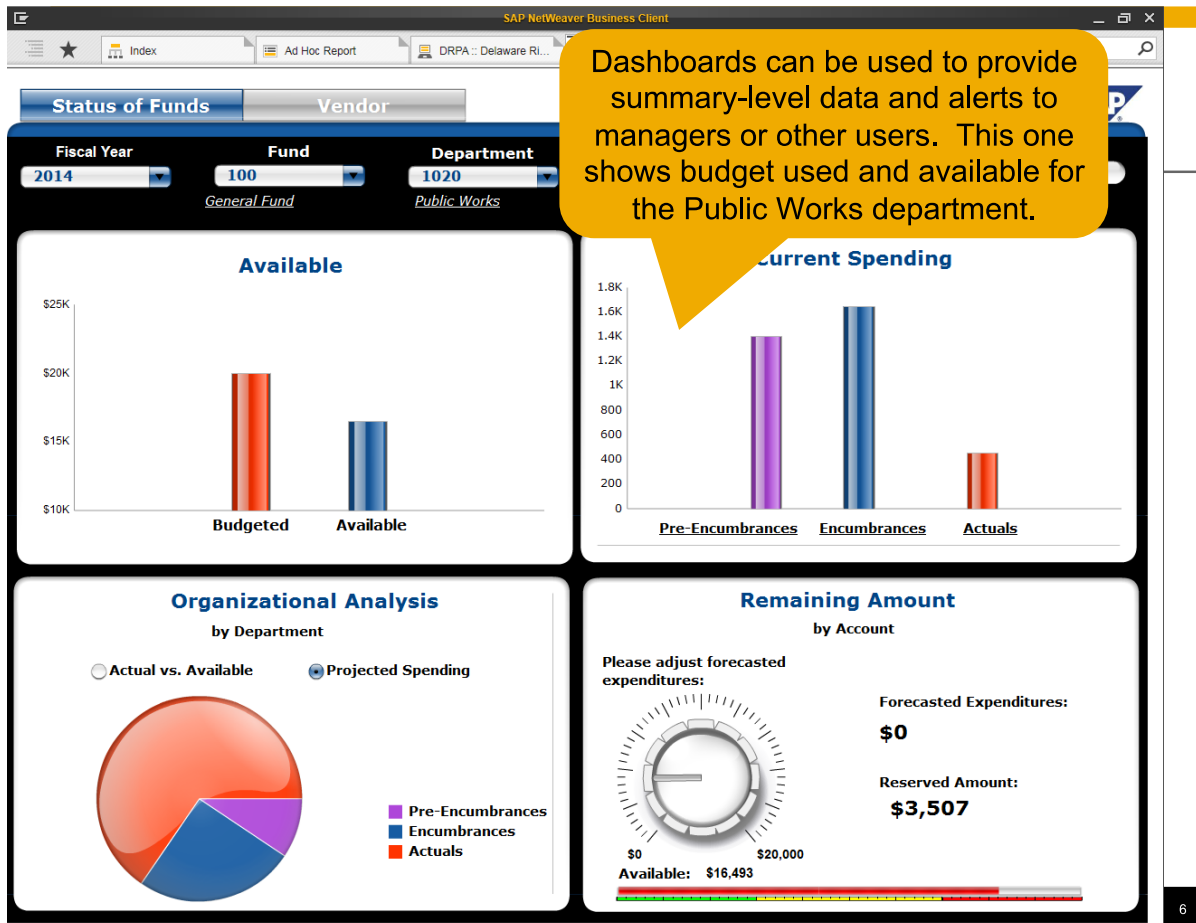
SAP BusinessObjects delivers on the promise of a true intelligence platform – one that gives SAP customers the best of execution and the best of strategy. Most importantly, it provides the means to align and connect strategies in a closed-loop system. Because performance information is stored in the SAP NetWeaver Business Warehouse, the SAP BusinessObjects toolsets such as SAP BusinessObjects Dashboards, SAP BusinessObjects Web Intelligence, SAP BusinessObjects Explorer for BW, and Crystal Reports can be used to create interactive visualizations, dashboards and reports against that data. These tools will be demonstrated upon request.



The SAP BusinessObjects solution is truly a total reporting solution in that it can be and has been integrated with other software systems and legacy systems. This functionality allows for SAP BusinessObjects to be a complete reporting solution as the City will be able to combine SAP and non-SAP data or build reports completely from non-SAP data for users not on the SAP functional platform.

SAP Dashboards is a point-and-click data visualization tool, specifically designed to create interactive analytics and dashboards with secure, live connections to BusinessObjects Enterprise. These stunning and meaningful visualizations can then be shared "live" via Microsoft Office, Adobe PDF, the Web, Crystal Reports or Business Intelligence Portal.

An example of a finance dashboard and performance dashboard:



SAP Business Warehouse (BW) Version 7.3 – SAP includes thousands of standard reports and reporting tools to enable client-specific reports to be developed easily with its data warehousing tool, SAP BW. This data warehouse is part of the proposed ECC solution and because it is part of the standard suite of SAP software it is completely integrated with all SAP functional modules. Data is directly extracted seamlessly from the functional modules into the data warehouse.

The Business Warehouse (BW) is the data warehouse and reporting component for SAP's central component (SAP ECC). Combining a scalable and layered architecture with a rich set of predefined business content (e.g., GASB 34/35 reports), BW is one of the best-of-breed Business Intelligence solutions. The SAP Business Information Warehouse allows you to analyze data from operative SAP applications as well as all other business applications and external data sources such as databases, online services and the Internet. The Administrator Workbench functions are designed for controlling, monitoring and maintaining all data retrieval processes.

The SAP Business Information Warehouse enables Online Analytical Processing (OLAP), which processes information from large amounts of operative and historical data. OLAP technology enables multi-dimensional analyses from various business perspectives. The Business Information Warehouse Server for core areas and processes, pre-configured with Business Content, ensures you can look at information within the entire enterprise. In selected roles in a company, Business Content offers the information that employees need to carry out their tasks. As well as roles, Business Content contains other pre-configured objects such as InfoCubes, queries, key figures, and characteristics that make BW implementation easier.



SAP Fiori Applications – SAP offers a few different mobile options. SAP Fiori is among the recent innovative solutions from SAP. Fiori is a collection of apps with a simple and easy-to-use experience for broadly and frequently used SAP software functions that work seamlessly across all devices (desktop, tablets, and smartphones). SAP is continuously rolling out Fiori apps to simplify all business processes within SAP. SAP Fiori will speed up the learning curve by providing users access to a simplistic, user-friendly SAP application and empower users with various apps for workflow, information lookups and self-service tasks. Although Fiori is simple in concept, it can also handle task-based, advanced scenarios and business processes. Unleash the power of SAP Fiori to ensure users are efficient and productive.

Examples of SAP Fiori Apps:

1. Manager Apps
 - Insight
 - My Spend
 - Approvals
 - Approve Requests
 - Approve Leave Requests
 - Approve Travel Requests
 - Approve Travel Expenses
 - Approve Shopping Carts
 - Approve Purchase Orders
 - Approve Requisitions
 - Approve Purchase
 - Contracts
2. Employee Apps
 - Requests
 - My Leave Requests
 - My Timesheet
 - My Travel Requests
 - My Shopping Cart
 - Track Shopping Cart
 - Insights
 - My Paystub
 - My Benefits
3. Purchasing Agent Apps
 - Purchasing
 - Track Purchase Orders
 - Order from Requisitions

There are currently [300+ role-based apps](#), that apply the SAP Fiori UX providing enhanced user productivity and personalization for customers.

Following are additional SAP modules available for the City to consider

The advantage of SAP is it is a fully integrated, preconfigured system for public sector entities. The system is comprised of over 50 separate modules that can be turned on or configured for the client's use. Within the system there are no interfaces required.

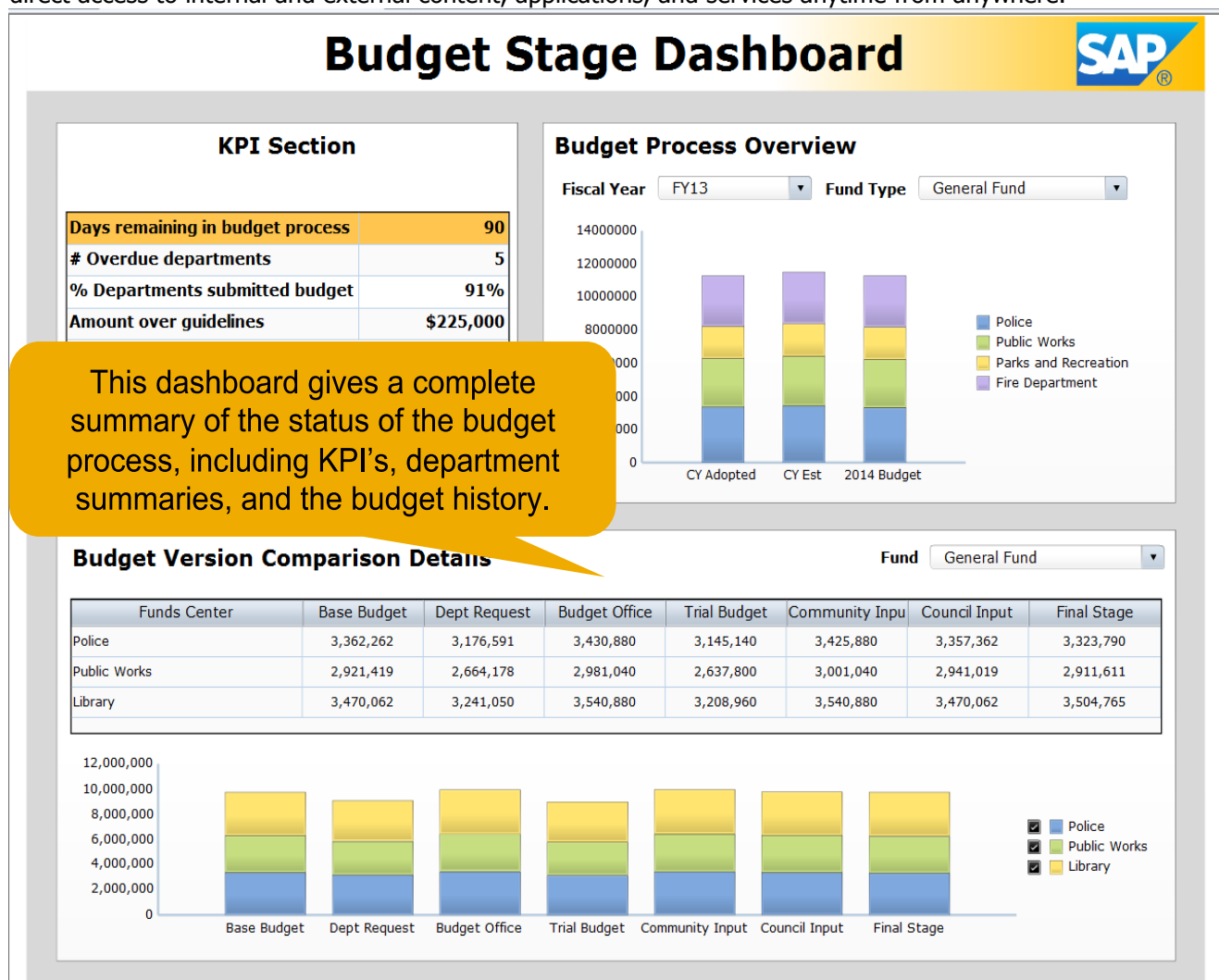
Employee/Manager Self Service (ESS/MSS) Version 7.3 -Employee self-service in the SAP ERP application provides employees with the data and information they need to perform many everyday HR processes – without having to ask HR staff for help. By eliminating manual, fragmented processes and



reducing administrative support requirements, you cut cycle times and cost, improve operational efficiency, and boost your performance.

Automation boosts data accuracy by enabling employees to enter, display, and update any personal information, including bank information and emergency contacts. At their desktops or on mobile devices, employees can record hours worked, report travel expenses, request vacation or leave time, and receive workflow-driven approvals from their managers wherever they are. Viewing time, salary, and compensation statements online saves mailing costs while speeding communication. Requests for support for completing country-specific tax information can also be managed online. Interactive forms can help guide employees through processes. After filling out a form, the employee sends it to the responsible manager. On approval, the form is included in the employee's online personnel file.

Powered by the SAP NetWeaver® technology platform, SAP ERP offers comprehensive employee self-service functionality. It incorporates a Web browser and support for voice and mobile devices, allowing direct access to internal and external content, applications, and services anytime from anywhere.



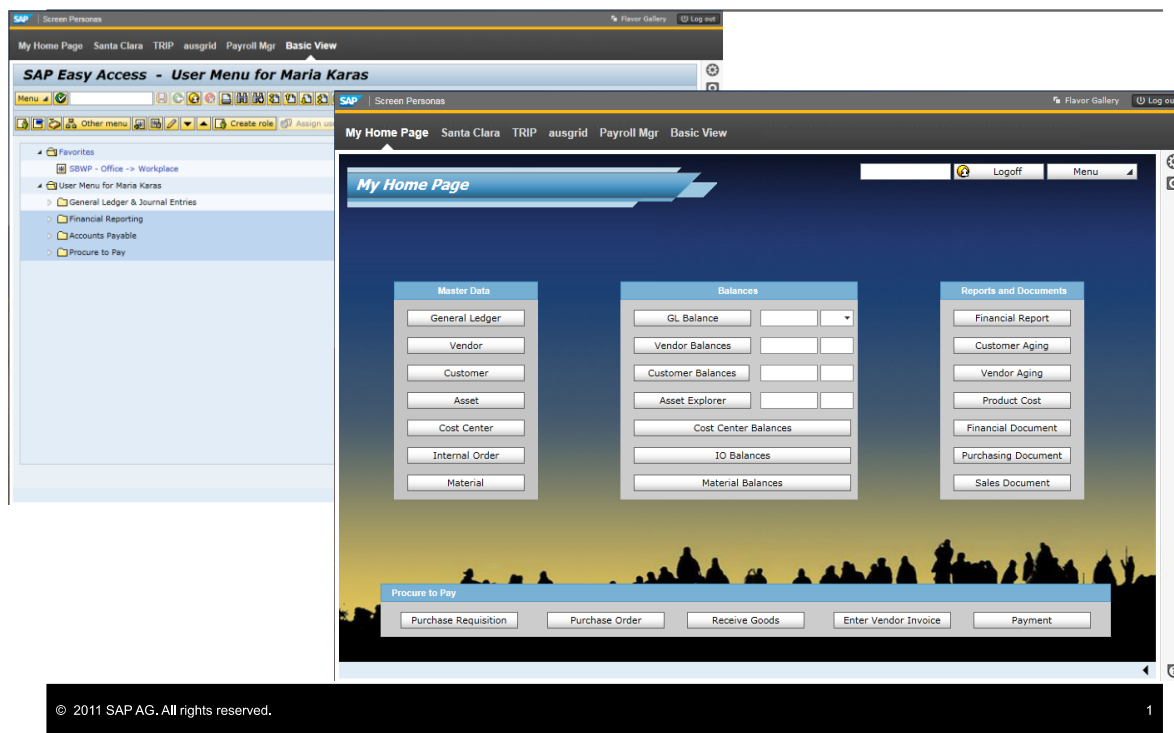
SAP Business Workflow (SAP Workflow) – The SAP Workflow module provides extensive functionality for managing events throughout the SAP system to automate business processes to improve the efficiency and performance of those processes. Workflows guide the different parts of a process through the organization to ensure that the right work reaches the right person at the right time. SAP

Workflow makes the SAP system proactive by ensuring that work is delivered and completed in a timely fashion.

Users can access workflow items in a variety of ways depending on the local installation. The options include workflow steps in the SAP GUI, the Universal Worklist (UWL) within portal applications or through the normal email client such as Microsoft Outlook or Lotus Notes. SAP delivers hundreds of prebuilt workflows that can be used out-of-the-box or modified to suit particular needs of the organization. Custom workflows can also be built from scratch to automate any business process for which there is no workflow delivered from SAP.

SAP Screen Personas – Easy to use tool to modify SAP screens to develop dashboards for department users. We would set these up in the implementation—many flexible options are available for colors, background, and work list for the day, etc.

Personalize SAP Screens to Meet City Processes



CAFR Development and Management - The SAP standard solution for public sector comes with a budget module and also you can develop multiple versions of the budgets with warnings and hard stop configuration options. The methodology for creating budget and CAFR financial documents begins with the data model during the blueprint. The data model is established with Budget and CAFR financial requirements at the forefront - ascertaining key components are achieved including data elements (fields) to capture information for:

- Statement of Net Assets for Governmental and Business-Like Activities
- Changed in Net Assets for Governmental and Business-Like Activities
- Revenues and Expenditures for Governmental Functions and Programs
- Governmental Revenue by Source



- Actual and Budgeted Revenues and Expenditures by Fund
- Statement of Revenues, Expenditures, and Changes in Fund Balances
- Actual and Budget (Original, Final, and Variances) Statement of Revenues, Expenditures and Changes in Fund Balances (Totals and By Fund)
- Statement of Cash Flows by Funds
- Statement of Changes in Fiduciary Assets

Once the data model is established, a variety of standard SAP reporting tools are used to generate the various financial statements. Standard Reporting tools include Report Writer / Painter which does not require programming knowledge and used to established rows and columns for Budget and CAFR reports. Business Warehouse / Business Intelligence Reports for enable slicing and dicing of data elements for various statements and reports for Budget and CAFR documents. Lastly, programming may be utilized for more complex Budget and CAFR financial document statements.

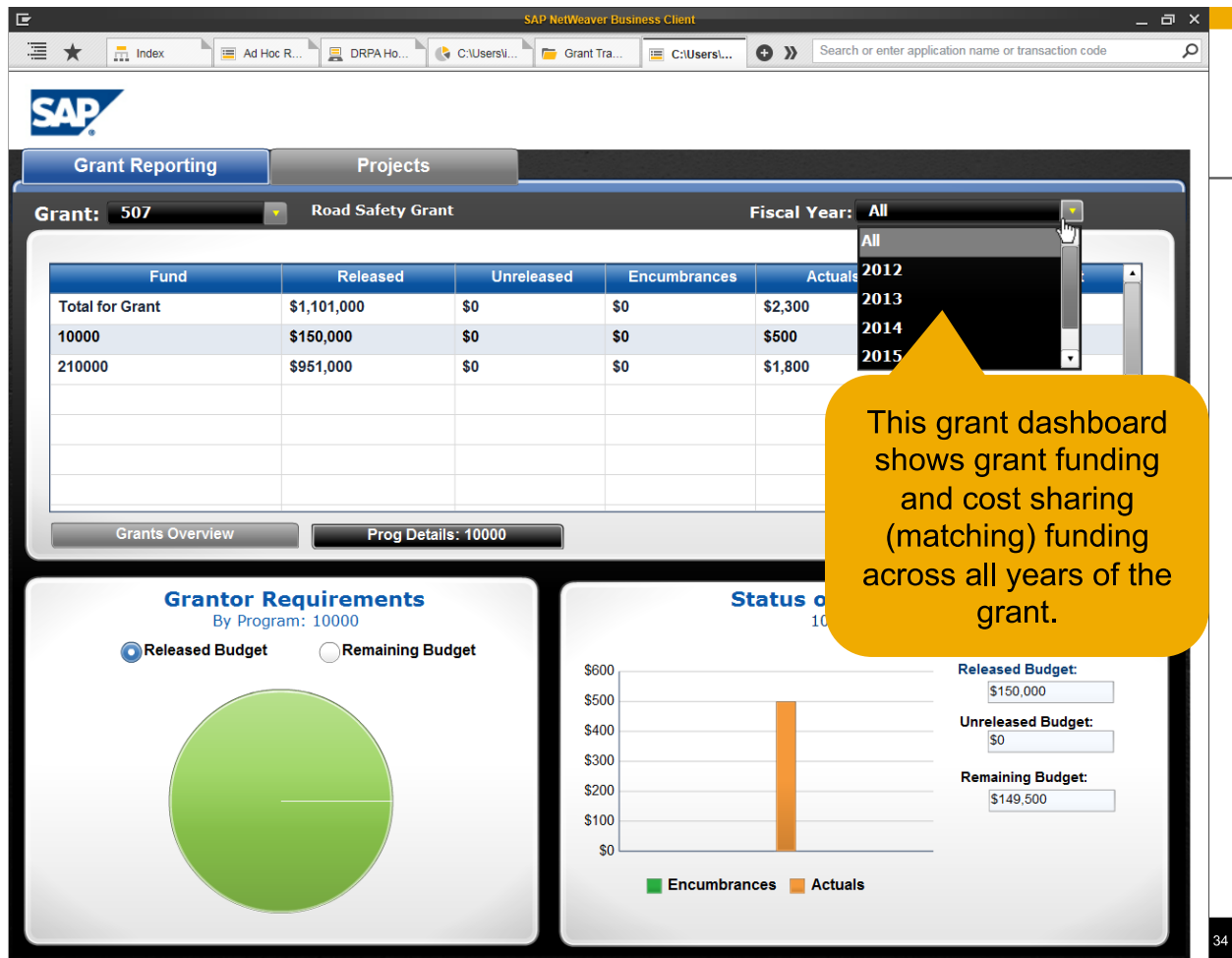
SAP Project System (SAP PS) – Project System helps you manage your projects through their entire life cycle, from setting up a structure, to drawing up detailed plans, to execute and completing the project. Because of its tight integration into financial and logistic core enterprise processes Project System can especially be used for large and complex projects such as construction, production, maintenance, investment, or costs projects in all industries.

Grants Management (PS-GM) - The Grant Management module is designed to provide public sector organizations with an integrated tool they can use to:

- Plan, budget, identify, obtain, and record all funding related to received grants
- Plan, budget, identify, obtain, schedule, perform, and record the tasks and activities related to managing the sponsored programs and furthering the sponsor's and organization's objectives
- Differentiate between eligible and ineligible costs
- Bill and record sponsor amounts
- Record and report all related costs, revenues, and required statistical information.

The Grants Management module includes configuration for both Grantor (organizations that provide financial assistance programs to their citizens and businesses) and Grantee (organizations that receive financial assistance and need to effectively manage the reporting and disbursements).

The following report is an example of the dashboard capability that is available within Grants Management to provide a snapshot of grant activity.



SAP Procurement for Public Sector (SAP SRM 7.0) - The Procurement for Public Sector module consists of all master data, system configuration, and transactions to complete the Procure to Pay process. This process map spans from MRP generated procurement proposals through final invoice receipt and verification. Components of the SAP module include:

- Purchasing
- Inventory Management
- Logistics Invoice Verification
- Physical Inventory
- Material Requirements Planning (MRP)
- External Services Management

The SAP Extended Procurement package, public sector and regulated industries extension, enables relationship management capabilities, including basic spend reporting and analysis, centralized sourcing, centralized contract management, and supplier enablement and functionality, to support public organizations' and other regulated organizations' additional data, process, and integration requirements. It manages both materials and services; pricing models, including cost reimbursement, time and labor, fixed price, incentives, fees, and combinations of these; option line items; and hierarchies of lines up to six levels deep with receiving and invoicing to the lowest level. The centralized sourcing features support supplier qualification and evaluation, including bidder prequalification questionnaires and publication of opportunity synopsis notices as well as requests for proposal, supplier bidding, and reverse auctions that enable exchange of product specifications as well as the ability to award to a selected supplier.



- SAP Extended Procurement also provides support for managing changes (for example, amendments, modifications, change orders) to procurement documents. You can interact and collaborate with suppliers to automate the entire procure-to-pay process. Spend reporting and analysis features cover standard analytics, including purchasing-group and supplier-level data.
- Key Capabilities:
 - Enhanced sourcing, including centralized RFx, catalog management, and reverse auctions
 - Supplier and two-envelope bidding (that is, split price and technical bid handling)
 - Advanced requests for proposal, including enhanced line items
 - Creation of business opportunity notices (synopsis) for RFx, contract, and purchase order (PO)
 - Integrated legal document authoring across processes (for example, request for information, proposal or quotation (RFx), contract, PO, others)
 - Supplier qualification, collaboration, and enablement, including prequalification questionnaires
 - Centralized and advanced contract management and administration
 - Electronic procurement file creation and management, including closeout
 - Extensive integration with the materials management and the financials and funds management functionalities in the SAP ERP application, records and case management functionality, and the SAP Document Builder application
 - Spend reporting and analysis

SAP E-Recruiting Version 1.51 - SAP E-Recruiting has recruitment and succession planning instruments that will help your company find new employees, employ them in positions that suit their capabilities, promote their professional development, and retain them in the long term.

As well as enabling you to handle your company's applicant tracking activities, SAP E-Recruiting ensures that you drive up-to-date human resources management, by proactively maintaining contact with applicants, potential candidates, and consequently, with your employees. By setting up a talent pool, you ensure that you not only identify the best possible candidate for a position from all potential candidates, but also that you are in a position to staff critical key positions in the long term and thus safeguard your company's success in the future.

The application handles almost the entire process chain, from planning and budgeting, through attracting, hiring, and retaining employees. The diversity of functions, such as electronic screening, filtering, sorting, ranking and so on, optimizes the work of your succession planners and recruiters. Sophisticated technical mechanisms ensure that you can control costs and profitability throughout the entire process. Thus, the application links recruitment and succession planning with your internal HR infrastructure.

Moreover, you can integrate workflows to automate information flow and multiple processes, such as the approval process or e-mail dispatch. Currently this is only possible for recruitment processes.

SAP E-Recruiting accelerates and drives your control of HR management processes. The application provides innovative access to Talent Relationship Management (not yet realized for Succession Planning) and promotes companywide collaboration. Web-based user interfaces, which can be configured to suit specific roles, countries, branches, and so on, enable easy access for candidates, line managers, recruiters, and succession planners to the information and services they require to perform their tasks or roles.

In addition, the E-Recruiting module of SAP interfaces with JobZology to provide the following structure:



1. Developing the job requirements through internal departments that have the need - balanced against the requirements of HR
2. Approving the job requirements along the way
3. Posting the job requirements into a system
4. Providing an interface for the applicants to complete an application or post a resume
5. Approving and disapproving candidates based on education and skills
6. Tracking the candidate through the entire process
7. Finally evaluating top candidates to make their hiring decisions against

jobZology™ steps in at the point where they reach the tipping point of a decision, as indicated in number 7 listed above. JobZology's Talent Match analytics are applied to the candidates in the system and measure how each candidate scores with FIT to job and culture.

JobZology is a people analytics tool that reports scores for how a candidate will predictively fit the job they are interviewing for or the culture of where they will work. The outcomes of these measures predict things like long-term satisfaction, commitment and loyalty, thus impacting retention and engagement.

Please refer to the appendices for additional information about jobZology.

Please discuss how your product would support or improve the business processes discussed in this RFP.

Quintel implements the software with proven best practices inherent in the software as well as best practices as a result of our implementation experiences. The implementation of the SAP system is all about business process improvement. The primary source of this improvement is the complete integration of the business on a single platform. Having all of the moving parts of a business integrated with each other is the core benefit and best practice that the City will achieve through this project. Other best practice examples would include process improvements related to vendor self-service (e.g., online invoicing, confirmations and payment status) and mobile technologies (use of bar coding for tracking assets and inventory, work order management and customer service).

Through Business Blueprint phase of the project, the City will achieve a detailed definition and a common understanding of how it intends to run its business with the SAP Modules. Blueprint work will include discussions about best practices while documenting the business process design, interface and conversion requirements. This phase of work will focus on the final detail requirements for the system configuration.

Best practices are defined as being the most effective processes for a given business or situation and are meant to provide guidance or direction on specific business improvement initiatives. Rarely is a best practice process taken from one situation and applied to another without specific configuration and adjustment for the new situation.

In our approach, we will define documents known as Business Process Procedures (BPPs). These documents will illustrate all steps required to complete a process within a module. These include screenshots with all fields completed and the corresponding steps outlined. BPPs are typically the most detailed training documents available and are used for classroom training and as an online reference in the live system. The key characteristics of BPP are as follows:

- BPP will be introduced with an overview of the business process that the BPP relates to
- It will show sequential steps on how to perform process activities in the system
- It will contains a lot of visual representation through screenshots
- It will use inputs from test scripts, user procedures, business process flows, design



documents and functional specifications.

Business Process Reengineering (BPR)

The Quintel approach to business process reengineering (BPR) encompasses four steps: target, understand, innovate, and transform. The target portion is the problem definition and scoping phase. The understand phase documents the current process performance. The innovate phase develops the future state. The transform phase section describes the actual implementation of the people, process, and technology changes. Our best practices database of techniques and business processes is factored into the Innovate phase. In addition to Quintel's best practice we also use SAP's solution manager, which contains another source of best practices. Lastly, the Quintel resources assigned are very senior, so they guide the client teams to derive the best process for the City's situation. With any redesign process it is important to understand the City's current practices and goals relative to benchmarks.

In our experiences, we find it best to combine the Business Process Reengineering with the software selected. We have seen some companies create a best practices business process redesign, and then have to start over once the software is selected. Our approach combines the industry best practices with the SAP best practices in parallel in the Blueprint design phase of the project.

Quintel has a cost benefit list of these improvements that other municipalities and utilities have implemented. The optimal timeline is to start with this approach at project commencement and continue through the three month support period for execution. The gap analysis we mentioned in the training and CM sections will assist us with this effort.

We plan to use SAP best practices and business processes for the to-be processes and we will not be too concerned about the as-is processes. Quintel's process designs from our other assignments will be used, so that we can quickly design some frameworks for the City teams to evaluate. The Quintel framework is organized around workshops that involve cross-functional teams. The cross-functional teams consist of representative from the functional areas involved in the key processes:

- Assess current process/near term improvement opportunities – Using a Facilitated Process Analysis approach, the team meets in workshop sessions to model the current processes and identify current operational issues. Deliverables include documentation of the current processes; baseline cost measurement and documented observations of operational issues. Quintel will highlight opportunities for improving the City processes.
- Design the "to-be" process – Under the guidance of Quintel, the team designs the "to-be" business processes using the workshop approach. The team identifies the initiatives required to design the process. In most cases, the team implements initiatives that address procedures immediately. Other initiatives such as those involving technology, often require further analysis to assess feasibility and impact. Deliverables include high level process requirements, definition of new processes, an estimate of the new process performance, an assessment of technology requirements, and plans for implementing the newly designed processes.

Quintel typically evaluates more than 150 business process procedures for each ERP implementation. These will be broken down into functional categories and documented to provide the guidance needed for the ERP configuration and implementation.

If you recommend that the City of Delray Beach hire one or more full-time administrators to maintain the system after implementation, please discuss that in this section as well, including their role, minimum education and experience, and other details that we can use to estimate the cost.



Employees affected by changes in technology, organization and business processes will need to be motivated through appropriate communications and gain required skill set through education and training to work in the new environment. This project will impact a significant number of people in the organization directly and indirectly. It will require all direct end users to learn new ways of doing their jobs. Quintel's proposed methodology to the Change Management constitutes the foundation for successfully managing this change.

Following is what we recommend for staffing based on projects of similar size:

Count	Program Analyst	Functional Business Analyst	DBA	SQL	Linux	Batch Operator	System Administrator
FTE	2	6	1			1	1
PTE	2	4	.5	.5	0	.5	

Please provide a list of customers who currently use the solution you propose. If possible, please note any that are similar in growth and demographics to the City of Delray Beach. We are a coastal community of approximately 65,000 citizens and 32,683 parcels with strong, vibrant growth. Please note that the City of Delray Beach is most interested in two general types of references--those that have recently implemented the proposed solution successfully and those who are currently implementing the proposed solution. This list will not be used as a contact list and may include some of the same customers you listed in section 2.3. Please separate your references as follows:

Following are a few examples of customers who are similar in scope as the City of Delray:

- Dunn County
- City of Tacoma
- County of Erie

Those using exactly the same solution you propose for the City of Delray Beach and with a similar scope of work.

Following are customers using the same solution being proposed for the City of Delray Beach with a similar scope of work:

1. NJ County – current SAP ERP implementation - current implementation including all SAP modules—finance, supply chain HCM, ESS/MSS and Payroll.
2. WI County - current SAP ERP implementation - current implementation including all SAP modules—finance, supply chain HCM and Payroll.
3. AZ City—current implementation including all SAP modules—finance, supply chain, HCM, Payroll, utility billing, mobile, asset mgmt. and community development.
4. PA/NJ Port Authority (bridges and trains) - current implementation including all SAP modules—finance, supply chain HCM, ESS/MSS, Payroll, mobile and asset mgmt.
5. CA City Transit Authority - current implementation including all SAP modules—finance, supply chain HCM, Payroll, mobile and asset mgmt.
6. PSEG LI NJ – SAP ERP and Utility billing CRM including Finance and HCM (received an award for the best US implementation in 2010)
7. Southern CT Natural Gas—all SAP modules
8. San Diego Gas and Electric—EAM, FINANCE, soft and GIS implementation 2010 to current
9. So CA Gas Company—EAM, FINANCE and GIS implementation



10. Central Vermont Public Service—ERP

Those using other solutions that were implemented by the same team that you propose for the City of Delray Beach, or those using the same solution with dramatically different scopes of work.

The same team has worked on the above implementations.

Those who use other solutions and that were implemented by other teams.

Discuss the search feature and functionality in adequate detail. What fields can be used to search? Can we use multiple criteria? Can we search for like items or sound-like?

Users can perform wild card searches using *.

Discuss the reporting functions at adequate length. Include the ad-hoc reporting tool and a description of the process for creating a new report at the end-user level and at the administration level. Can user-created reports be used and run by others? Can reports be created using parameter prompts (for date ranges, records types, etc.)?

These types of reports are consistent across all SAP functionality and fall into the following types:

- Standard Reports – Pre-configured in SAP
- Adhoc Queries – Drag and Drop functionality
- Business Intelligence Reporting
 - BW Reports: Standard Data Cubes/Info provides pre-configured queries so users can access data as needed for reporting. The SAP Business Warehouse comes pre-delivered with 30 standard information cubes, 200+ pre-defined queries and 300+ KPI's
 - BOBJ Reports: SAP Business Object is a reporting tool to allow end users to construct executive dashboards that are fully integrated with operational data. All reports in SAP have "drilldown" capability to allow the end user/executive to drill down to the discrete data that comprises the summary information.

Standard Reporting - Standard reports can be modified or enhanced directly by end-users via the BEx drag-and-drop interface. This WYSIWYG editor enables end users to create or modify their own reports and save them for later use. In addition, existing reports (including SAP standard reports) can be leveraged by creating a copy of the report and making necessary changes. The Excel based interface for BEx reports makes drilling down or summarizing data as simple as double clicking on the desired field.

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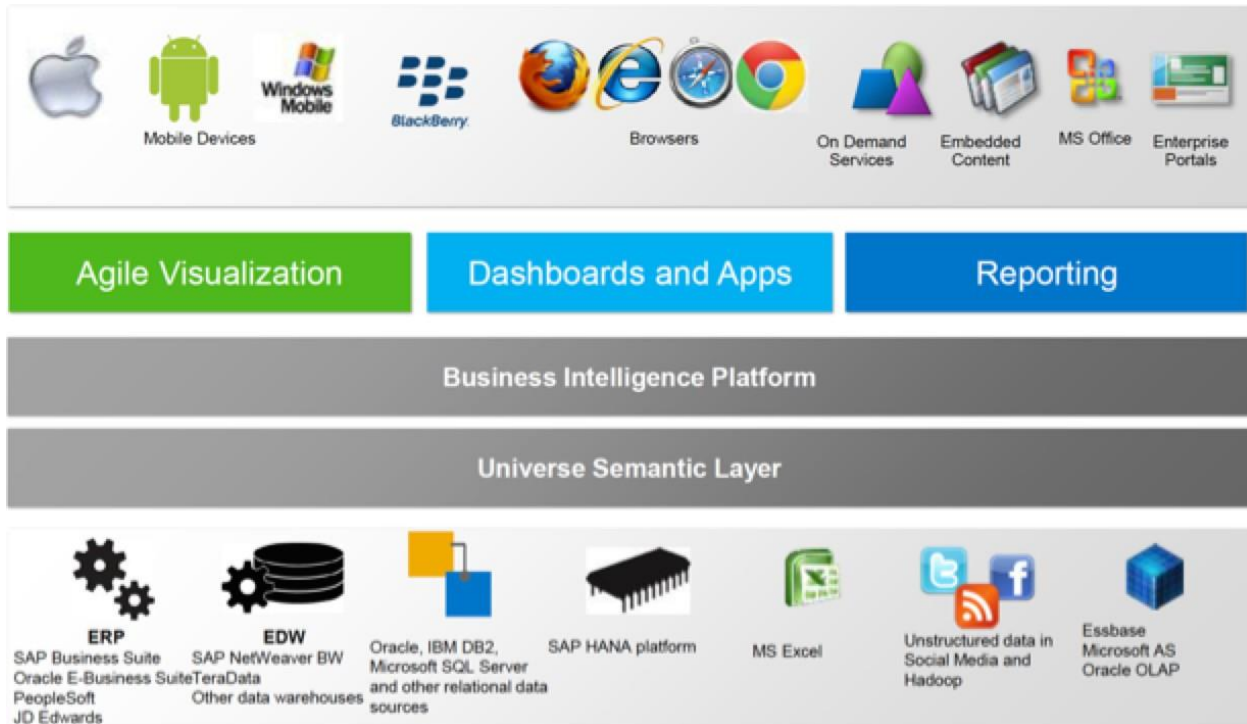
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The SAP BusinessObjects solution is truly a total reporting solution in that it can be and has been integrated with other software systems and legacy systems. This functionality allows for SAP BusinessObjects to be a complete reporting solution as the City will be able to combine SAP and non-SAP data or build reports completely from non-SAP data for users not on the SAP functional platform.



Describe the image store and image archive options that your solution will support. Can your system display images attached to a record within the application itself or must they be launched? If they can be displayed, what formats do you support?

SAP does not directly provide imaging hardware and software solutions. However, SAP ArchiveLink is a standard service integrated in the SAP technical platform for linking documents, images and other unstructured content into the SAP system. Linking documents according to content guarantees long term easy access to the documents. From the screen of the application document, users can immediately and directly display the stored document that is associated with it. They can also use attributes to search for documents. This replaces time consuming processes such as making copies of originals, searching for procedure-related information, etc. SAP ArchiveLink is suitable if the City wants to store incoming documents in the City storage system and link them to the corresponding SAP application documents. Incoming documents must already be in, or be converted to electronic format. SAP does not prefer one imaging system to another and it does not matter how the document is physically stored in the storage system. Incoming documents are all documents that have not been created using your own SAP system including:

- Scanned documents or images
- Local desktop files (files you have created yourself are also incoming documents for this purpose)
- Faxes and e-mails

Please discuss the level of modification possible at both the system and group level for the interface. Can we make certain fields or screen mandatory? Can that be adjusted by user or by workgroup? Can the interface be changed by the Administrator or by the end user? What features are manageable by the end-user and what GUI features are fixed?

The SAP solutions are highly customizable rules-based applications. Screens, logic, rules, processes, drop-down lists, data values, etc. can be implemented through delivered integrated configurable tools. Configuration is performed through the SAP Implementation Management Guide (IMG), a highly table-



driven, end-user friendly, point and click oriented way to customize any SAP system. Programming languages are not required. Using the SAP IMG, subject matter experts on the business side of the organization take responsibility for directly setting up business rules. You can configure screens, logic, business rules, processes, drop-down lists, data values, and other items in the SAP IMG, SAP Middleware, or in the Development Workbench. SAP provides enough flexibility so that you can configure user interfaces for a group of users or for individual users.

g. License Agreement (RFP Exhibit A, Section 2.7)

Provide a sample of the proposed license agreement. Please attach and refer to the document with this section number (2.6).

A sample licensing agreement has been included as a separate attachment.

Provide a list of any third party licensing agreements necessary to implement your solution. Further, provide a detailed explanation of how the software is licensed. Of particular interest are any requirements that the City purchase such third-party software through the respondent's company and any impact that has on the license agreement the City would have with that software provider. Also, provide any alternative procurement processes the City can use to obtain any require third party software and any warranty, support, or challenges this would have on the installation and maintenance of the respondent's software.

This is not applicable. No third-party software is recommended.

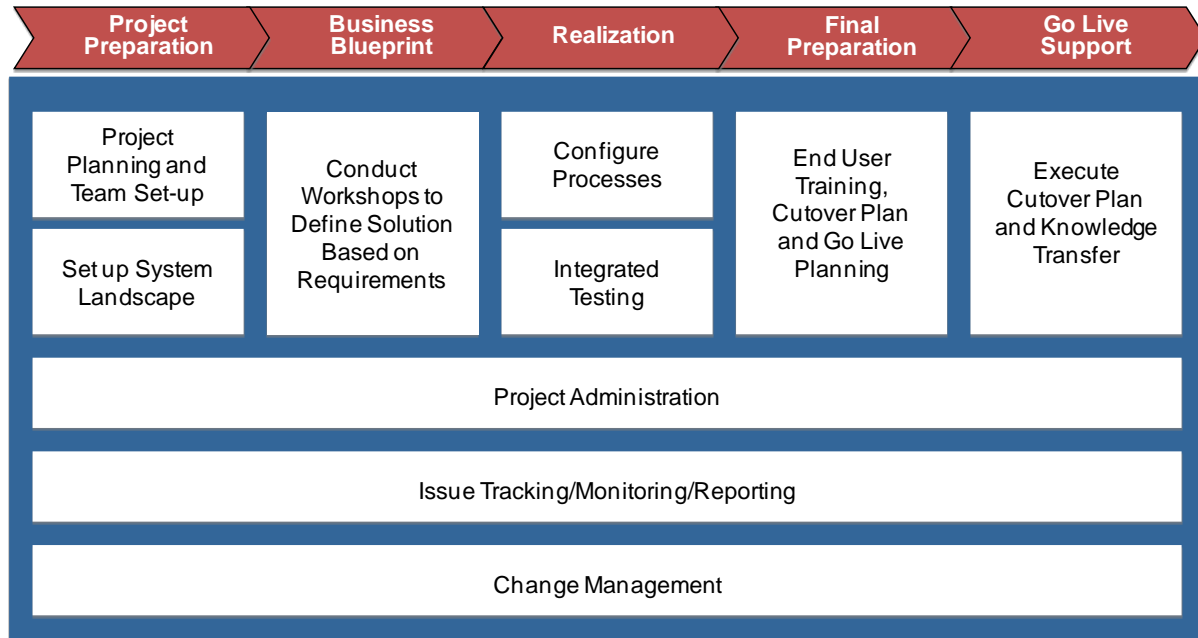
h. Implementation (RFP Exhibit A, Section 2.8)

Answer the following questions and provide the necessary documentation for each item listed below.

As discussed above, the City of Delray Beach feels that implementation is the key to the success of this project. Include extensive discussion of your proposed implementation plan and timelines.

Quintel has successfully used the five-phased ASAP approach shown below in our last 35 implementations regardless of modules included or size of the project. The first phase, Project Preparation, represents transition from the sale cycle to the actual implementation, and is described below. Using this five-phase methodology, we have never had a project over budget or a failed implementation. We have implemented SAP in private and public entities, both very large and very small. We are confident that this approach will result in a detailed phased development implementation plan that is driven by achieving savings in spend amounts over a short period of time.

For this project we recommend a three phased project with different modules implemented in each phase. Each phase would be 6-9 months in length.



Project Preparation Phase

This initial phase of the project represents transition from the sales cycle to the implementation phase of the project. Once the contracts are signed, the ASAP methodology begins. During Project Preparation, the focus is on getting the project started, identifying the project team members, and developing a detailed project plan and project charter. The key processes required to monitor and guide the progress of the project are designed and put into place during this phase, including status reporting, issue tracking and resolution, scope management and quality assurance.

Business Blueprint Phase

Through Business Blueprint, the Organization will achieve a detailed definition and a common understanding of how it intends to run its business with the SAP ERP Modules. Blueprint work will include business process design, interface and conversion requirements. This phase of work will focus on the final detail requirements for the system configuration.

Realization Phase

The purpose of this phase is to configure all of the business requirements based on the Business Blueprint. The system is configured step-by-step in two work packages, Baseline Configuration (major scope) and Final Configuration (remaining scope). This enables work on the rest of the work packages to be done in parallel after Baseline Confirmation. Additionally, all enhancements, interfaces, reports, and conversions are developed and tested. This phase consists of the following primary work elements:

- Configure the SAP software – Baseline
- Data conversions / migrations
- Configure the SAP software - Final
- Develop Interfaces, enhancements and reports as needed
- Perform unit testing and integration testing

Final Preparation Phase

Final Preparation includes final change management activities, end user training, system management, “cut-over” activities, and formation of an internal help desk to support the organization after going live. During this phase all remaining open issues should be closed.

Go Live & Support Phase



"Go-Live" is the day that the team will move from a pre-production environment to a live production operation environment. To support the new system, a support organization for users will be established for the first critical days of productive operation, as well as to provide long-term support for end users. During this phase, the support team will also monitor system transactions and optimize overall system performance as needed.

Please include the name and background of the proposed team leader, along with a summary of team members and their specialties. We understand that committing to team leaders at this point in the process may require a change in resources if you are the chosen vendor. It should be noted that if the final list of team leader and/or members changes, it is expected that their specialties will be the same.

Quintel has completed over 35 ERP implementations and all of them on time and within budget. Individuals assigned to this project have worked on most of Quintel's implementation and their experience in working with SAP is shown in the below table. The following are Quintel resources that will be assigned to the City during the implementation and post go live support whether the client selects the City hosted or vendor hosted solution. It is our practice to commit the individuals shown in the proposal to the project if we are selected.

Leslie Buttorff, Quintel President and CEO, will serve as the team leader. A summary of her qualifications can be found under Section 4b. Vendor Background and Qualifications. Each team member will be fully committed to the project and will not be replaced unless requested by the City. The same people, who implement the system, would provide on-going hosted support. As resources start and finish at various times during the course of the project we will work with the City to finalize staffing and project schedule during the project preparation phase.

Quintel Staffing

Functional Area	Name
PMO	Leslie Buttorff
Project Manager	Jill Doucette
General and Technical	Jordan Buttorff
Community Development Management	Joel Halvorson and Jeet Chandwadkar
Financial Management	Brett Stark, Deep Sunkara and Roman Naumov
Human Resources and Payroll Management	Nick Buttorff and Muru Sekar
Utilities Management	Justus Talley
Facilities Management	Rick Weber
Interfaces	Zoran Markovic
Data Conversion	Jennifer French
Reports	Jake Bakke and Dave Harden
Change Management, Communications and Training Lead	Helen Vela
Trainer	TBD
Trainer	TBD

Summary of Team Members and Specialties

Please find resumes included in Appendix C.



Note the home location of the team as a whole and, if key members will be traveling to fulfill their roles on the team, the location from which they will be traveling.

The home location of the team, as a whole, is Denver, CO, however, many of our consultants reside outside of CO with several located in Florida.

Please discuss the migration of data from our existing DB2 database from the AS400iSeries to your system. Inclusion of this data is a critical requirement and we will not consider solutions that require us to maintain a legacy system.

As an SAP Partner and experienced SAP implementer, Quintel has extensive experience converting legacy data for the implementation of SAP. Based on client requirements, as defined during the Blueprint phase, Quintel has had to perform the data conversion tasks through multiple approaches, formats and legacy sources. Quintel has been successful regardless of the approach. As an example, Quintel has had to convert data to SAP from "home grown" legacy customer systems, simple spreadsheets for inventory and complete financials from other ERP systems.

In our approach the Quintel and the City data conversion teams are working in parallel with the functional teams who are configuring the system and coding the user enhancements. The benefit of this approach is that it shortens the project schedule and also allows for real time changes to be made since data and configuration are so interrelated.

Our proposed data conversion approach spans the length of the project and follows the same project methodology as other project aspects. In the proposed approach, the Quintel project team retains the responsibility of managing, developing and testing the conversion programs for all SAP objects. The City resources provide the expertise in legacy data, data mapping and data validation. In our experiences, this approach provides the project team with better control over the conversion process resulting in a higher degree of certainty that conversion milestones will be met. Finally, as mentioned, having project team programmers develop the conversion programs results in significantly lower overall implementation costs for SAP. The Quintel Data Conversion approach is a five-step process.

Discuss the experience your team brings to the process, especially recent experience implementing the same solution in other communities within our area.

1) SAP ERP for Public Sector is a top product on the market today. It provides the cities and counties with a product that can be used for an indefinite period, offering growth opportunities into other areas such as mobility, e-Citizen services, and work management.

2) SAP and Quintel have worked together on implementations for the last 13 years. Quintel has developed a public sector version of SAP that is targeted for municipalities and City governments.

3) Our approach to develop a Blueprint will be used here at the City. The key to this approach is listening to the different departments to determine common needs and individual needs, and then defining the correct solution using our experience. Another key success factor is to define 95% of the requirements up-front as it becomes more difficult to change the solution later on (think of a house building scenario—the house is almost complete and the specification changes to add another bedroom). The third area of success is our ability to work with various entities to gain consensus on the solution built. In order to build a single instance (while keeping the individual data secure) compromises will be needed.

4) Quintel will provide the City with a turn-key, fixed price approach for Software, Hardware, business transformation and process design services, implementation of SAP and training; thus replacing your existing systems. Quintel offers the City a unique offering—Quintel and SAP have over 1,500 consultants



and we are organized to deliver SAP projects (the City will always be able to find qualified SAP resources). We understand the functional requirements, SAP can meet all of the requirements set forth in the ITN, and Quintel is a WBE.

5) Our response describes the delivery and support of the solution, which will be provided by an experienced and highly qualified team from Quintel who specializes in SAP solutions. Our business transformation and organizational design consulting services focus on best practices and synergy savings. The designs focus on best practices of processes, performance measures, organizational structures, financial efficiencies, and SOD practices.

6) We provide a rapid design approach in which we bring a pre-configured solution to accelerate the design and build phases. In addition, because this system has been pre-tested, it reduces project risks. We have also learned that we provide users the ability to see and feel the new system, design decisions are facilitated.

7) Given Quintel's experience in management consulting, our team focuses on Business Solutions and use SAP as a Lever to Process Improvement. We focus on ensuring the City business benefits are achieved as a result of this project.

8) We staff a Senior Team with backgrounds in the public sector and utility industry. Our team has worked together on numerous projects, implementing best practices based on our industry knowledge. This ensures SAP is implemented efficiently and the end-to-end processes are tightly integrated to the City business benefits are achieved as a result of this project.

9) We offer a hosted solution.

Award / Recognitions	Certifying Body	Benefit to the City
Quintel won the Implementation of the Year award with Public Service Electric and Gas for its Enterprise Asset Management and Customer Care implementation.	CSWeek	Quintel has clearly demonstrated that the company, although smaller than our competitors, has the ability to run and manage company system implementations. We are quick and agile so we can respond to client issues quickly.
Quintel was the winner of the Pinnacle award in 2010.	SAP	Better SAP support
Quintel was recognized for its contribution and project management for developing the Enterprise Asset Management solution for SAP. We met with the SAP CEO to ensure the timelines were met.	SAP	Better SAP support
Quintel and Energy East were recognized as the gold implementation worldwide, as we were able to successfully implement six companies into a single instance of SAP and retiring over 1,100 legacy applications	SAP Worldwide	Quality implementation as Quintel has completed similar assignments for multiple entities.

If your solution will require extensive modification, programming or reengineering, please discuss the process in some detail, including whether this will be done here, at the City facilities, or at your location(s).



This is a major benefit to the SAP software. No customizations to core code are made yet user flexibility is required.

Discuss training in detail, including methodology, documentation and quantity. Please base your estimates on the following: 80 front line users, 3 network support professionals, 4 desktop/application support professionals, 2 IT administrators, and 10 external reviewers.

An effective integrated approach to training requiring a common set of understandings and expectations by all involved stakeholders will be outlined in a detailed training strategy and plan that will answer the following questions:

- Who needs to be trained?
- What needs to be trained?
- What are the timelines for developing and delivering the training?
- How will training be delivered?
- What are the assumptions and dependencies?

The core objective of training programs that Quintel put in place in past implementations is to provide all impacted end users with an appropriate degree of familiarization, instructional guidance, practice, and support so that:

- At go live, employees will perform their jobs effectively.
 - They will understand the new or revised business processes.
 - They will understand their new or changed role within those processes.
 - They will be able to successfully perform all of the tasks associated with their new system role.

One of the Quintel's key best practices requires that prior to the end-user system training, end users gain, through a structured and targeted education, understanding of the business process changes and how it relates to their jobs and the functions available in the system.

The training plan will logically align training activities with the project ASAP phases as depicted in the Figure below.

	Preparation and Blueprint	Realization	Final Preparation	Go-Live and Support
Training	<ul style="list-style-type: none"> • Create project team training plan • Conduct project team initial training • Develop end user training strategy • Identify candidates for the team of internal training developers and trainers (if applicable). 	<ul style="list-style-type: none"> • Prepare a detailed training plan • Get approval for activities to be carried out by players external to the project: <ul style="list-style-type: none"> – Training system – Facilities – Printing etc. • Conduct a training session/orientation for training developers including recording tool • Design training, develop curriculum and start material development • Develop and use progress tracking tool 	<ul style="list-style-type: none"> • Complete training material development including exercises and data conditioning • Structure the enrollment process and enroll end users • Prepare manuals production process • Deliver training: <ul style="list-style-type: none"> – Train the trainers – Train the SUs – Train the end users – Manage self-practice through simulation/Lab/sandbox • Conduct skills assessment 	<ul style="list-style-type: none"> • Conduct post go-live and refresher class room training • Conduct on the job one-on-one training and coaching • Issue bulletins and other communications with process/system updates • Continue building online references, job aids on as needed basis

Courses

Listing of recommended courses for each area and modules (PMO, functional and technical):

Functional Area Courses

- Finance



- BOBJ/Reporting
- Budgeting
- HR
- Payroll
- Utility Billing
- Community Development
- Any other modules in scope

The following are the expected courses and durations of functional area courses given the scope of the project. This is a tentative course list that will be refined if Quintel is selected.

Courses in Finance	Duration in Days	Total Hours
Finance Master Data	1	12
Project Accounting and Grants	1	8
Planning & Budgeting	2	16
Financial Reporting	0.5	4
Invoice Approver	0.5	4
Accounts Payable	2	16
Accounts Receivable	0.5	4
GL Master Data and GL Accounting	2	16
Cash Receipts	1.5	12
Reporting/BW (post go live)	1	8
Total Classroom Days		
Course HR-PY		
Payroll	3	24
Time Management	2	16
HR Administration/Benefits	2.5	20
ESS	0.5	4
MSS	0.5	4
Utility Billing		
Utility Billing	3	24
Service Order Management	2	16
Courses in Community Development		
Planning & Zoning	0.5	4
Permitting, Inspections, Code Enforcement	1	8
Occupational and Business Licenses	0.5	4
Work Management System		
Notification Management	1	8
Work Order Management	2	16

All courses are supplemented with on-site knowledge transfer throughout the life of the project.



Provide a list of the key risks and obstacles to a successful implementation and the measure that the City of Delray Beach can take to mitigate those risks.

Quintel has incorporated Risk Management into the way it manages and governs the overall project. The below diagram illustrates at what level risks are managed and key aspects of our governance approach used to identify and manage issues.

If it is project issue for which there is plenty of lead-time in resolution and there are no or no immediate schedule or budget impacts, the issue will be presented, discussed and resolved at the next scheduled Steering Committee meeting. If other individuals from the business or the project are needed, these individuals will be invited to the meeting to expedite resolution. If it is a project issue with immediate performance, schedule or budget impacts, the City and Quintel Project Managers will immediately resolve. If Steering Committee or business support is required, a call or adhoc meeting will be scheduled as soon as possible to resolve.

Based on previous projects similar to this City project, key project risk categories are scope, schedule/budget and the quality/acceptance of deliverables.

- Quintel has developed a very focused and disciplined approach, which has been refined over several assignments to manage scope creep, which is always a risk to a project.
- Quintel has templates that we will use for all aspects of the project. These include pre-developed templates for our specifications, business process procedures, data models, etc. These are used to increase the team's ability to meet timelines and capture the data that is needed in making key project decisions.
- Our approach to developing the end product is unique in that it is based on frequent iterations, which reduce the risks associated with a pure waterfall approach. This approach keeps the documentation; the design and the configured system "live" throughout the project and facilitates knowledge transfer.
- To manage schedule risks, Quintel brings a number of templates (step-by-step daily schedules) for workshops and key project phases such as cutover. For example, our cutover plan is a template with activities well in excess of 1,000 line items. Quintel will work within the City Program Management framework and liaise with the City regarding deliverables and coordination of all activities to ensure that deliverables are met.

Do you offer tiered support options for different audiences? Do end-users talk to the same technical support representatives as our IT team or our system administrators?

Yes, end users would talk to the IT team. The suggested SLAs for the support model are shown below. Quintel will work with the City staff to correct the defects, test and put into production. Usually the client will set up the telephone, etc. for the help desk and your staff would deal with level 1 issues such as password resets. We will deal with Level 2 and 3 issues. The severity levels we typically use are addressed below. In contract negotiations we are open to changing these to meet the City's needed.

SAP and Quintel have a dedicated 24 x 7 support group that answers the calls and addresses issues within the SLA time frames as summarized in the table below.

Priority of Customer message	Description	SLA for Corrective Action
------------------------------	-------------	---------------------------



1 = very high	<p>An Incident is properly ascribed to priority 1 if the problem has very serious consequences and the SAP system is down and not functioning. The message requires immediate processing because the mal-function can cause serious losses. This is generally caused by the following circumstances:</p> <ul style="list-style-type: none"> • Complete system outage • Malfunctions of central Software functions in the End User Production System 	4 hours* (7*24h)
2 = high	<p>The Incident may only be assigned priority High if an important business process of End Users is seriously affected and there is no manual work-around. That means necessary key activities cannot be carried out.</p> <ul style="list-style-type: none"> • Does not include Data errors. 	2 working days
3 = medium	<p>If another business process of End User is affected, the Incident may be assigned priority Medium. That means, necessary activities in the system cannot be carried out, but there is a work around to complete process.</p>	4 working days
4 = low	<p>If a business process of End User is not affected, the Incident must be assigned priority Low. For example, it could be a function that is not available from time to time or that does not work as it should but that is not necessary for daily business.</p> <ul style="list-style-type: none"> • It can be a cosmetic change or user preference. • Low volume transaction. 	TBD

SAP Enterprise Support Overview

The focus of SAP Enterprise Support services is the holistic management of your IT landscape for the entire life cycle of your applications. SAP Enterprise Support can help reduce costs and risks, and protect your IT investments by offering a simpler method for deploying and managing software innovations. You get help in running your business operations securely and seamlessly. SAP Enterprise Support facilitates the secure and uninterrupted operation of your complex IT environment. It helps to increase the stability, availability, and performance of your business processes and underlying IT solutions while supporting continuous quality improvements.

You can also use SAP Enterprise Support to identify and evaluate the innovation potential of enhancement packages and determine how they may be deployed to best meet your business process requirements. We can help reduce testing requirements by analyzing the impact of planned changes on existing business processes. Or we can help you manage your custom code with tools that clearly track and document modifications in your environment. We can also run checks after you complete an implementation for optimal operations moving forward.

In brief, SAP Enterprise Support can:

- Protect your IT investment while stimulating innovation
- Support integrated management of your solutions throughout their life cycles
- Leverage industry-leading standards for operations
- Provide consistent quality management processes for the entire SAP software landscape across all technology and all code bases
- Provide a stable base for the requirements of enterprise service-oriented architecture (enterprise SOA)
- Support mission-critical operations



- Manage the fast pace of innovation and integration and lower the total operating cost for customers

What is the turn-around time for critical outages? Do you offer any performance guarantees for your solutions and, if so, what are they?

Quintel Standard Service Levels

- Severity 1 – Causes data loss or corruption, system crash, missing major functionality. This severity implies a serious disruption that would severely impact the Operations schedule and/or numerous users.
- Severity 2 – No known work around, missing minor functionality. This severity level allows continued use of the application, but there is a known compatibility or operability disruption with no known work-around.
- Severity 3 – A functional error for which there is a City acceptable workaround. Failures assigned this severity cause no delays in production.
- Severity 4 – A minor or cosmetic error. A request that has no impact on the ability to execute a production application.
- Severity 5 – an enhancement to the system (minor and major).

Support Hours	Production and User Support Hours		
	Severity Level	Response Time	Resolution Time
Standard Working Hours: 7am to 6pm PST 24x7 emergency service (escalation procedures)	Severity 1	30 Minutes	2 Hours
	Severity 2	2 Hours	24 Hours
	Severity 3	8 Hours	72 Hours
	Severity 4	16 Hours	20 Working Days

Quintel will guarantee the system performance as we define what is needed in the Blueprint period. The metrics are established and then we test to these metrics in the later stages of testing. Response times are refined until the metrics are met or exceeded.

SAP provides the most robust transaction and analytical platform in the industry. For example, our customers leverage SAP for sophisticated and highly complex batch and online transaction processing. The expected time for batch processing including meter reading, billing and invoicing is 3-4 hours.

As part of an implementation, SAP collaborates with our customers to ensure the sizing and architecture of the solution will meet the City's present and future needs. That being said, because of solution is highly scalable--SAP can scale either horizontally (adding application servers) or vertically (using more hardware/memory)--when the workload grows, new components can simply be added to accommodate for it. High performance is achieved by a massively parallel, multithreaded architecture that supports concurrent read and write access. Another reason for the excellent performance of the SAP Application is its sophisticated memory management and caching capabilities at both database and user requests level.

What is your average response time for support questions? Please be specific.

Usually the client will set up the telephone, etc. for the help desk and your staff would deal with level 1 issues such as password resets. We will deal with Level 2 and 3 issues. The SAP system also provides for on-line knowledge base and help. Quintel has 24X7 Support Center. During the normal business hours, the user can login a ticket by any of these three methods:

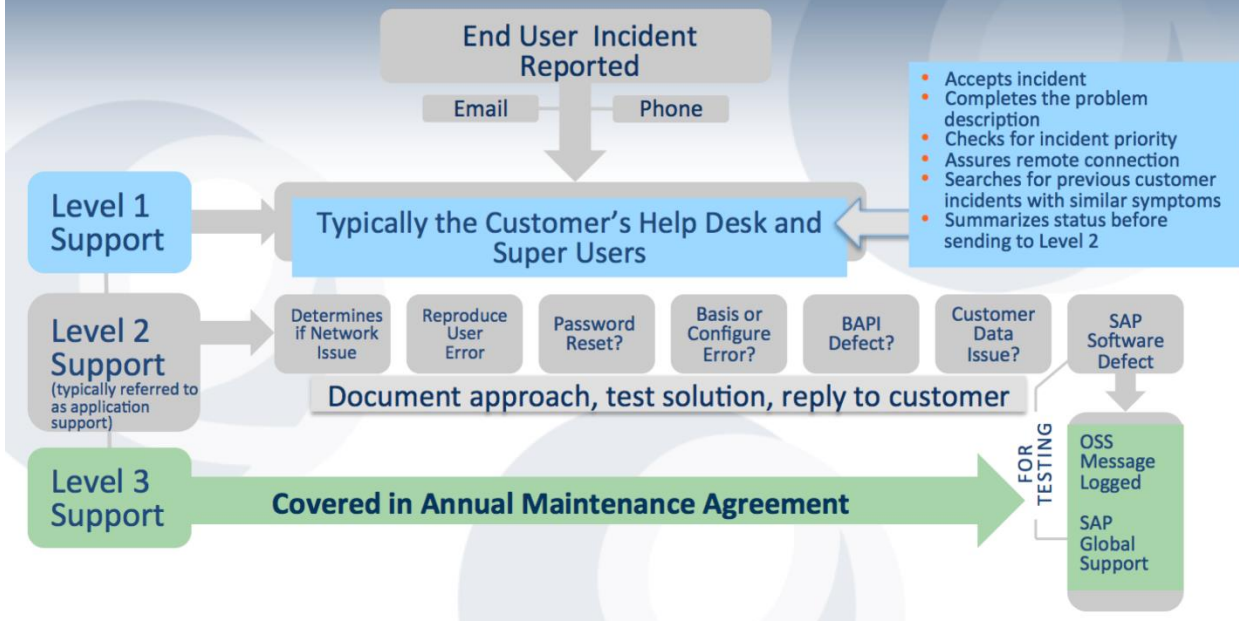
- Directly login into Quintel's service center to report an incident. Customers will be provided



with their own login details and a template to fill in all the mandatory information to login a call.

- The super users can email directly to the Quintel designated support group - naming convention - <client name>-Support@quintel-mc.com
- The super users can also call up Quintel service center directly at our hotline number to report calls. The Quintel staff will get the mandatory information from the customer and log the call in service desk.

Pricing, Support, Licensing and Service Level Agreement —Types of Support



The following strategies are used for after office hours support purpose:

- On-call support staff
- SAP Solution Manager Service Desk

ON-CALL SUPPORT

- Quintel has assigned after hours on-call support staff by rotation. Incidents received after office hours will be routed to an on-duty support staff via its support hotline. These are typically nightly batch related issues. On-duty support staff will determine the urgency of the call and take the necessary action accordingly.
- The customer is always provided one dedicated support hotline to log the emergency issues after normal business hours. The hotline is setup to automatically route to the on-duty staff contact numbers.
- SAP SOLUTION MANAGER
 - SAP Service Desk within the SAP Solution Manager will be used to automatically forward priority incidents under priority **"VERY HIGH"** to On-Call Support staff outside business hours.
 - The On-Call support staff may decide to forward incidents under priority **Very High to SAP Support** outside the business hours. The incidents from other priorities are not forwarded to SAP after hours. These could be processed by the support team during their regular business times.

Describe the user groups that meet for the proposed systems, and include information about the closest regional user group (if any) to the City of Delray Beach.

Please find information on user groups under Section 4b. The Florida Chapter aims to hold three meetings annually, one each in the major metropolitan areas of Orlando, Tampa, and South Florida. Meetings typically feature three tracks of education sessions on hot topics. The Chapter will sometimes facilitate smaller neighborhood networking events throughout the state. Their website: <https://www.asug.com/chapters/4143>.

Who will an online end-user (a customer using our web site) turn to for support and how will that support be rendered? If your online system uses a third-party component, will you offer online users support for those as well?

Quintel will perform knowledge transfer and train the City's team and selected support team to be able to resolve issues encountered by users.

Explain how responsibility for a problem is determined and how a problem is escalated if the problem is determined to be the vendor's responsibility.

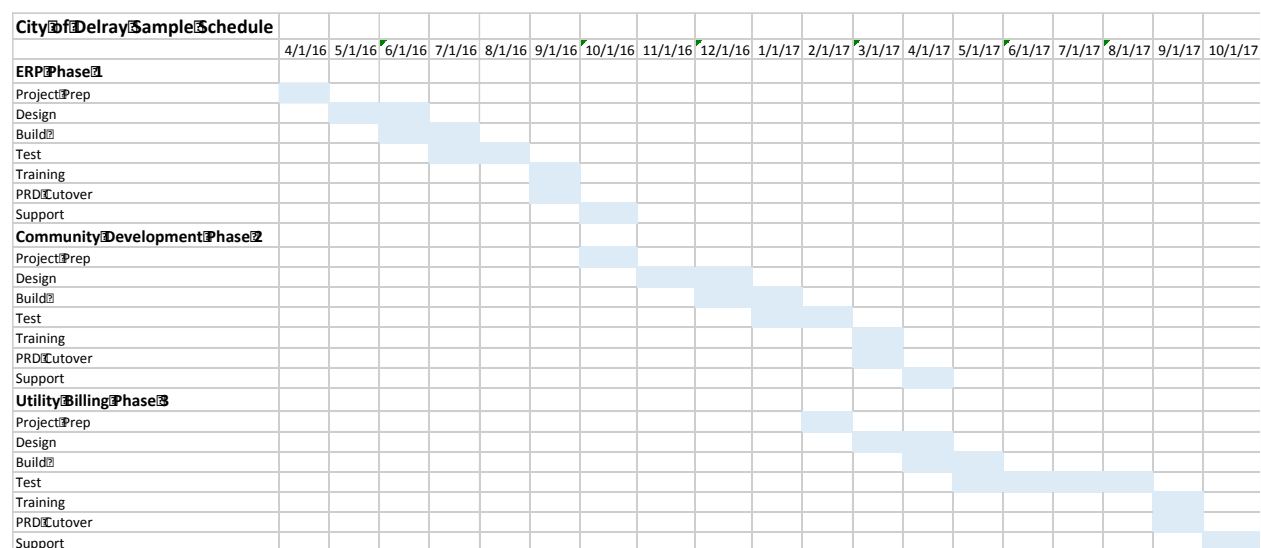
If it is project issue for which there is plenty of lead-time in resolution and there are no or no immediate schedule or budget impacts, the issue will be presented, discussed and resolved at the next scheduled Steering Committee meeting. If other individuals from the business or the project are needed, these individuals will be invited to the meeting to expedite resolution. If it is a project issue with immediate performance, schedule or budget impacts, the City and Quintel Project Managers will immediately resolve. If Steering Committee or business support is required, a call or adhoc meeting will be scheduled as soon as possible to resolve.

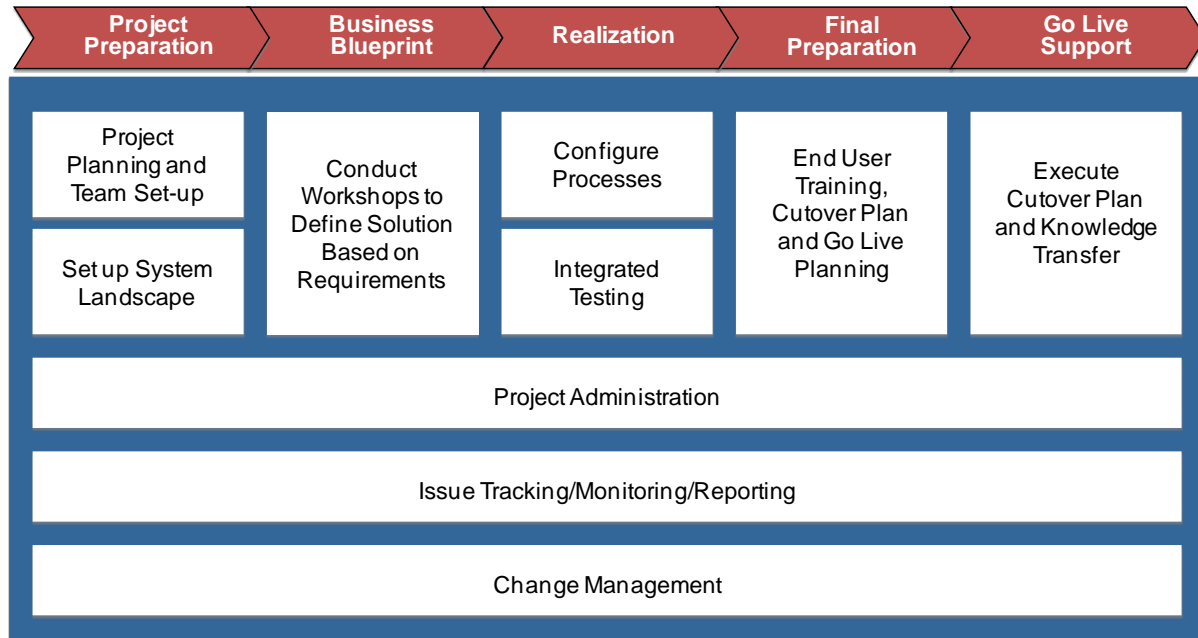
If the solution includes any "black box" hardware for which the City of Delray Beach staff will not be responsible, explain maintenance and support for those systems.

None.

Describe the approach and resources needed to implement the proposed software. Attach a proposed implementation schedule with key activities and estimated milestones.

A proposed implementation schedule with key activities is shown below.





Project Preparation Phase

This initial phase of the project represents transition from the sales cycle to the implementation phase of the project. Once the contracts are signed, the ASAP methodology begins. During Project Preparation, the focus is on getting the project started, identifying the project team members, and developing a detailed project plan and project charter. The key processes required to monitor and guide the progress of the project are designed and put into place during this phase, including status reporting, issue tracking and resolution, scope management and quality assurance.

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Go Live & Support Phase



"Go-Live" is the day that the team will move from a pre-production environment to a live production operation environment. To support the new system, a support organization for users will be established for the first critical days of productive operation, as well as to provide long-term support for end users. During this phase, the support team will also monitor system transactions and optimize overall system performance as needed.

Describe your company's service & support philosophy, how it is carried out, and how success is measured.

Quintel's philosophy is to honor the commitment we make to our clients and not to ask for change orders. In all of our implementations to date the client has come in under budget, primarily due to Quintel meeting its commitments.

Quintel would provide the City formal and informal feedback/notification if scope is beginning to creep or other City actions are impacting budget and schedule. As a fundamental element of our governance and project management approach, the City and Quintel are a team and work together to resolve issues. As such there are frequent communication opportunities to identify and correct opportunities.

If a Project or Scope Change is needed, the City and Quintel will jointly approve a governance process. The following is the outline of a process, which has been successful on other projects.

1. Any Scope Change will need to be approved by the City and Quintel Project Manager and the Steering Committee.
2. The Project Team will be directed not to work on any change until it is approved. This ensures costs are controlled. It also ensures that the proposed change is viewed from an integrated project perspective. The team needs to ensure that one functional team's change does not adversely impact a different team.
3. The changes will be reviewed at weekly team meetings to verify impact.
4. The changes will be reviewed at weekly steering committee meetings. At these meetings, the changes will be approved, disapproved or additional information needed in decision making identified.
5. The Project Manager will track the change requests and the status.
6. If approved, budgets will be modified. Depending on the scope of the change, the project plan may be impacted although serious consideration needs to be given to any change impacting project schedule.
7. The Functional Team Leads will assist the City and Quintel Project Managers in scope and change management.

Describe how you will provide ongoing services and support, such as a toll-free customer service number, annual training classes, online customer service web site, and online software maintenance.

Telephone Support

In addition to a hot line for 24x7 service for the 4 weeks post go live will be provided by Quintel, SAP provides both toll-free telephone support and online message support (via the SAP Support Portal) for all customers with an active maintenance support agreement. SAP provides toll-free telephone support, through its customer interaction centers, for all issues on a 24x7 basis, and online message support for low- and high-priority issues (priority levels 2, 3 and 4) during regular business hours. In addition, six Global Support Centers in Ireland, Spain, Austria, India, China and Malaysia provide 24x7 "follow-the-sun" online message support 365 days per year for "Priority 1" ("Very High") issues. Thus, a support consultant is always available to investigate and process very high priority issues. SAP Global Support provides the support hotline at 1-800-677-7271. SAP has more than 64,000 employees in 130 countries with more than 10,500 employees dedicated to software and software-related issues.



Onsite support

This includes support for system tuning, application configuration, interface issues, report development, network optimization, user training and tips to optimize the user experience. All these listed activities and tasks are a part of Quintel contractual post go-live support period. Some of them occur onsite (development and delivery of report, training, discussion with the City identified changes in processes and configuration and performing those) and some can be executed remotely (system tuning, programming fixes, etc.)

Online Knowledgebase

SAP maintains and updates an online library that is accessible – no additional fee – by all SAP customers.

SAP offers a vast library of online help and training information online. This information is continually updated with latest upgrade/release functionality. The SAP online library is a source of user information and technical manuals that the City can access.

- The end user documents include transactions, diagrams, etc. for the user to understand the functionality.
- These technical documents include descriptions and diagrams of the relational database structure, tables, and elements within the database.

Users Groups Online Materials. Through SAP user groups, the City can access online tutorials, classes and user group input to discuss issues and solutions that other organizations are resolving. As a large community, many clients have commented how valuable this community and its online tools are in improving their respective internal functionality.

Online Software Help. The SAP software provides a help feature to describe the transaction or error for the user while in the system.

Provide a thorough description of help desk services including dial-in, web support and ongoing maintenance.

The process for a typical support call, whether it is for an application error, report issue, data issue, etc. is as follows:

- A user calls the helpdesk
- The help desk then forwards call to an SAP support team member to investigate whether this is a training/process issue or true software issue.
- If training/process issue the SAP support team will contact the user directly and explain the process.
- If a software issue the SAP support team member will log the issue/defect, assign a consultant/developer and assign a severity level.
- The Quintel and City Project Managers will review defects to make sure categorized properly.
- Programmers and consultants will fix defects based on severity levels and priorities and then test.
- An email will be sent to the creator of the defect to retest for business approval and defect closure. Once tested successfully the defect is closed.
- Quintel will move the fix into production.
- The SAP support team will follow-up with the end-user to let the user know the fix is completed.
- The Programmer/consultant documents within the defect tracking tool what was done for the fix. If needed, technical specifications were updated depending on the magnitude of the fix.
- If the issue needs to be escalated, the City Project Manager will contact the Quintel Project manager 24x7. The Quintel Project Manager will then call the programmer/consultant to immediately address the priority issue.



The Help Desk Support Plan will be put into effect at go live. For post deployment, requests/changes will require monitoring and tracking. A procedure for tracking requests/changes will be implemented by Quintel that will address the following:

- Guidelines and standards will be established for change requests
- Categories defined that will be used for tracking change requests
- Levels of severity will be defined
- Priority classifications will be defined
- Roles and authorization levels will be defined for processing change requests
- Change request evaluation procedures will be established
- Procedures for evaluating requests will be developed and documented
- Change Request Log will be created
- Mechanism for submitting and processing change requests will be developed.
- Process for administering and communicating scope updates and change requests will be defined
- Change request reporting requirements and standard reports will be determined
- Process for closing a change request will be created.
- Open issues will be reviewed and closed
- Business benefits will be assessed and summarized
- Lessons learned will be assessed and summarized
- Change management process will be completed
- Further recommendations will be followed up on
- Issues list will be closed and signed off.

Describe how you service and troubleshoot problems for your current clients?

Quintel and SAP provide 24x7 support for its software that includes an 800 number and Solution Manager to submit defects and allow remote access/analysis/troubleshooting of the system. This is included in the maintenance fee.

Describe how you provide software updates and enhancements on a regular basis. How do you communicate these updates and enhancements? Identify associated costs if there are any. Provide documentation of your change management process.

For any changes the City would be notified in writing by Quintel when a new patch or enhancement package has been release. We will outline the contents and our recommendations—for content, timing, duration, etc. After receiving the City's approval to proceed we will schedule the system outage—usually Sat. nights at midnight. If any testing by the City is needed we will inform the City –who, what and where (if extensive testing is needed the patch may be applied on Friday night as an option.) In most cases the user training is not impacted. However, if it is a significant change then we will develop more of a formal project plan for the change and go through the normal implementation steps (although abbreviated).

Describe the number of Microsoft Certified professionals on staff (MCSE, MCSA, MCDBA, MCT, MCTS, MCITP, MCDST, MCSA, MCDBA, etc.).

Quintel has 4 Microsoft Certified professionals on staff.

i. Support (RFP Exhibit A, Section 2.9)



List in as much detail as possible the levels of support available to the City. Details should include but not be limited to the number of help desk staffers available during normal business operations, time of response to work orders, the availability of escalated technical support, the different levels of support available, etc.

Please find this information included under Section 4h.

Respondent should address any technology support services distinct and separate from normal help desk functions. These services would address the City's IT Department's technical needs for subject-matter experts on complex support operations such as version upgrade procedures, file and/or directory restorations, corrupted backup and recovery processes, and the like.

SAP will provide training on-site at the City facility for all subject matter experts. For topics such as system administration, security, etc., we do this on the job in the course of building and monitoring the system. We also provide relevant documentation. We have found this to be the most relevant approach by using the context of the project as a hands-on training between City team members and our project team.

For future system support staff we provide knowledge transfer through several methods. Quintel will ensure that a formal project and organizational change management knowledge transfer occurs to the City project team members and future system support staff in order to build/strengthen the City system support skill sets. The knowledge transfer will be accomplished through the daily project team work and wherever possible, through a formalized documentation.

Quintel will provide in-depth training to project team members, including IT at an early phase of the project. This will initiate the important task of knowledge transfer. Training will be performed systematically at every stage of the project, instead of only at the end. Quintel will document what it has configured throughout the project, and not only at the end. This is to ensure that the documentation provided at the end of the project contains sufficient detail for supporting the system after go-live.

Support websites and services available such as on-demand training videos, FAQ's, instant messaging to subject-matter expert, list services, blogs, community chat rooms, message boards, etc. and any involvement by the respondent to these services (do company employees respond to message boards, post blogs, etc.)

SAP offers a vast library of online help and training information online. This information is continually updated with latest upgrade/release functionality. The SAP online library is a source of user information and technical manuals that the City can access.

- The end user documents include transactions, diagrams, etc. for the user to understand the functionality.
- These technical documents include descriptions and diagrams of the relational database structure, tables, and elements within the database.

Users Groups Online Materials. Through SAP user groups, the City can access online tutorials, classes and user group input to discuss issues and solutions that other organizations are resolving. As a large community, many clients have commented how valuable this community and its online tools are in improving their respective internal functionality.

Online Software Help. The SAP software provides a help feature to describe the transaction or error for the user while in the system.

The following documentation is also provided:



- Process Documentation
 - Blueprints
 - Process Maps
- System Documentation – Configuration, RICEFW
 - Functional Specifications
 - Technical Specifications
 - Data Dictionary
- Communication Plans
- Employee Communications
- Customer Communications
- Testing documents and Business Process Procedures (BPPs)
- User Documentation
 - Glossary
 - Training guides and Manuals
 - Job Aids
 - Recordings/Videos
- Data Cleansing Plans
- Project Plans
- Cutover Plans
- Executive Presentations/Communications
- Performance Measures
- Status Reports

Respondents should provide any information they have on user groups, memberships, services, conferences, etc.

Please find information on user groups under Section 4b.

j. Sustainability (RFP Exhibit A, Section 2.10)

Environmental sustainability is a top priority for the City. Please provide best practice solutions and preferred implementation solutions that minimize carbon output, minimize energy consumption, etc. Solutions should include the recovery and disposal of any recommended hardware. Examples of such sustainable actions may include but do not have to be and are not limited to:

- **Utilization of smart tracking for code enforcers**
- **Route tracking for inspectors**
- **Use of hand held devices in lieu of laptops or desktop computers for field workers**
- **Communications models that minimize travel or resource consumption (Internet meetings, training, problem resolution, etc.)**

With SAP Mobile Platform, you have a Mobile Enterprise Application Platform (MEAP) that provides a backbone of common technology for building, deploying, and managing applications that can access any back-end database and run on any mobile device. This integration lowers total cost of ownership (TCO) by minimizing required interfaces. Additionally, applications developed in a MEAP environment easily share data across business processes to leverage “one source of truth.” MEAP-based solutions are scalable across channels, lines of business, geographies, divisions, and potential new programs and services that embrace the Cloud First initiatives desired by an organization, because applications built once will run on many different device types, and one set of management and security tools support all applications and devices.



k. Business Partners (RFP Exhibit A, Section 2.11)

Please provide a listing of all preferred business partners and solutions offered by them. Specifically, if there are cost savings options associated with integrating a business partner's solution to gain additional efficiencies, please provide detailed information on the integration. An additional TCO (Total Cost of Ownership) and ROI (Return On Investment) reports are required for each recommendation. Selection of a respondent's proposal does in no way indicate or guarantee any business partner business with the City.

Quintel has formed strategic alliances with multiple hardware vendors to maximize our solution offer to potential customers. Quintel is SAP's premier partner in the public sector space for municipals, utilities and counties as we specialize in these sectors.

In addition, please use this section to list third-party solution providers which have been included in your proposal.

Quintel is not proposing any third-party solutions.

l. Costing (RFP Exhibit A, Section 2.12)

The following costs associated with these applications must be included in your response:

- **Application software license fees**
- **Modification costs if denoted to satisfy a requirements**
- **Implementation, training and support services costs**
- **Data conversion costs**
- **Project management costs (including cost of onsite resource)**
- **Annual software maintenance costs for 5 years**
- **Continuous training costs (online, regional conferences, etc.)**
- **User group memberships**
- **Other anticipated costs (i.e., travel, process mapping, etc.)**

All costs have been included in Exhibit B – Schedule of Pricing.

Complete and Detailed Costing (RFP Exhibit A, Section 2.12.1.)

Your proposal must include complete details of your solution and all costs associated with each option. If your proposal mentions a function or feature, the costs associated with that function or feature must be detailed. The City of Delray Beach may disqualify and reject any proposal that fulfills one or more requirements or requests with "options" whose costs are not detailed in the proposal and included in the final cost estimate.

You should clearly mark "optional" features or functions to differentiate them from your core system, but the costs for those options must be shown.

In addition to software acquisition and implementation costs, proposals must include cost estimates for any servers or other infrastructure hardware, business analysis, training, travel, conversion, consultation, project management, process mapping, and incidental costs that the City of Delray Beach can expect to pay in association with this project. You must also include specific hardware recommendations for such things as cash drawers, card swipes, registers, client hardware (i.e., mobile devices) and other



"accessory" expenses you do not intend to provide as part of this project so our team and the City Commission can have a complete picture of the final project costs.

*Please complete the forms on **Exhibit B**. Please include any other alternative pricing options or discounts available. (Financing, etc.)*

All costs have been included in Exhibit B – Schedule of Pricing.



Chapter 5 – Public Entity Form, Drug Free Workplace Form, Conflict of Interest Form

Public Entity Crimes

NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

Pursuant to Section 287.133, *Florida Statutes*, you are hereby notified that a person or affiliate who has been placed on the convicted contractors list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity; may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work; may not submit proposals on leases or real property to a public entity; may not be awarded or perform work as a contractor, supplier, sub-Proposer, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 [F.S.] for Category Two [\$35,000.00] for a period of thirty-six (36) months from the date of being placed on the convicted contractors list.

Acknowledged by:

Quintel Management Consulting

Firm Name

Leslie A. Buttorff

Signature

Leslie Buttorff, CEO and President

Name and Title(Print or Type)

February 12, 2016

Date



Drug-Free Workplace

If identical tie bids exist, preference will be given to the vendors who submit a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. The drug-free workplace preference is applied as follows:

IDENTICAL TIE BIDS: Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program.

As the person authorized to sign this statement, I certify that this firm complies fully with the following requirements:

- 1) This firm publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) This firm informs employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) This firm gives each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), this firm notifies the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) This firm imposes a sanction on or requires the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) This firm will continue to make a good faith effort to maintain a drug-free workplace through implementation of this section.

Quintel Management Consulting

Firm Name

Leslie A. Buttorff

Signature

Leslie Buttorff, CEO and President

Name and Title(Print or Type)

February 12, 2016

Date



Conflict of Interest Disclosure Form

The award of this RFP/Bid is subject to the provisions of Chapter 112, Florida Statutes and Palm Beach County Ordinance Section 2-443. All Proposers/Bidders must disclose within their proposal: the name of any officer, director, or agent who is also an employee of the City of Delray Beach.

Furthermore, all Proposers/Bidders must disclose the name of any City employee or relative of a City employee who owns, directly or indirectly, an interest in the Proposers/Bidders firm or any of its branches.

The purpose of this disclosure form is to give the City the information needed to identify potential conflicts of interest for key personnel involved in the award of this RFP/Bid.

The term "conflict of interest" refers to situations in which financial or other personal considerations may adversely affect, or have the appearance of adversely affecting, an employee's professional judgment in exercising any City duty or responsibility in administration, management, instruction, research, or other professional activities.

Please check one of the following statements and attach additional documentation if necessary:

☒ To the best of our knowledge, the undersigned firm has no potential conflict of interest as defined in Chapter 112, Florida Statutes and Section 2-443, Palm Beach County Code of Ordinances.

☐ The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest as defined in Chapter 112, Florida Statutes and Section 2-443, Palm Beach County Code of Ordinances.

Acknowledged by:

Quintel Management Consulting

Firm Name

Leslie A. Buttorff

Signature

Leslie Buttorff, CEO and President

Name and Title (Print or Type)

February 12, 2016

Date



Chapter 6 – Acknowledgement of Addenda Form

Acknowledgment of Addenda

The Proposer/Bidder hereby acknowledges the receipt of the following addenda, which were issued by the City and incorporated into and made part of this RFP/Bid. The Proposer/Bidder acknowledges that it is solely responsible for ensuring that it is aware of, and in receipt of, all addenda.

ADDENDUM NUMBER	DATE RECEIVED	PRINT NAME OF AGENT	TITLE OF AGENT	SIGNATURE OF AGENT
1	2/1/16	Leslie Buttorff	CEO and President	<i>Leslie A. Buttorff</i>



Appendix A – JobZology (Optional)

We are proposing SAP E-Recruiting and JobZology as optional for the City. This solution would replace the City's existing recruiting application, NeoGov.

Why jobZology™?

jobZology™ is software powered by an algorithm that matches candidates to employers based on scientific predictability of fit. That is to say, measures of fit to a job they may pursue and fit to the culture where the employee will work. The end result is enhanced levels of engagement, and feelings of satisfaction about the work they do as well as feelings of fit to employers they may choose.

Based on poor job satisfaction and engagement survey results consistently reported by the Department of Labor each and every year, jobZology™ is here to disrupt the antiquated and ineffective methods for how employers do talent selection and employee engagement and talent development.

jobZology™ was founded by two Vocational and Industrial/Organizational Psychologists from Colorado State University and two business entrepreneurs with backgrounds in engineering management and business development. jobZology™ leverages its connections as a CSU Ventures based start up to stay connected to its scientific roots in research and development as well as hold itself accountable to its provisionally patented and trademarked systems and process of predictability of fit.

jobZology™ originated as the Vocational Workforce Assessment Network (VWAN). This was a research grant funded by the department of education (FIPSE). The purpose was to study outcomes of success when students chose fields and courses of study where their Value, Interests and Personality measures were in alignment with the those reporting satisfaction in current jobs by SIC Code.

With two and half years of tested experience and over thirty business and educations clients, jobZology™ is impacting the social and financial health of students and companies. jobZology™ does this by offering value to both future job seekers and employers when making the match based on fit to job and company culture.

Employers that use the tool benefit from a single interface that eliminates barriers to posting a job, attracting candidates, evaluating candidates for talent, and making decisions on who predictably is the best hire. The jobZology™ employer experience helps a company measure their environment; uses those measures to determine cultural traits, and provides measures of what it means for candidates to match by fit score. Employers can find the talent they seek by automatically getting connected or searching the database for job seekers that have been measured by their specific needs

Those needing education, future job seekers and career life planners that use the tool benefit from a single interface that eliminates barriers to finding a job or a career path. Our Virtual Career Coaching application provides assessments to help guide them in selecting vocational pathways to happiness. jobZology™ offers tools that help job seekers create a resume and cover letter, prepare for interviews, and develop meaningful social media marketing. Currently connected to national workforce centers and soon to be connected to sites like Indeed, LinkedIn and Career Builder, the job seeker interface of jobZology™ allows not only job searches based on predictability of fit, but also allows employers to automatically find them.

The jobZology™ software is delivered by a SaaS model. We Co-Brand and present the tool as a solution "powered by jobZology™". Our clients embed the offering into existing systems as an overlay to processes they may already have.

Talent Match – Applicant Screening



The Science Behind Employees That Fit

Scientific Measure

Rooted in years of research and development at Colorado State University, jobZology™ uniquely provides assessments to quickly determine an applicant's workplace drivers for happiness.

Assessments

jobZology™ provides measurement of the following:

- Values
- Interests
- Personality
- Workplace Preferences

Together these provide a baseline for understanding what type of job a person fits best and what they require from a company's culture to thrive.

Automated

jobZology™ provides online automation of all assessments and match results.

Hire only individuals who FIT your Culture and Job

jobZology™'s Talent Match provides crucial insights into inbound applicants fit to your unique culture and the specific job role you will be looking to place them into. By establishing Fit your new employee will be more satisfied, engaged, and loyal resulting in lower turnover and a passionate workforce.

Candidates

User Name	Match Quality		
	Combined ▾	Position ▾	Culture ▾
<u>Leftwich, Eric</u>	Strong	Fair	Very Strong
<u>Noland, Bryce</u>	Strong	Weak	Very Strong
<u>Smith, Ben</u>	Strong	Good	Very Strong
<u>Hevelone, Travis</u>	Good	Fair	Strong
<u>Kraft, Jordan</u>	Good	Strong	Fair
<u>Zuckerberg, Dave</u>	Good	Fair	Good
<u>Goodbody, Kevin</u>	Good	Weak	Strong
<u>Dik, Bryan</u>	Fair	Strong	Weak
<u>Smithers, Holly</u>	Fair	Very Strong	Weak
<u>Malone, Trevor</u>	Fair	Weak	Fair

Within seconds see how your talent pool ranks in terms of Fit to Job and Culture. Focus your time and efforts and eliminate combing through countless resumes.

Talent Match – Applicant Screening

Understand who the applicant is well before the interview

Understand how each applicant fits the job and your culture by drilling into their results. Identify specific areas of concern and read about their fit analysis.

Overall Fit

Position & Culture: Strong

Certified Nurses Assistant: Good

Desired Culture: Very Strong

Position Fit Detail

Position Interests Fit: Fair

Position Values Fit: Strong

Culture Fit Detail

Desired Culture Fit: Very Strong

VIP Detail Report

Appendix: Values, Interests, and Cultural Values Definitions

[Return to Menu](#)

Fit By Category | Fit Analysis | Interview Questions

Interests Fit

Fit By Category:

Interests Category	Certified Nurses Assistant	Ben Smith
Realistic	Moderate Importance	High Importance
Investigative	Low Importance	High Importance
Artistic	Low Importance	High Importance
Social	High Importance	High Importance
Enterprising	Low Importance	Moderate Importance
Conventional	High Importance	High Importance

Interview questions to better inform the hiring process

Explore areas where fit is strong and weak to get the information you need to make a decision.

Potential Interview Questions:

Use these questions to help determine if Ben would be a good fit for your position opening. In some cases, a question will have more than one option. These options will be displayed as follows:

[**option A** | **option B** | **option C**]

In these cases, select the option which is most appropriate for the position opening you are filling.

Exploring Shared Interests

Social: This job often requires working closely with other people. What is it about that type of work that is appealing to you? And why?

Social: This job often requires working closely with other people. What are some jobs or hobbies you've had in the past that place similar demands on you? What did you enjoy or not enjoy about these activities?

Conventional: This job has many specific routines or processes that must be followed. What is it about that type of work that is appealing to you? And why?

Conventional: This job has many specific routines or processes that must be followed. What are some jobs or hobbies you've had in the past that place similar demands on you? What did you enjoy or not enjoy about these activities?

Proven solutions to help you Hire, Ignite and Engage



The Science Behind Employees That Fit

Scientific Talent Selection

Rooted in years of research and development at Colorado State University, we uniquely put the science of predictive feelings of fit in the hands of those choosing your most important resource, the people who ARE your business.

Fit to Job and Fit to Culture

We measure candidates Fit to job by interest and values.

This ensures they find meaning and happiness in the job you hire them to do.

We map our proprietary measures of an organization's culture profile with your very own values, mission and vision beliefs.

We use those measures to provide candidate and employee analysis to ensure you hire and grow those that will just seem to "get it".

This means better hires, better retention, better engagement and sustainable business.

Stop Jeopardizing Quality of Your Brand Due to Turnover

Quality comes from continuity in your people. We put the science of predictive fit in the hands of innovative companies looking for that competitive edge in talent selection. Our suite of tools allows our clients to learn in seconds which candidates will love the jobs they are hired to do and love the company culture where they do it.

Why Throw Away Money On Candidates That Won't Fit?

The bureau of labor and employment provides stats that state, '70% of the American workforce reports they don't like work'. Ask yourself, "What are you doing to find the 30% of those that do? "

On average, it's reported that companies can have up to 30% turnover annually.

Based on the cost to attract, interview, select and onboard a typical candidate, this could mean your organization may be spending millions of dollars annually even if your organization employs only a few hundred people.

Let us help you calculate those costs and show you how we save our clients hundreds of thousands of dollars each and every year through our process of hire, ignite and engage.

320 East Vine Drive, Suite 213 • Fort Collins, CO 80524

www.jobzology.com



Appendix B – License and Maintenance Agreements (RFP Section 2.7, Section Number 2.6 / Proposal Section 4g.)

Sample license and maintenance agreements must be provided in this part of the Vendor's response for all components of the recommended solution (i.e., hardware, software, operating system, database, etc.). Indicate the basis on how licenses are determined.

**Software Order Form for Indirect Sales No. 1 ("Order Form No. 1")
between
Quintel-MC, Inc. ("SAP Reseller")
and
City ("Licensee")
effective November 30, 2015**

PREAMBLE:

SAP Reseller and Licensee agree that this first Order Form is a binding agreement for the SAP Software and/or maintenance and support services set forth herein and is governed by the **SAP Software License Agreement General Terms and Conditions (for indirect sales) with SAP Reseller as Licensor** which is attached as Attachment A and the applicable Software Use Rights document current at the time of execution of this document which is attached as Attachment B and is hereby made a part hereof.

All components are integral to this agreement, and collectively are referred to herein as the "Agreement". SAP Reseller recommends Licensee print a copy of the SAP Software Use Rights document for Licensee's own records. The following order of precedence shall be applied in the event of conflict or inconsistency between provisions of the components of this Agreement: (i) the body of this Order Form; (ii) Attachment B to this Order Form, (iii) Attachment A to this Order Form and (iv) other schedules or items that the parties agreed apply to this Agreement. If Licensee has an affiliate or subsidiary with a separate agreement for SAP software licenses and/or support services with SAP SE, any SAP SE affiliate (including SAP) or any other distributor of SAP software, the Software shall not be Used to run such affiliate's or subsidiary's business operations and such affiliate or subsidiary shall not receive any support services under this Agreement even if such separate agreement has expired or is terminated, unless otherwise agreed to in writing by the parties.

Licensed Software – Schedule 1

Material Number	Product	SAV*	TPP*	Blocks of (units)	License Metric	License Quantity
7003013	SAP Developer User	Y		1	SAP Developer User	XXX
7003012	SAP Professional User	Y		1	SAP Professional User	XXX
7003016	SAP Employee Self-Service User	Y		1	SAP Employee Self-Service User	XXX
7009705	SAP Learning User	Y		1	SAP Learning User	XXX
7011045	SAP Manager Self-Service User	Y		1	SAP Manager Self-Service User	XXX
ERP_PACKAGE	SAP ERP Foundation Starter	Y		1	SAP ERP Foundation Starter	XXX
7017373	SAP Payroll Processing	Y		500	Employees	XXX
7017374	SAP E-Recruiting	Y		500	Employees	XXX
7011638	SAP Extended Procurement	Y		1,000,000	Spend volumes	XXX
7017551	SAP Procurement, extension for Public Sector and Regulated Industries	Y		1,000,000	Spend volumes	XXX
7017275	SAP Multiresource Scheduling	Y		1	Resources	XXX
7010560A	SAP Public Budget Formulation, first 8 units	Y		1,000,000,000	Total annual budgets	XXX
7015763	SAP Bill-To-Cash Management for Water Utilities	Y		1,000	Contracts	XXX



7015775	SAP Sales Management and Customer Service for Water Utilities	Y		1,000	Contracts	XXX
7016761	SAP Bill-To-Cash Management for Waste and Recycling	Y		1,000	Contracts	XXX
7009398	SAP Tax and Revenue Management for PS	Y		50,000	Business partners	XXX
7016078	SAP Org Visualization by Nakisa, Enterprise	Y	X	500	Employees	XXX
7011484	SAP Organization Visualization by Nakisa, Org Planning	Y	X	1	Users	XXX
7010531	SAP Interactive Forms by Adobe, individual user	Y	X	1	Licensed users	XXX
7016976	SAP Mobile Platform Developer	Y		1	Users	XXX
7016977	SAP mobile platform	Y		1	Users	XXX
7015835	SAP Enterprise Integration for Work Manager mobile app	Y		1	Users	XXX
7017716	SAP BusinessObjects BI, Edge edition with data integration (CS)	Y		5	Concurrent sessions	XXX
7001152	Database		X	1	MS SQL Server Enterprise Edition	XXX

Support Services and Fees

Support Type: **Reseller delivered
Standard Support**

SAP Standard Support and Payment: SAP Standard Support offered by RESELLER is set forth in the SAP Standard Support Schedule to the Agreement. SAP Standard Support shall commence as of the first day of the month following the Effective Date of this Order Form. The initial term of SAP Standard Support is the remainder of the current calendar year and the next full calendar year ("Initial Term"). After the Initial Term and subject to the Agreement and SAP Standard Support Schedule, SAP Standard Support shall renew at the beginning of each calendar year for the subsequent one year period.

SAP Support Fees are invoiced on an annual basis effective January 1 of a calendar year and payable Net 30 days from date of invoice. Any SAP Support Fees due prior to January 1 are invoiced on a pro-rata basis for the given calendar year in effect.

Software Delivery

Delivery of all Software licensed hereunder will be made by Reseller making such Software available for download or other electronic transmission to Licensee's location at: XXXXX

Additional Terms

The following additional product specific terms and conditions apply:

"SAP Public Budget Formulation, first 8 units" are identified as Focused Business Solutions.

Validity of Offer

The validity of this offer will expire November 15, 2014 unless sooner executed by Licensee, or extended in writing by Reseller.

IN WITNESS WHEREOF, the undersigned, intending to be legally bound, have duly executed this Agreement to become effective as of the Effective Date.

Accepted by:
Quintel Management Consulting, Inc.

(Reseller)

By: _____

Title: CEO and President

Date: _____

Accepted by:
City

(Licensee)

By: _____

Title: _____

Date: _____

ATTACHMENT A

SOFTWARE LICENSE AGREEMENT
General Terms and Conditions (for indirect sales) with SAP Reseller as Licensor
("GTC")

1. DEFINITIONS.

- 1.1 "Add-on" means any development using SAP API's that adds new and independent functionality, but does not modify existing SAP functionality.
- 1.2 "Agreement" means these GTCs, any Order Form referencing these GTCs, and the Use Terms and Schedules referenced by these GTCs and/or such Order Forms.
- 1.3 "API" means SAP's application programming interfaces, as well as other SAP code that allow other software products to communicate with or call on SAP Software (for example, SAP Enterprise Services, BAPIs, Idocs, RFCs and ABAP or other user exits) provided under this Agreement.
- 1.4 "Affiliate" mean any legal entity in the Territory in which the Licensee, directly or indirectly, holds more than fifty percent (50%) of the shares or voting rights. Any such legal entity shall be considered an Affiliate for only such time as such equity interest is maintained.
- 1.5 "Business Partner" means a legal entity that requires access to the Software in connection with Licensee's internal business operations, such as customers, distributors and/or suppliers of Licensee.
- 1.6 "Confidential Information" means, with respect to SAP Reseller and SAP, all information which SAP Reseller or SAP protects against unrestricted disclosure to others, including but not limited to: (a) the Software and Documentation and other SAP Materials, including without limitation the following information regarding the Software: (i) computer software (object and source codes), programming techniques and programming concepts, methods of processing, system designs embodied in the Software; (ii) benchmark results, manuals, program listings, data structures, flow charts, logic diagrams, functional specifications, file formats; and (iii) discoveries, inventions, concepts, designs, flow charts, documentation, product specifications, application program interface specifications, techniques and processes relating to the Software; (b) the research and development or investigations of SAP; (c) product offerings, content partners, product pricing, product availability, technical drawings, algorithms, processes, ideas, techniques, formulas, data, schematics, trade secrets, know-how, improvements, marketing plans, forecasts and strategies; and (d) any information about or concerning any third party (which information was provided to SAP Reseller or SAP subject to an applicable confidentiality obligation to such third party). With respect to Licensee, "Confidential Information" means all information which Licensee protects against unrestricted disclosure to others and which (i) if in tangible form, Licensee clearly identifies as confidential or proprietary at the time of disclosure; and (ii) if in intangible form (including disclosure made orally or visually), Licensee identifies as confidential at the time of disclosure, summarizes the Confidential Information in writing, and delivers such summary within thirty (30) calendar days of any such disclosure.
- 1.7 "Documentation" means SAP Reseller's and SAP's documentation which is delivered or made available to Licensee with the Software under this Agreement.
- 1.8 "Intellectual Property Rights" means patents of any type, design rights, utility models or other similar invention rights, copyrights, mask work rights, trade secret or confidentiality rights, trademarks, trade names and service marks and any other intangible property rights, including applications and registrations for any of the foregoing, in any country, arising under statutory or common law or by contract and whether or not perfected, now existing or hereafter filed, issued, or acquired.
- 1.9 "Modification" means (i) a change to the delivered source code or metadata; or (ii) any development, other than a change to the delivered source code or metadata, that customizes, enhances, or changes existing functionality of the Software including, but not limited to, the creation of any new application program interfaces, alternative user interfaces or the extension of SAP data structures; or (iii) any other change to the Software (other than an Add-on) utilizing or incorporating any SAP Materials (defined below).
- 1.10 Intentionally blank
- 1.11 "SAP Materials" means any software, programs, tools, systems, data or other materials made available by SAP Reseller to Licensee in the course of the performance under this Agreement including, but not limited to, the Software and Documentation, as well as any information, materials or feedback provided by Licensee to SAP Reseller or to SAP relating to the Software and Documentation.
- 1.12 "SAP Reseller" means an independent entity (Quintel) authorized by SAP to market, promote and distribute the Software and/or to provide services related to the Software.
- 1.13 "SAP Delivered Support" means SAP's then-current SAP support offering, if agreed to by SAP and licensee and referenced in the applicable Software Order Form or Appendix to this Agreement and made a part hereof.
- 1.14 "Software" means (i) any and all software products licensed to Licensee under this Agreement as specified in Software Order Forms hereto, all as developed by or for SAP, SAP AG, Business Objects Software Limited and/or any of their affiliated companies and delivered to Licensee hereunder; (ii) any new releases thereof made available through unrestricted shipment pursuant to the respective support agreement and (iii) any complete or partial copies of any of the foregoing. Software, as used in these GTC, does not include any software products provided to Licensee by SAP Reseller that were not licensed via the SAP's Reseller agreement with SAP.
- 1.15 "Software Order Form" means the order form placed by the SAP Reseller with SAP for the Software ordered by Licensee from the SAP Reseller, including information on Software and other information necessary for the delivery of such items to Licensee.
- 1.16 "Territory" means the United States of America.
- 1.17 "Third Party Software" means (i) any and all software products and content licensed to Licensee under this Agreement as specified in Software Order Form(s) hereto, all as developed by companies other than SAP, SAP AG, Business Objects Software Limited and/or any of their affiliated companies and delivered to Licensee hereunder; (ii) any new releases thereof made available



through unrestricted shipment pursuant to the respective support agreement for SAP Delivered Support or an SAP-approved Support program provided by SAP Reseller and (iii) any complete or partial copies of any of the foregoing. Third Party Software, as used in these GTC, does not include any software products provided to Licensee by SAP Reseller that were not licensed via the SAP's Reseller agreement with SAP.

1.18 "Use" means to activate the processing capabilities of the Software, load, execute, access, employ the Software, or display information resulting from such capabilities.

1.19 "Use Terms" means, with regard to Software specified in a Software Order Form, the SAP Software Use Rights document current at the time of execution of such Software Order Form and attached to such Software Order Forms. Such SAP Software Use Rights documents are incorporated herein by reference. SAP recommends Licensee prints copies of the applicable SAP Software Use Rights documents for Licensee's own records.

2. LICENSE GRANT.

2.1 License.

2.1.1 Subject to Licensee's compliance with all the terms and conditions of this Agreement, SAP Reseller grants to Licensee a non-exclusive, perpetual (except for subscription based or term licenses) license to Use the Software, Documentation, and other SAP Materials at specified site(s) within the Territory to run Licensee's and its Affiliates' internal business operations (including customer back-up and passive disaster recovery) and to provide internal training and testing for such internal business operations and as further set forth in the Software Order Form, unless terminated in accordance with Section 5 herein. Notwithstanding the foregoing restriction on Use of the Software within the Territory, Named Users may remotely access the Software from locations outside the Territory provided the Designated Unit is located in the Territory and subject to terms of Section 12.4 of the GTC. This license does not permit Licensee (without being limited specifically to such restrictions) to: (i) use the SAP Materials to provide services to third parties (e.g., business process outsourcing, service bureau applications or third party training) other than to Affiliates (subject to Section 2.2); (ii) lease, loan, resell, sublicense or otherwise distribute the SAP Materials, other than distribution to Affiliates (subject to Section 2.2); (iii) make any Use of or perform any acts with respect to the SAP Materials other than as expressly permitted in accordance with the terms of this Agreement; or (iv) use Software components other than those specifically identified in the Software Order Form, even if it is also technically possible for Licensee to access other Software components. Business Partners may Use the Software only through screen access and solely in conjunction with Licensee's Use and may not Use the Software to run any of Business Partners' business operations.

2.1.2 Licensee agrees to install the Software only on information technology devices (e.g. hard disks or central processing units) identified by Licensee pursuant to this Agreement and that has been previously approved by SAP Reseller in writing or otherwise officially made known to the public as appropriate for Use or interoperation with the Software (the "Designated Unit"). Licensee must hold the required licenses as stated herein and in the applicable Order Forms, for any individuals that Use the Software, including employees or agents of Affiliates and Business Partners. Use may occur by way of an interface delivered with or as a part of the Software, a Licensee or third-party interface, or another intermediary system.

2.1.3 The terms and conditions of this Agreement relative to "Software" apply to Third Party Software except as otherwise stated in the Software Use Rights Schedule, a Schedule, an Order Form or an Amendment.

2.1.4 This license does not contain a license to use the integrated third-party database unless licensed as specified in the authorized order form submitted by Licensee to SAP or an SAP Reseller. If licensed through SAP or its authorized distributor, the third-party database license is licensed solely as a runtime version limited to Use by Licensee solely in support of Licensee's Use of the Software hereunder.

2.2 Affiliates' Use of the Software, Documentation and other SAP Materials to run their internal business operations as permitted under Section 2.1.1 is subject to the following: (i) the Affiliate agrees to be bound by the terms herein in the form of Schedule A ("Affiliate Use Agreement") attached hereto; and (ii) a breach of such Affiliate Use Agreement by Affiliate shall be considered a breach by Licensee hereunder. If Licensee has an affiliate or subsidiary with a separate agreement for SAP software licenses and/or support services with SAP AG, any SAP AG affiliate (including SAP) or any other distributor of SAP software, the Software shall not be Used to run such affiliate's or subsidiary's business operations and such affiliate or subsidiary shall not receive any support services under this Agreement even if such separate agreement has expired or is terminated, unless otherwise agreed to in writing by the parties.

2.3 Outsourcing Services. With SAP Reseller's prior written consent, Licensee may permit services providers to access the Software solely for the purpose of providing facility, implementation, systems, application management or disaster recovery services to Licensee in connection with the business of Licensee for which the Software is herein licensed provided: (i) Licensee and such services provider execute a written agreement that includes provisions requiring such services provider's compliance with the terms of this Agreement prior to such access, including without limitation non-disclosure of SAP Confidential Information; (ii) Licensee shall hold the required licenses as stated in the Use Terms for all employees of such services provider authorized to access the Software; (iii) such services provider shall be permitted to Use the Software solely to install and configure the Software in accordance with the business of Licensee as set forth herein (or in the case of a disaster recovery vendor, to provide disaster recovery services only); (iv) under no circumstances may such services provider Use the Software to operate or provide processing services to Licensee or any other party, or in connection with such services provider's own business operations; (v) Licensee shall be responsible for any additional Software, migration tools, or third party software needed to effect such transition; and (vi) Licensee expressly agrees to indemnify SAP, its officers, employees, agents and subcontractors from and against all claims, liabilities, losses, damages and costs (including reasonable attorney fees) suffered by SAP arising from a breach by the services provider of the conditions of this Agreement. Upon SAP Reseller request, Licensee shall provide written confirmation to SAP Reseller that items (i)-(iv) are fulfilled.

3. VERIFICATION. SAP Reseller shall be permitted to audit (at least once annually and in accordance with SAP standard procedures, which may include on-site and/or remote audit) the usage of the SAP Materials. Licensee shall cooperate reasonably in the conduct of such audits. In the event an audit reveals that (i) Licensee underpaid license fees and/or SAP support fees to SAP Reseller or to SAP and/or (ii) that Licensee has Used the Software in excess of the license quantities or levels stated in the Software Order Form, Licensee shall pay such underpaid fees and/or for such excess usage based on SAP List of Prices and Conditions.



Software and Support governing use in effect at the time of the audit, and shall execute an additional Software Order Form in accordance with the terms of the Agreement to affect the required licensing of any additional quantities or levels. Reasonable costs of SAP's Reseller's audit shall be paid by Licensee if the audit results indicate usage in excess of the licensed quantities or levels. SAP Reseller reserves all rights at law and equity with respect to both Licensee's underpayment of License fees or SAP support fees and usage in excess of the license quantities or levels.

4. SAP RESELLER RELATIONSHIP/PRICE AND PAYMENT.

4.1 Licensee acknowledges and agrees that the SAP Reseller through which Licensee has arranged for the procurement of this license or from which Licensee receives any services related to the Software is not an agent of SAP. The SAP Reseller is an independent company, person, or entity with no authority to bind SAP or to make representations or warranties on behalf of SAP. SAP makes no representations or warranties as to such authorized distributor or reseller, or any other third party, related to the performance of the products or services of such entities, and fully disclaims any such warranties in accordance with Section 7.2. In addition, Licensee expressly acknowledges and agrees that SAP is entitled to rely on written information from SAP Reseller in making any determination as to termination of this license relative to Section 5.1 (iv), and SAP shall have no liability to Licensee for any actions thereunder based on SAP's reasonable belief in the accuracy or reliability of such information.

4.2 Licensee shall pay to SAP and/or SAP Reseller fees and any applicable taxes for the Software and Support Services specified in the Software Order Form(s) made part of this Agreement.

5. TERM.

5.1 Term. This Agreement and the license granted hereunder shall become effective as of the date first set forth in the applicable SAP Software Order Form which makes reference to and incorporates the terms herein and shall continue in effect thereafter unless terminated upon the earliest to occur of the following: (i) thirty days after Licensee gives Reseller written notice of Licensee's direction to terminate this Agreement, for any reason, but only after payment of all License and SAP support fees then due and owing; (ii) thirty days after Reseller gives Licensee notice of Licensee's material breach of any provision of the Agreement (other than Licensee's breach of its obligations under Sections 6, 10 or 11, which breach shall result in immediate termination), including more than thirty days delinquency in Licensee's payment of any money due hereunder, unless Licensee has cured such breach during such thirty day period; (iii) immediately if Licensee files for bankruptcy, becomes insolvent, or makes an assignment for the benefit of creditors; or (iv) 30 days after SAP Reseller gives Licensee notice of Licensee's breach of any obligations under separate agreement to SAP Reseller, including non-payment of any fees thereunder. For the avoidance of any doubt, termination of the Agreement shall strictly apply to all licenses under the Agreement, its appendices, schedules, addenda and order documents and any partial termination of the Agreement by Licensee shall not be permitted in respect of any part of the Agreement, its appendices, schedules, addenda, order documents.

5.2 End of Term Duties. Upon any termination hereunder, Licensee and its Affiliates shall immediately cease Use of all SAP Materials and Confidential Information. Within thirty (30) days after any termination, Licensee shall irretrievably destroy or upon SAP's request deliver to SAP Reseller all copies of the SAP Materials and Confidential Information in every form, except to the extent it is legally required to keep it for a longer period in which case such return or destruction shall occur at the end of such period. Licensee must certify to Reseller in writing that it has satisfied its obligations under this Section 5.2. Licensee agrees to certify in writing to Reseller that it and each of its Affiliates has performed the foregoing. Sections 3, 4, 5.2, 6, 7.2, 8, 9, 10, 12.4, 12.5 and 12.6 shall survive such termination. In the event of any termination hereunder, Licensee shall not be entitled to any refund of any payments made by Licensee. Termination shall not relieve Licensee from its obligation to pay fees that remain unpaid.

6. INTELLECTUAL PROPERTY RIGHTS.

6.1 Reservation of Rights. The SAP Materials, and all Intellectual Property Rights embodied in the foregoing, shall be the sole and exclusive property of SAP, SAP AG (the parent company of SAP) or its or their licensors, subject to any rights expressly granted to Licensee in Section 2 and 6.3 herein. Except for the rights set forth in Section 6.3 herein, Licensee is not permitted to modify or otherwise make derivative works of the Software. Any such unauthorized works developed by Licensee, and any Intellectual Property Rights embodied therein, shall be the sole and exclusive property of SAP or SAP AG.

6.2 Protection of Rights. Licensee shall not copy, translate, disassemble, or decompile, nor create or attempt to create the source code from the object code of the Software in any manner. Reverse engineering of the Software and other SAP Materials is prohibited. Licensee is permitted to back up data in accordance with good information technology practice and for this purpose to create the necessary backup copies of the Software. Backup copies on transportable discs or other data media must be marked as backup copies and bear the same copyright and authorship notice as the original discs or other data media. Licensee must not change or remove SAP's copyright and authorship notices.

6.3 Modifications/Add-ons.

6.3.1 Conditioned on Licensee's compliance with the terms and conditions of this Agreement, Licensee may make Modifications and/or Add-ons to the Software in furtherance of its permitted Use under this Agreement, and shall be permitted to use Modifications and Add-ons with the Software in accordance with the License grant to the Software set forth in Section 2.1.1(a) herein. Licensee shall comply with SAP's registration procedure prior to making Modifications or Add-ons. All Modifications and all rights associated therewith shall be the exclusive property of SAP and SAP AG. All Add-ons developed by SAP (either independently or jointly with Licensee) and all rights associated therewith shall be the exclusive property of SAP and SAP AG. Licensee agrees to execute those documents reasonably necessary to secure SAP's rights in the foregoing. All Add-ons developed by or on behalf of Licensee without SAP's participation ("Licensee Add-on"), and all rights associated therewith, shall be the exclusive property of Licensee subject to SAP's rights in and to the Software; provided, Licensee shall not commercialize, market, distribute, license, sublicense, transfer, assign or otherwise alienate any such Licensee Add-ons. SAP retains the right to independently develop its own Modifications or Add-ons to the Software, and Licensee agrees not to take any action that would limit SAP's sale, assignment, licensing or use of its own Software or Modifications or Add-ons thereto.

6.3.2 Any Modification developed by or on behalf of Licensee without SAP's participation or Licensee Add-on must not (and subject to other limitations set forth herein): enable the bypassing or circumventing any of the restrictions set forth in this Agreement and/or provide Licensee with access to the Software to which Licensee is not directly licensed; nor permit mass data extraction from Software to any non-SAP software, including use, modification saving or other processing of data in the non-SAP



software; nor unreasonably impair, degrade or reduce the performance or security of the Software; nor render or provide any information concerning SAP software license terms, Software, or any other information related to SAP products.

6.3.3 Licensee covenants, on behalf of itself and its successors and assigns, not to assert against SAP Reseller or SAP or their affiliated companies, or their resellers, distributors, suppliers, commercial partners and customers, any rights in any Modifications developed by or on behalf of Licensee without SAP participation or Licensee Add-ons, or any other functionality of the SAP Software accessed by such Modification developed by or on behalf of Licensee without SAP participation or Licensee Add-on.

7. PERFORMANCE WARRANTY.

7.1 Warranty. SAP Reseller warrants that the Software will substantially conform to the specifications contained in the Documentation for six months following delivery. The warranty shall not apply: (i) if the Software is not used in accordance with the Documentation; or (ii) if the defect is caused by a Modification or Add-on (other than a Modification or Add-on made by SAP and which is provided through SAP Delivered Support or an SAP-approved support program provided by an authorized SAP Reseller or under warranty), Licensee or third-party software. Neither SAP Reseller nor SAP warrants that the Software will operate uninterrupted or that it will be free from minor defects or errors that do not materially affect such performance, or that the applications contained in the Software are designed to meet all of Licensee's business requirements. Provided Licensee notifies SAP Reseller in writing with a specific description of the Software's nonconformance within the warranty period and SAP Reseller validates the existence of such nonconformance, SAP Reseller will, at its option: a) repair or replace the nonconforming Software, or b) refund the license fees paid for the applicable nonconforming Software in exchange for a return of such nonconforming Software. This is Licensee's sole and exclusive remedy under this warranty.

7.2 Express Disclaimer. SAP RESELLER, SAP AND THEIR LICENSORS DISCLAIM ALL OTHER WARRANTIES EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION, ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE EXCEPT TO THE EXTENT THAT ANY WARRANTIES IMPLIED BY LAW CANNOT BE VALIDLY WAIVED.

8. INDEMNIFICATION

8.1 Infringement and Defense of Licensee. SAP Reseller shall defend Licensee against claims brought against Licensee in the Territory by any third party alleging that Licensee's Use of the Software, in accordance with the terms and conditions of this Agreement, constitutes a direct infringement or misappropriation of a patent claim(s), copyright or trade secret rights, and SAP Reseller will pay damages finally awarded against Licensee (or the amount of any settlement SAP enters into) with respect to such claims. This obligation of SAP Reseller shall not apply if the alleged infringement or misappropriation results from Use of the Software in conjunction with any other software, an apparatus other than a Designated Unit, failure to use an update provided by SAP Reseller if such infringement or misappropriation could have been avoided by use of the update, or unlicensed activities. This obligation of SAP Reseller also shall not apply if Licensee fails to timely notify SAP Reseller in writing of any such claim. SAP is permitted to control fully the defense and any settlement of any such claim as long as such settlement shall not include a financial obligation on Licensee. In the event Licensee declines SAP's proffered defense, or otherwise fails to give full control of the defense to SAP's designated counsel, then Licensee waives SAP Reseller's obligations under this Section 8.1. Licensee shall cooperate fully in the defense of such claim and may appear, at its own expense, through counsel reasonably acceptable to SAP. SAP expressly reserves the right to cease such defense of any claim(s) in the event the Software is no longer alleged to infringe or misappropriate, or is held not to infringe or misappropriate, the third party's rights. SAP Reseller or SAP may settle or mitigate damages arising from any claim or potential claim, by substituting alternative substantially equivalent non-infringing programs and supporting documentation for the Software. Licensee shall not undertake any action in response to any infringement or misappropriation, or alleged infringement or misappropriation of the Software that is prejudicial to SAP's rights.

8.2 THE PROVISIONS OF THIS SECTION 8 STATE THE SOLE, EXCLUSIVE, AND ENTIRE LIABILITY OF SAP RESELLER, SAP AND THEIR LICENSORS TO LICENSEE, AND IS LICENSEE'S SOLE REMEDY, WITH RESPECT TO THE INFRINGEMENT OR MISAPPROPRIATION OF THIRD-PARTY INTELLECTUAL PROPERTY RIGHTS.

9. LIMITATIONS OF LIABILITY.

9.1 Not Responsible. SAP Reseller and its licensors will not be responsible under this Agreement (i) if the Software is not used in accordance with the Documentation; or (ii) if the defect or liability is caused by Licensee, a Modification or Add-on (other than a Modification or Add-on made by SAP which is provided through SAP Delivered Support or an SAP-approved support program provided by an authorized SAP Reseller or under warranty), or third-party software. SAP RESELLER AND ITS LICENSORS SHALL NOT BE LIABLE FOR ANY CLAIMS OR DAMAGES ARISING FROM INHERENTLY DANGEROUS USE OF THE SOFTWARE AND/OR THIRD-PARTY SOFTWARE LICENSED HEREUNDER.

9.2 Exclusion of Damages; Limitation of Liability. ANYTHING TO THE CONTRARY HEREIN NOTWITHSTANDING, EXCEPT FOR DAMAGES RESULTING FROM UNAUTHORIZED USE OR DISCLOSURE OF CONFIDENTIAL INFORMATION OR DEATH OR PERSONAL INJURY ARISING FROM EITHER PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT, UNDER NO CIRCUMSTANCES AND REGARDLESS OF THE NATURE OF ANY CLAIM SHALL SAP RESELLER, ITS LICENSORS OR LICENSEE BE LIABLE TO EACH OTHER OR ANY OTHER PERSON OR ENTITY FOR AN AMOUNT OF DAMAGES IN EXCESS OF THE PAID LICENSE FEES FOR THE SOFTWARE DIRECTLY CAUSING THE DAMAGES OR BE LIABLE IN ANY AMOUNT FOR SPECIAL, INCIDENTAL, CONSEQUENTIAL, OR INDIRECT DAMAGES, LOSS OF GOOD WILL OR BUSINESS PROFITS, WORK STOPPAGE, DATA LOSS, COMPUTER FAILURE OR MALFUNCTION, ATTORNEYS' FEES, COURT COSTS, INTEREST OR EXEMPLARY OR PUNITIVE DAMAGES. The provisions of this Agreement allocate the risks between SAP Reseller and Licensee. The license fees reflect this allocation of risk and the limitations of liability herein.

10. CONFIDENTIALITY.

10.1 Use of Confidential Information. Confidential Information shall not be reproduced in any form except as required to accomplish the intent of this Agreement. Any reproduction of any Confidential Information of the other shall remain the property of the disclosing party and shall contain any and all confidential or proprietary notices or legends which appear on the original. With respect to the Confidential Information of the other, each party : (a) shall take all Reasonable Steps (defined below) to keep all Confidential Information strictly confidential; and (b) shall not disclose any Confidential Information of the other to any person other than its bona fide individuals whose access is necessary to enable it to exercise its rights hereunder. As used herein "Reasonable Steps" means those steps the receiving party takes to protect its own similar proprietary and confidential information, which shall



not be less than a reasonable standard of care. Confidential Information of either party disclosed prior to execution of this Agreement shall be subject to the protections afforded hereunder.

10.2 Exceptions. The above restrictions on the use or disclosure of the Confidential Information shall not apply to any Confidential Information that: (a) is independently developed by the receiving party without reference to the disclosing party's Confidential Information, or is lawfully received free of restriction from a third party having the right to furnish such Confidential Information; (b) has become generally available to the public without breach of this Agreement by the receiving party; (c) at the time of disclosure, was known to the receiving party free of restriction; or (d) the disclosing party agrees in writing is free of such restrictions.

10.3 Confidential Terms and Conditions; Publicity. Licensee shall not disclose the terms and conditions of this Agreement or the pricing contained therein to any third party. Neither party shall use the name of the other party in publicity, advertising, or similar activity, without the prior written consent of the other.

10.4 A party shall not be deemed in breach of this Section 10 if such party discloses the other party's Confidential Information pursuant to a validly issued order of a court, administrative agency or other governmental body with jurisdiction over such party hereto, or as required by law or regulation; provided, that to the extent that it may legally do so, the disclosing party first provides the other party with prompt written notice of such order and takes reasonable steps to allow the other party to object to such disclosure, seek a protective order with respect to the confidentiality of the information required to be disclosed or take such other action as it deems appropriate to protect the other party's Confidential Information.

11. ASSIGNMENT. Licensee may not, without SAP Reseller's prior written consent, assign, delegate, pledge, or otherwise transfer this Agreement, or any of its rights or obligations under this Agreement, or the SAP Materials or SAP Confidential Information, to any party, whether voluntarily or by operation of law, including by way of sale of assets, merger or consolidation. SAP Reseller may assign this Agreement to SAP, an SAP AG affiliate or SAP AG.

12. GENERAL PROVISIONS.

12.1 Severability. It is the intent of the parties that in case any one or more of the provisions contained in this Agreement shall be held to be invalid or unenforceable in any respect, such invalidity or unenforceability shall not affect the other provisions of this Agreement, and this Agreement shall be construed as if such invalid or unenforceable provision had never been contained herein.

12.2 No Waiver. If either party should waive any breach of any provision of this Agreement, it shall not thereby be deemed to have waived any preceding or succeeding breach of the same or any other provision hereof.

12.3 Counterparts. This Agreement may be signed in two counterparts, each of which shall be deemed an original and which shall together constitute one Agreement.

12.4 Regulatory Matters. The Software, Documentation and SAP Materials are subject to the export control laws of various countries, including without limit the laws of the United States and Germany. Licensee agrees that it will not submit the Software, Documentation or other SAP Materials to any government agency for licensing consideration or other regulatory approval without the prior written consent of SAP, and will not export the Software, Documentation and SAP Materials to countries, persons or entities prohibited by such laws. Licensee shall also be responsible for complying with all applicable governmental regulations of the country where Licensee is registered, and any foreign countries with respect to the use of the Software, Documentation or other SAP Materials by Licensee and/or its Affiliates.

12.5 Governing Law; Limitations Period. This Agreement and any claims arising out of or relating to this Agreement and its subject matter shall be governed by and construed under the laws of the state of Arizona without reference to its conflicts of law principles. In the event of any conflicts between foreign law, rules, and regulations, and United States law, rules, and regulations, United States law, rules, and regulations shall prevail and govern. The United Nations Convention on Contracts for the International Sale of Goods shall not apply to this Agreement. The Uniform Computer Information Transactions Act as enacted shall not apply. Licensee must initiate a cause of action for any claim(s) arising out of or relating to this Agreement and its subject matter within one (1) year from the date when Licensee knew, or should have known after reasonable investigation, of the facts giving rise to the claim(s).

12.6 Notices. All notices or reports which are required or may be given pursuant to this Agreement shall be in writing and shall be deemed duly given when delivered to the respective executive offices of SAP Reseller and Licensee at the addresses first set out in the Software Order Form. Where in this section 12.6 or elsewhere in this Agreement written form is required, that requirement can be met by facsimile transmission, exchange of letters or other written form.

12.7 Force Majeure. Any delay or nonperformance of any provision of this Agreement (other than for the payment of amounts due hereunder) caused by conditions beyond the reasonable control of the performing party shall not constitute a breach of this Agreement, and the time for performance of such provision, if any, shall be deemed to be extended for a period equal to the duration of the conditions preventing performance.

12.8 Intentionally Blank.

12.9 Hierarchy. The following order of precedence shall be applied in the event of conflict or inconsistency between provisions of the components of this Agreement: (i) the Software Order Form; (ii) the Schedules; (iii) the Use Terms; and (iv) the GTC.



**Schedule A to the GTC
"Affiliate Use
Agreement"**

Pursuant to Section 2.2 of the GTCs, the below must be executed by an Affiliate prior to such Affiliate's Use of the Software Documentation and other SAP Materials.

AFFILIATE USE AGREEMENT

This Affiliate Use Agreement is made effective as of the _____ day of _____, 201_ between _____, Inc., a _____ Corporation, with offices at _____ ("SAP Reseller") and _____, Inc., a _____ Corporation, with offices at _____ ("Affiliate")

1. Affiliate is entitled to have Named Users Use the Software on the Designated Unit(s) identified in the Software License and Support Agreement between _____, Inc. ("_____"), and _____ ("Licensee") effective, _____, 20____ ("Agreement").
2. Affiliate agrees to abide by and be bound by all of the terms and conditions of the Agreement applicable to Affiliate and applicable to Licensee. SAP Reseller and SAP may directly enforce all such terms and conditions against it directly.
3. Affiliate agrees that its right to Use SAP Software and receive any SAP Delivered Support services shall be governed solely by the Agreement. In the event that the Agreement is terminated, this Affiliate Use Agreement is terminated or if Affiliate ceases to meet the definition of "Affiliate" therein, Affiliate agrees that all of its rights to the Software will cease effective as of the termination date.

IN WITNESS WHEREOF, the undersigned, intending to be legally bound, have duly executed this Affiliate Use Agreement.

_____, Inc.
(SAP Reseller)

(Affiliate)

By: _____ By: _____
Title: _____ Title: _____
Date: _____ Date: _____



SAP MAINTENANCE SUPPORT AGREEMENT

This SAP Maintenance Support Agreement ("Support Agreement") is entered into effective September 15, 2014 ("Effective Date") below by and between QUINTEL MC, INC., a Colorado corporation, with offices at 5910 South University, C18-193, Greenwood Village, CO 80121, (hereinafter "Reseller") and the City, a government entity, with offices at XXXX (hereinafter "Customer").

RECITAL

WHEREAS, Customer has acquired the right to use SAP Software from an authorized SAP reseller ("Reseller") pursuant to a Software License Agreement between Customer and Quintel ("Appendix D-1 Software Order Form for Indirect Sales No. 1"); and

WHEREAS, Reseller provides software support services for SAP Software.

NOW, THEREFORE, In consideration of the mutual promises and obligations in this Support Agreement, the sufficiency of which is hereby acknowledged, the parties, intending to be legally bound, agree as follows:

1. Definitions

1.1 "Documentation" means SAP's documentation which is delivered to Customer under the Appendix D-1 Software Order Form.

1.2 "Quintel SAP Support" means the then-current support offering made available to Customer, as stated in the applicable support Schedule 1 attached hereto and made a part hereof, SAP Standard Maintenance Support.

1.3 "Software" means (i) all software developed by or for SAP and/or SAP AG and delivered to Customer under the Software License Agreement; (ii) any new releases thereof made generally available pursuant to SAP Support; and (iii) any complete or partial copies of any of the foregoing.

1.4 "Proprietary Information" means: (i) with respect to Reseller, SAP and SAP AG (the licensor of the SAP Proprietary Information to SAP), the Software and Documentation and SAP Support Components, any other third-party software licensed with or as part of the Software, benchmark results, manuals, program listings, data structures, flow charts, logic diagrams, functional specifications; (ii) the concepts, techniques, ideas, and know-how embodied and expressed in the Software and (iii) information reasonably identifiable as the confidential and proprietary information of SAP, Reseller or Customer or their licensors excluding any part of the SAP, Reseller or Customer Proprietary Information which: (a) is or becomes publicly available through no act or failure of the other party; or (b) was or is rightfully acquired by the other party from a source other than the disclosing party prior to receipt from the disclosing party; or (c) becomes independently available to the other party as a matter of right or (d) considered to be a public record as provided by law.

1.5 "Work Product" means any and all deliverables, information, documentation, modifications or enhancements to the Software and other materials created, developed, reduced to practice, or otherwise or produced hereunder (whether as individual items and/or a combination of components and whether or not the applicable services are completed), and all rights of patent, copyright, trademark, trade secret and other proprietary rights therein and thereto.

2. Separate Software License Agreement. Customer has licensed certain software as identified in Appendix D-1 under the Software License Agreement by and between Customer and Quintel MC, Inc. (the Software identified in Licensed Software-Schedule 1 of the Software Order Form being the "Supported Software").

Customer understands and acknowledges that provision of Quintel SAP Support is at all times conditional upon Customer holding valid licenses to the Supported Software.

Unless otherwise agreed in writing, Customer represents and warrants that Schedule 1 in Appendix D-1 contains an accurate and complete list of the software that Customer has licensed from Quintel that is subject to Quintel SAP Maintenance Support as provided by Reseller under this Support Agreement. Customer shall inform Reseller promptly about any additional Customer's licenses to software that Customer has licensed that is subject to SAP Support. Reseller shall then be entitled to increase the Support Fee to include the additional software (including a retroactive increase). Reseller shall have the same right if Reseller learns that Customer failed to promptly inform Reseller of such additional licenses.

Under this Support Agreement, Customer only receives Quintel SAP Maintenance Support; the licensing of and the fees for the licenses themselves are **not** contemplated under this Support Agreement. Under this Support Agreement, Reseller may provide to Customer new releases of the Software and other software and materials provided as part of Quintel SAP Support outlined below ("SAP Support Components") and only during the term of the Software License Agreement. Licenses to SAP Support Components shall be subject to the terms of the Software License Agreement, except as follows and otherwise as stated in this Support Agreement: (i) use of the SAP Support Components shall be limited to use with Software licensed under the Software License Agreement; (ii) such use shall be limited solely to running Customer's internal business operations and to provide internal training and testing for such internal business operations; (iii) Customer shall not use the SAP Support Components to provide services to third parties (e.g., business process outsourcing, service bureau applications or third party training).

3. Services To Be Performed. Reseller will provide SAP Maintenance Support specified in the Quintel SAP Support Schedule attached as Schedule 1, incorporated and made a part hereof by reference. Customer is responsible for making the necessary internal arrangements for the carrying out of SAP Support on a non-interference basis. Customer understands that Quintel SAP



Support under this Support Agreement only applies to the Supported Software as originally provided to Customer, excluding without limitation any modifications, add-ons or enhancements to the Software that have been developed by Reseller or any third party.

For purposes of this Support Agreement and the delivery of Quintel SAP Support hereunder, "Standard Support Solutions" as defined in the applicable support schedule shall not include software licensed by Reseller to Customer that is not provided through Reseller's distribution agreement with SAP. As used in Schedule 1, references to "Licensee" shall mean Customer.

4. Term. The term of this Support Agreement shall be coterminous with the master services agreement.

5. Proprietary Information.

5.1 SAP Proprietary Information.

(a) Customer acknowledges that ownership of and title in and to all intellectual property rights, including patent, trademark, service mark, copyright, and trade secret rights, in the SAP Proprietary Information are and shall remain in SAP and SAP AG and their respective licensors. Customer acquires only the right to use the SAP Proprietary Information as stated in Section 2 and does not acquire any ownership rights or title in or to the SAP Proprietary Information and that of SAP's and SAP AG's respective licensors.

(b) Customer shall not copy, translate, disassemble, or decompile, nor create or attempt to create, by reverse engineering or otherwise, the source code from the object code of the Software licensed under the Software License Agreement or provided under this Support Agreement.

(c) Customer shall not remove any proprietary, copyright, trademark, or service mark legend from any SAP Proprietary Information.

5.2 Protection of Proprietary Information. In order to protect the rights of SAP and its licensors, Reseller and Customer in their respective Proprietary Information, Reseller and Customer agree to take all reasonable steps and the same protective precautions to protect the Proprietary Information from disclosure to third parties as with its own proprietary and confidential information. Unless release is required by law, neither party shall, without the other party's prior written consent, disclose, provide, or make available any of the Proprietary Information of the other party in any form to any person, except to its bona fide employees, officers, directors, or third parties whose access is necessary to enable such party to exercise its rights hereunder. Customer acknowledges and agrees that SAP America, Inc. is conferred third party beneficiary status with respect to Licensee's protection of SAP's Proprietary Information hereunder.

6. Work Product.

6.1 Customer agrees not to take any action that would limit SAP's independent development, sale, assignment, licensing or use of its own Software or modifications or enhancements thereto.

6.2 SAP shall have the sole and exclusive right, title and ownership to any Work Product and all ideas, concepts, or other intellectual property rights related in any way to the Work Product, techniques, knowledge or processes of the Quintel SAP Support services and deliverables, whether or not developed for Customer. Customer acknowledges and agrees that SAP America, Inc. is conferred third party beneficiary status with respect to Licensee's protection of Work Product hereunder.

7. General Provisions.

7.1 Customer may not, without Reseller's prior written consent, assign, delegate, pledge, or otherwise transfer this Support Agreement, or any of its rights or obligations under this Support Agreement, or the Proprietary Information, to any party, whether voluntarily or by operation of law, including by way of sale of assets, merger or consolidation. Reseller may assign this Support Agreement to SAP America, Inc., an SAP AG affiliate or SAP AG, with the prior written consent of the City.

7.2 If any provision of this Support Agreement is found by any court of competent jurisdiction to be invalid or unenforceable, the invalidity of such provision shall not affect the other provisions of this Support Agreement, and all provisions not affected by such invalidity shall remain in full force and effect.

7.3 The waiver by either party of a breach or default in any of the provisions of this Support Agreement by the other party shall not be construed as a waiver of any succeeding breach of the same or other provisions; nor shall any delay or omission on the part of either party to exercise or avail itself of any right, power or privilege that it has or may have hereunder operated as a waiver of any breach or default by the other party.

7.4 Any notice required or permitted to be given hereunder shall be deemed sufficient if made in writing and deposited in the United States mail, postage prepaid, registered or certified, and addressed to the other party at the address first set forth above.

7.5 The relationship of Reseller and Customer established by this Support Agreement is that of an independent contractor.

7.6 Any delay or nonperformance of any provision of this Support Agreement (other than for the payment of amounts due hereunder) caused by conditions beyond the reasonable control of Reseller shall not constitute a breach of this Support Agreement, and the time for performance of such provision, if any, shall be deemed to be extended for a period equal to the duration of the conditions preventing such performance.



7.7 This Support Agreement and any disputes arising out of or in connection with this Support Agreement shall be governed by and construed in accordance with the laws of the State of Arizona, without regard to choice of law or conflicts of law provisions. Any action arising out of this Support Agreement shall be commenced and maintained in the Superior Court of the State of XXXX in and for the City of XXX. In the event of litigation in a U.S. District Court, exclusive venue shall lie in the U.S. District Court located in XXXXXX.

7.8 Customer shall not disclose the terms and conditions of this Support Agreement or the pricing to any third party. Neither party shall use the name of the other party in publicity, advertising, or similar activity, without the prior written consent of the other, except that Customer agrees that Reseller may use Customer's name in customer listings or as part of Reseller's marketing efforts.

7.9 No modifications, amendments, or supplements to this Support Agreement shall be effective for any purpose unless in writing and signed by the parties. In the event of any inconsistencies between the Master Services Agreement, Support Agreement or Schedules, the Master Services Agreement shall take precedence over any Schedules or Support Agreement. In the event of any conflict between the provisions of this Support Agreement, the Master Services Agreement and any purchase order, as well as the introduction of new terms on any such purchase order, the provisions of the Master Services Agreement shall prevail and govern and any additional terms in the purchase order or other document shall be inapplicable.

7.10 Public Records. Contractor acknowledges that all documents provided to the City may be subject to disclosure pursuant to Arizona Public Records laws.

8. Survival. Sections , 5, 6, and 7.8 shall survive any termination of this Support Agreement.

SCHEDULE 1

QUINTEL SAP STANDARD MAINTENANCE SUPPORT SCHEDULE ("Schedule")

This Schedule governs the provision of maintenance support services by Quintel as further defined herein ("Quintel SAP Standard Maintenance Support") for all software licensed by Licensee under the Agreement (See Appendix D-1) (hereinafter collectively referred to as the "Standard Maintenance Support Solutions"), excluding software to which special support agreements apply exclusively.

1. Definitions:

- 1.1 "Go-Live" marks the point in time from when, after implementation of the Standard Maintenance Support or an upgrade of the Standard Maintenance Support Solutions, the Standard Maintenance Support Solutions can be used by Licensee for processing real data in live operation mode and for running Licensee's internal business operations in accordance with the Agreement.
- 1.2 "Licensee Solution(s)" shall mean Standard Maintenance Support Solutions and any other software licensed by Licensee from third parties provided such third party software is operated in conjunction with Standard Maintenance Support Solutions.
- 1.3 "Production System" shall mean a live SAP system used for running Licensee's internal business operations and where Licensee's data is recorded.
- 1.4 "SAP Software Solution(s)" shall mean a group of one or multiple Production Systems running Licensee Solutions and focusing on a specific functional aspect of Licensee's business. Details and examples can be found on the SAP Service Marketplace (as specified in SAP Note 1324027 or any future SAP Note which replaces SAP Note 1324027).
- 1.5 "Service Session" shall mean a sequence of support activities and tasks carried out remotely to collect further information by interview or by analysis of a Production System resulting in a list of recommendations. A Service Session could run manually, as a self-service or fully automated.
- 1.6 "Top-Issue" shall mean issues and/or failures identified and prioritized jointly by Quintel and Licensee in accordance with standards which (i) endanger Go-Live of a pre-production system or (ii) have a significant business impact on a Production System.
- 1.7 "Local Office Time" shall mean regular working hours (7:00 a.m. to 6:00 p.m. PST) during regular working days, in accordance with the applicable public holidays observed by the City's offices.

- 2. Scope of Quintel SAP Standard Maintenance Support.** Licensee may request and Quintel shall provide Quintel SAP Standard Maintenance Support services. Quintel SAP Standard Maintenance Support currently includes:

Continuous Improvement and Innovation

- New software releases of the licensed SAP Solutions, as well as tools and procedures for upgrades.
- Support packages - correction packages to reduce the effort of implementing single corrections. Support packages may also contain corrections to adapt existing functionality to changed legal and regulatory requirements.
- For releases of the SAP Business Suite 7 core applications (starting with SAP ERP 6.0 and with releases of SAP CRM 7.0, SAP SCM 7.0, SAP SRM 7.0 and SAP PLM 7.0 shipped in 2008), Quintel may provide enhanced functionality and/or innovation through enhancement packages or by other means as available. During mainstream maintenance for an SAP core application release, Quintel's current practice is to provide one enhancement package or other update per calendar year.
- Technology updates to support third-party operating systems and databases. Available ABAP source code for SAP software applications and additionally released and supported function modules.
- Software change management, such as changed configuration settings or Standard Maintenance Support Solutions upgrades, is supported for example with content and information material, tools for client copy and entity copy, and tools for comparing customization.
- Quintel provides Licensee with up to ten days remote support services per calendar year from Quintel SAP solution architects
 - to assist Licensee in evaluating the innovation capabilities of the latest SAP enhancement package and how it may be deployed for Licensee's business process requirements.
 - to give Licensee guidance in form of knowledge transfer sessions for defined SAP software/applications or Global Support Backbone components. Scheduling, availability and delivery methodology will be discussed and agreed upon between Quintel and Licensee.
- Quintel gives Licensee access to guided self services as part of SAP Solution Manager, helping the Licensee to optimize technical solution management of selected SAP Solutions.
- Configuration guidelines and content for SAP Solutions are usually shipped via SAP Solution Manager. Best practices for SAP System Administration and SAP Solution Operations for SAP Software are included.
- Quintel's configuration and operation content is supported as integral parts of SAP Solutions.
- Quintel will review end users and data issues for the Licensee as a part of our agreement.
- Content, tools and process descriptions for SAP Application Lifecycle Management are part of the SAP Solution Manager, the SAP Solutions and/or the applicable Documentation for the SAP Solutions. Solution Manager will be maintained by Quintel.

Advanced Support for Enhancement Packages and other SAP Software Updates

Quintel offers special remote checks delivered by Quintel solution experts to analyze planned or existing modifications and identify possible conflicts between Licensee custom code and enhancement packages and other SAP updates. Each check is conducted for



one specific modification in one of Licensee's core business process steps. Licensee is entitled to receive two services from one of the following categories per calendar year per SAP Software Solution.

- **Modification Justification:** Based on Licensee's provision of Quintel required documentation of the scope and design of a planned or existing custom modification in SAP Solution Manager, Quintel identifies standard functionality of Standard Support Solutions which may fulfill the Licensee's requirements.
- **Custom Code Maintainability:** Based on Licensee's provision of Quintel required documentation of the scope and design of a planned or existing custom modification in SAP Solution Manager, Quintel identifies which user exits and services may be available to separate custom code from SAP code.

SAP'S Global Support Backbone

- SAP Service Marketplace - SAP's knowledge database and SAP's extranet for knowledge transfer on which SAP makes available content and services to licensees and partners of SAP only.
- SAP Notes on the SAP Service Marketplace document software malfunctions and contain information on how to remedy, avoid and bypass errors. SAP Notes may contain coding corrections that licensees can implement into their SAP system. SAP Notes also document related issues, licensee questions, and recommended solutions (e.g. customizing settings).
- SAP Note Assistant - a tool to install specific corrections and improvements to SAP components.
- **SAP Solution Manager**– as described in Section 2.4

Mission Critical Support

- Message handling by Quintel for problems related to Standard Support Solutions, including Service Level Agreements for Initial Reaction Time and Corrective Action (for more information refer to Section 2.1.1).
- Quintel's Support Advisory Center – as described in Section 2.2.
- Technical Quality Checks – as described in Section 2.3.
- Root Cause Analysis for Custom Code: For Licensee custom code built with the SAP development workbench, Quintel provides mission-critical support root-cause analysis, according to the Quintel's Message Handling process and Service Level Agreements stated in Sections 2.1.1, 2.1.2 and 2.1.3, applicable for priority "very high" and priority "high" messages. If the Licensee custom code is documented according to SAP's then-current standards (for details see <http://service.sap.com/>), Quintel may provide guidance to assist Licensee in issue resolution

Quintel's and SAP Tools for Other Components, Methodologies, Content and Community Participation

- Monitoring components and agents for systems to monitor available resources and collect system status information of the SAP Solutions.
- Pre-configured test templates and test cases are delivered via the SAP Solution Manager. In addition the SAP Solution Manager assists Licensee's testing activities with functionalities that currently include:
 - Test administration for Standard Support Solutions by using the functionality provided as part of the SAP Solution Manager.
 - Quality Management for management of "Quality-Gates"
 - SAP provided tools to assist with optimizing regression test scope. Such tools support identifying the business processes that are affected by a planned SAP Software Solutions change and make recommendations for the test scope as well as generating test plans (for details see <http://service.sap.com/>).
- Content and supplementary tools designed to help increase efficiency, which may include implementation methodologies and standard procedures, an Implementation Guide (IMG) and Business Configuration (BC) Sets.
- Access to guidelines via the SAP Service Marketplace, which may include implementation and operations processes and content designed to help reduce costs and risks. Such content currently includes:
 - End-to-End Solution Operations: Assists Licensee with the optimization of the end-to-end operations of Licensee's SAP Software Solution.
 - Run SAP Methodology: Assists Licensee with application management, business process operations, and administration of the SAP NetWeaver® technology platform, and currently includes:
 - The SAP standards for solution operations
 - The road map of Run SAP to implement end-to-end solution operations
 - Tools, including the SAP Solution Manager Standard Edition application management solution. For more information on the Run SAP methodology, refer to <http://service.sap.com/runsap>
- Participation in SAP's customer and partner community (via SAP Service Marketplace), which provides information about best business practices, service offerings, etc.

2.1. Quintel's Message Handling and Service Level Agreement (SLA). When Licensee reports malfunctions, Quintel supports Licensee by providing information on how to remedy, avoid or bypass errors. The main channel for such support will be the support infrastructure provided by Quintel in terms of web based forms, emails and Quintel's Solution Manager portal. Licensee may send an error message at any time. All persons involved in the message solving process can access the status of the message at any time. For further details on definition of message priorities see Quintel's Incident Management Customer Guide.

In exceptional cases, Licensee may also contact Quintel by telephone. For such contact (and as otherwise provided) Quintel requires that Licensee provide remote access as specified in Section 3.2(iii).

The following Service Level Agreements ("SLA" or "SLAs") shall apply to all Licensee support messages that Quintel accepts as being Priority 1 or 2 and which fulfill the prerequisites specified herein. Such SLAs shall commence in the first full Calendar Quarter following the date of the first production cutover, currently scheduled for July 1, 2015. As used herein, "Calendar



Quarter" is the three month period ending on March 31, June 30, September 30 and December 31 respectively of any given calendar year.

2.1.1 SLA for Initial Response Times:

a. Priority 1 Support Messages ("Very High"). Quintel shall respond to Priority 1 support messages within one (1) hour of Quintel's receipt (twenty-four hours a day, seven days a week) of such Priority 1 support messages. A message is assigned Priority 1 if the problem has very serious consequences for normal business transactions and urgent, business critical work cannot be performed. This is generally caused by the following circumstances: complete system outage, malfunctions of central SAP functions in the Production System, or Top-Issues.

b. Priority 2 Support Messages ("High"). Quintel shall respond to Priority 2 support messages within four (4) hours of Quintel's receipt during Licensee's Local Office Time of such Priority 2 support messages. A message is assigned Priority 2 if normal business transactions in a Production System are seriously affected and necessary tasks cannot be performed. This is caused by incorrect or inoperable functions in the SAP system that are required to perform such transactions and/or tasks.

2.1.2 SLA for Corrective Action Response Time for Priority 1 Support Messages: Quintel shall provide a solution, work around or action plan for resolution ("Corrective Action") of Licensee's Priority 1 support message within four (4) hours of Quintel's receipt (twenty-four hours a day, seven days a week) of such Priority 1 support message ("SLA for Corrective Action"). In the event an action plan is submitted to Licensee as a Corrective Action, such action plan shall include: (i) status of the resolution process; (ii) planned next steps, including identifying responsible Quintel resources; (iii) required Licensee actions to support the resolution process; (iv) to the extent possible, planned dates for Quintel's actions; and (v) date and time for next status update from Quintel. Subsequent status updates shall include a summary of the actions undertaken so far; planned next steps; and date and time for next status update. The SLA for Corrective Action only refers to that part of the processing time when the message is being processed at Quintel ("Processing Time"). Processing Time does not include the time when the message is on status "Customer Action" or "Quintel Proposed Solution", whereas (a) the status Customer Action means the support message was handed over to Licensee; and (b) the status SAP Proposed Solution means Quintel has provided a Corrective Action as outlined herein. The SLA for Corrective Action shall be deemed met if within four (4) hours of processing time: Quintel proposes a solution, a workaround or an action plan; or if Licensee agrees to reduce the priority level of the message.

2.1.3 Prerequisites and Exclusions.

2.1.3.1 Prerequisites. The SLAs shall only apply when the following prerequisites are met for support messages: (i) in all cases except for Root Cause Analysis for Custom Code under Section 2, support messages are related to releases of Standard Support Solutions which are classified by SAP with the shipment status "unrestricted shipment"; (ii) support messages are submitted by Licensee via the SAP Solution Manager in accordance with Quintel's then current support message processing log-in procedure which contain the relevant details necessary for Quintel to take action on the reported error; (iii) support messages are related to a product release of SAP Solutions.

For Priority 1 support messages, the following additional prerequisites must be fulfilled by Licensee: (a) the issue and its business impact are described in detail sufficient to allow Quintel to assess the issue; (b) Licensee makes available for communications with Quintel, twenty four (24) hours a day, seven (7) days a week, a contact person with training and knowledge sufficient to aid in the resolution of the Priority 1 message consistent with Licensee's obligations hereunder; and (c) a Licensee contact person is provided for opening a remote connection to the system and to provide necessary log-on data to Quintel.

2.1.4 Service Level Credit.

2.1.4.1 Quintel shall be deemed to have met its obligations pursuant to the SLAs as stated above by reacting within the allowed time frames in ninety-five percent (95%) of the aggregate cases for all SLAs within a Calendar Quarter. In the event Licensee submits less than twenty (20) messages (in the aggregate for all SLAs) pursuant to the SLAs stated above in any Calendar Quarter during the Standard Support term, Licensee agrees that Quintel shall be deemed to have met the its obligations pursuant to the SLAs stated above if Quintel has not exceeded the stated SLA time-frame in more than one support message during the applicable Calendar Quarter.

2.1.4.2. Subject to Section 2.1.4.1 above, in the event that the timeframes for the SLA's are not met (each a "Failure"), the following rules and procedures shall apply: (i) Licensee shall inform Quintel in writing of any alleged Failure; (ii) Quintel shall investigate any such claims and provide a written report proving or disproving the accuracy of Licensee's claim; (iii) Licensee shall provide reasonable assistance to Quintel in its efforts to correct any problems or processes inhibiting Quintel's ability to reach the SLAs; (iv) subject to this Section 2.1.4, if based on the report, an Quintel Failure is proved, Quintel shall apply a Service Level Credit ("SLC") to Licensee's next SAP Standard Support Fee invoice equal to one quarter percent (0.25%) of Licensee's SAP Standard Support Fee for the applicable Calendar Quarter for each Failure reported and proved, subject to a maximum SLC cap per Calendar Quarter of five percent (5%) of Licensee's SAP Standard Support Fee for such Calendar Quarter. Licensee bears the responsibility of notifying Quintel of any SLCs within one month after the end of a Calendar Quarter in which a Failure occurs. No penalties will be paid unless notice of Licensee's well-founded claim for SLC(s) is received by Quintel in writing. The SLC stated in this Section 2.1.4 is Licensee's sole and exclusive remedy with respect to any alleged or actual Failure.

2.2 Quintel Support Center. For Priority 1 and Top-Issues directly related to the SAP Solution, Quintel shall make available its consulting unit within Quintel's support organization for mission critical support related requests (the "Support Center"). The Support Center will perform the following mission critical support tasks: (i) remote support for Top-Issues – the Support Center will act as an additional escalation level, enabling 24X7 root cause analysis for problem identification; (ii) Technical Quality Check service delivery planning in collaboration with Licensee's IT, including scheduling and delivery coordination; and (iii) provides one Standard Support report on request per calendar year

As preparation for the Technical Quality Check delivery through SAP Solution Manager Standard Edition, Licensee's Contact Person and Quintel shall jointly perform one mandatory setup service ("Initial Assessment") for the Standard Support Solutions. The Initial Assessment shall be based upon SAP standards and documentation.



The Support Advisory Center is only responsible for the above mentioned mission critical support related tasks to the extent these tasks are directly related to issues or escalations regarding the SAP Solution.

2.3 Quintel's Technical Quality Check. In case of critical situations related to the SAP Software Solution (such as Go Live, upgrade, migration or Top Issues), Quintel will provide at least one Technical Quality Check (the "Technical Quality Check" or "TQC") per calendar year for each SAP Software Solution.

The TQC may consist of one or more manual or automatic remote Service Sessions. Quintel may deliver further TQC's in cases where vital alerts are reported by SAP EarlyWatch Alert or in those cases where Licensee and the Advisory Center mutually agree that such a service is needed to handle a Top-Issue. Details, such as the exact type and priorities of a TQC and the tasks of Quintel and cooperation duties of Licensee, shall be mutually agreed upon between the parties. At the end of a TQC, Quintel will provide Licensee with an action plan and/or written recommendations.

Licensee acknowledges that all or part of the TQC sessions may be delivered by Quintel. Licensee agrees to provide appropriate resources, including but not limited to equipment, data, information, and appropriate and cooperative personnel, to facilitate the delivery of TQC's hereunder. Licensee acknowledges that Quintel limits TQC re-scheduling to a maximum of three times per year. Re-scheduling must take place at least 5 working days before the planned delivery date. If Licensee fails to follow these guidelines, Quintel is not obliged to deliver the yearly TQC to the Licensee.

2.4 SAP Solution Manager under SAP Standard Support.

2.4.1 SAP Solution Manager (and any successor to SAP Solution Manager provided hereunder) shall be subject to the Agreement and is solely for the following purposes under Quintel SAP Standard Support: (i) delivery of Quintel SAP Standard Support and support services for Licensee Solutions including delivery and installation of software and technology maintenance for Standard Support Solutions; and (ii) application lifecycle management for Licensee Solutions and for any other software components and IT assets licensed or otherwise obtained by Licensee from third parties provided such third party software, software components and IT assets are operated in conjunction with Standard Support Solutions and are required to complete the Licensee's business processes as documented in the solution documentation in SAP Solution Manager ("Additional Supported Assets"). Such application lifecycle management is limited solely to the following purposes:

- implementation, configuration, testing, operations, continuous improvement and diagnostics
- incident management (i.e. ITSM for incident management), problem management and change request management as enabled using SAP CRM technology integrated in SAP Solution Manager.
- administration, monitoring, reporting and business intelligence as enabled using SAP NetWeaver technology integrated in SAP Solution Manager.. Business intelligence may also be performed provided the appropriate SAP BI software is licensed by Licensee as part of the SAP Solution.

For application lifecycle management as outlined under section 2.4.1(ii) above, Licensee does not require a separate Package license to SAP CRM. Licensee must hold appropriate Named User licenses to Use SAP Solution Manager.

2.4.2 SAP Solution Manager may not be used for purposes other than those stated above. Without limiting the foregoing restriction, Licensee shall not use SAP Solution Manager for (i) CRM scenarios such as service plans, contracts, service confirmation management, except as CRM scenarios are expressly stated in Section 2.4.1; (ii) SAP NetWeaver usage types other than those stated above or (iii) application life-cycle management and in particular incident management (i.e. ITSM) except for Licensee Solutions and Additional Supported Assets and (iv) non-IT shared services capabilities, including without limitation HR, Finance or Procurement.

2.4.3 SAP Solution Manager shall only be used during the term of this Schedule and by Named Users licensed by Licensee subject to the licensed rights for the Software and exclusively for Licensee's SAP-related support purposes in support of Licensee's internal business operations. The right to use any SAP Solution Manager capabilities under SAP Standard Support other than those listed above is subject to a separate written agreement with Quintel, even if such capabilities are accessible through or related to SAP Solution Manager. Notwithstanding the foregoing limitation on Named Users, Licensee shall be entitled to allow any of its employees to use web self service in the SAP Solution Manager during the term of this Schedule for the sole purpose of creating support tickets, requesting support ticket status and ticket confirmation directly related to the Licensee Solutions and Additional Supported Assets.

2.4.4 Use of SAP Solution Manager may not be offered by Licensee as a service to third parties even if such third parties have licensed SAP Software and have licensed Named Users; provided, third parties authorized to access the SAP Software under the Agreement may have access to SAP Solution Manager solely for SAP-related support purposes in support of Licensee's internal business operations under and in accordance with the terms of this Schedule.

3. Licensee's Responsibilities.

3.1 Quintel Standard Support Program Management. In order to receive Quintel's SAP Standard Support hereunder, Licensee shall designate a qualified contact within its SAP Support Group (BSG) for the Quintel Support Center (the "Contact Person") and shall provide contact details (in particular e-mail address and telephone number) by means of which the Contact Person or the authorized representative of such Contact Person can be contacted at any time. Licensee's Contact Person shall be Licensee's authorized representative empowered to make necessary decisions for Licensee or bring about such decision without undue delay.

3.2 Other Requirements. In order to receive Quintel's SAP Standard Support hereunder, Licensee must further satisfy the following requirements:

- (i) Continue to pay all Maintenance Fees in accordance with the Support Agreement and this Schedule.
- (ii) Otherwise fulfill its obligations under the Agreement and this Schedule.
- (iii) Provide and maintain remote access via a technical standard procedure as defined by Quintel and grant Quintel all necessary authorizations, in particular for remote analysis of issue as part of message handling. Licensee acknowledges that



failure to grant access may lead to delays in message handling and the provision of corrections, or may render Quintel unable to provide help in an efficient manner. The necessary software components must also be installed for support services. (iv) Have installed, configured and be using productively, an SAP Solution Manager system, with the latest patch levels for Basis, and the latest SAP Solution Manager Standard Edition support packages. Quintel will set up this service initially.

4. Termination

SAP Standard Maintenance Support may be terminated by either party, with or without cause, with 3 months written notice (i) prior to the end of the Initial Term and (ii) thereafter, prior to the start of the following renewal period. Notwithstanding the foregoing, SAP may terminate Support Agreement after one month written notice of Licensee's failure to pay Standard Support Fees.

5. Verification. To check the compliance with the terms of this Schedule, Quintel shall be entitled to periodically monitor (i) the correctness of the information Licensee provided and (ii) Licensee's usage of the Solution Manager in accordance with the rights and restrictions set out in Section 2.4.

6. Reinstatement. In the event Licensee elects not to continue with Standard Support and/or is otherwise terminated pursuant to Section 5 above or declined by Licensee for some period of time, and is subsequently requested or reinstated, Quintel will invoice Licensee the accrued SAP Standard Support Fees associated with such time period plus a reinstatement fee.

7. Other Terms and Conditions.

FAILURE TO UTILIZE SAP STANDARD SUPPORT PROVIDED BY QUINTEL MAY PREVENT QUINTEL FROM BEING ABLE TO IDENTIFY AND ASSIST IN THE CORRECTION OF POTENTIAL PROBLEMS WHICH, IN TURN, COULD RESULT IN UNSATISFACTORY SOFTWARE PERFORMANCE FOR WHICH QUINTEL CANNOT BE HELD RESPONSIBLE.



Appendix C – Resumes

Quintel Staffing

Functional Area	Name
PMO	Leslie Buttorff
Project Manager	Jill Doucette
General and Technical	Jordan Buttorff
Community Development Management	Joel Halvorson and Jeet Chandwadkar
Financial Management	Brett Stark, Deep Sunkara and Roman Naumov
Human Resources and Payroll Management	Nick Buttorff and Muru Sekar
Utilities Management	Justus Talley
Facilities Management	Rick Weber
Interfaces	Zoran Markovic
Data Conversion	Jennifer French
Reports	Jake Bakke and Dave Harden
Change Management, Communications and Training Lead	Helen Vela
Trainer	TBD
Trainer	TBD



Leslie Buttorff

Project Management Office

Professional Summary

Leslie Buttorff is the President and CEO of Quintel Management Consulting, Inc. Quintel was formed in the US and in Europe upon the bankruptcy of Arthur D. Little. She has over 20 years of experience in management, marketing, consulting, technical evaluations, and financial analyses. In the last ten years her experience has been focused on operations improvement and public sector and utility implementations using SAP as a tool. She and her team has managed and/or overseen several SAP ERP and CRB implementations commencing 1996.

She has participated in over 200 municipal consulting assignments over her career.

Project Experience

December 2014 to May 2015 –Program Manager for City of Tacoma CRB BPEM implementation

July 2013 to present— Program Manager for Monroe County SAP Implementation

July 2014 to present— Program Manager for Delaware Port Authority SAP Implementation

June 2014 to Jan 2015–Program Manager for Atlantic County SAP Implementation

2011 – 2013, United Illuminating Company, New Haven, CT

Program Director. This project enabled UIL to set up a common, integrated billing system and front-end customer service process for CNG, SCG and UI and exit Iberdrola's TSA operational agreement. It involved an upgrade to EP6 and many dual landscapes. It also included a change in technology architecture. Before the project, CT Gas companies used older legacy billing systems. The second phase of the project allowed UIL to operate as 'one company' with a centralized support function and standardize business processes, and realize any committed operational synergies. The first step in the process was to establish a state-of-the-art platform that UIL subsidiaries could use in a consistent and effective fashion with end-to-end and real time data processing. The below UIL objectives were supported by this project:

- Sustained earning from UIL's operations through efficiencies to maintain the future cash dividends at the level previous paid to shareowners
- Growth in earnings and cash flow by acquiring utility businesses and capture synergy savings
- Created a cost efficient technology platform that allowed for exponential growth
- Allowed to operate as one company with centralized support functions and standardized business processes in all operations

June 2010 – 2012, Sempra Utilities, Southern California Gas Company, San Diego Gas & Electric Company, CA

Program Manager. This project scope was to implement SAP EAM EHP 6.0 with Compatible Unit and Operational Account Assignment functionality for Gas and Gas and Electric Utility Companies. This project included integration with SAP FI, CO, PS, AM, MM, PY, CIS and HR. In addition, this project included integration with a Graphical Work Designer and ESRI GIS system and multiple legacy systems that included two customer services systems and customer pricing systems. Responsibilities include:

- Managed entire Quintel project team that included Functional Consultants, Developers and Training Team in the development of the Blueprint design, functional and technical specifications and the completion and testing of RICEFW objects.



- Coordinated with client project managers to manage client teams in completion of project tasks.
- Provided design and programming direction (given knowledge of the solution) with functional development, customer business requirements, blueprint, system configuration, data conversion, interfaces, production cutover and support.

October 2010 – March 2012, SouthWest Water and 254 Municipals, Houston, TX and CA

Project Advisor. Quintel and SAP implemented all modules of SAP as a common IT platform across all of the municipals and utilities. All modules of SAP were implemented including all back office functions (GL, AP, CAFR, Misc. Receivables, Fixed Assets, Budgeting, cash, grant and project accounting), Community Development (code enforcement, registrations, business licenses, fleet management, mobile and dispatch, facility management), Supply chain management (Contracts, inventory), Human Resources (admin, payroll, benefits, employee self-serve, e-recruitment), customer service (CRM7.0 3), all types of billing and web (Citizen) services. A common software platform was a large cost savings for their ten utility companies across multiple states.

2011 – 2012, United Illuminating Phase I, New Haven, CT

Program Director. Quintel developed the business case, the strategy, plans and issues related to the UIL exiting the Iberdrola TSA for (SCG) and (CNG) back office (Finance, Human Resources, Supply Chain and Work Management) modules onto the UIL SAP platform. This involved a change in infrastructure and database change to accommodate the move. This project implemented the following SAP modules: FI (Accounting), CO (Controlling), AM (Fixed Assets), HR (Human Resources), MM (Materials Management), TR (Treasury), ECCS (Enterprise Controlling Consolidation System), BW (Business Warehouse, EAM, and Assets module).

2007 – 2009, PSE&G, Newark, NJ

Program Director. Quintel was the sole system integrator and provided complete managed implementation services. Quintel implemented a complete replacement for the legacy Customer Information System and Work Management systems for electric and gas services with integration into ESRI GIS and CGI OMS systems. This project included the implementation of BI, MRSS (scheduling), MAU/MI (mobile) and UCES (customer web) and integration with SAP CCS/CRM, EAM and ECC6.0. Public Service Electric and Gas Company (PSE&G) took on one of the most integrated and complex SAP Customer Service, Work Management, GIS and Outage Management implementations in North America when replacing its 29 year old legacy CIS and work management systems. More than 100 systems connected to legacy systems that could not support changes for the competitive Appliance Service Business, new environmental programs, enhanced IVR and an integrated web-site, were replaced. Already heavily reliant on SAP, the company chose SAP to provide the main platform, and Quintel Management Consultants as its systems integration partner. PSE&G had performed 14 studies to replace the legacy systems dating back to the early 1990s. PSE&G has over 4 million customer contracts and three service categories (electric, gas and appliance service).

Education and Certification

Ms. Buttorff earned an MS in Finance with an emphasis in Industrial Engineering and Statistics from Iowa State University and a BS in Statistics from Colorado State University.



Jill Doucette

Project Manager/Technical Lead

SAP[®] Certified Associate

Professional Summary

Ms. Doucette has 20+ years of industry and consulting experience in project management, supply chain management, and information systems design and development. She successfully managed system initiatives bringing technology efficiencies and business solutions together to solve key organizational issues. Ms. Doucette has significant experience in project management of systems development projects primarily in the SAP sector, both in back office and CCS initiatives. She has designed, developed, and managed multiple systems projects and had budgetary responsibility ranging from \$30k to \$90MM, from single bolt-on applications to comprehensive enterprise-wide systems. She has been responsible for driving strategic sourcing improvements through purchasing, warehousing, systems development, cross-functional teams, and business process improvements.

Project Experience

2015 Dunn County PM

2014 Monroe County PM

2013 – Project Manager for United Illuminating Company, SAP Implementation

2011 to 2012 – Project Manager for Sempra Energy, SAP Implementation

2013, United Illuminating Company, New Haven, CT

Project Manager. This project was for the integration of SAP EAM (ECC 6.0) to PowePlan (work management/asset tracking system) for a large east coast regulated utility company. Management responsibilities included timelines, project plans, interfaces, integration test planning and tracking, as well as deployment planning.

2011 – 2012, Sempra Energy, San Diego, CA, Anaheim, CA

Project Manager. This project was an implementation of SAP EAM (ECC 6.0) for a large west coast regulated utility company. Management responsibilities included timelines, project plans, deployment planning, readiness assessments, and go-live planning.

2010 – 2011, SAP ERP (ECC 6.0) Implementation

Project Manager. This project was an implementation of SAP ERP for a medium size north east regulated utility company. Project included conversion of an acquisition for 2 utilities from an SAP instance to the client SAP instance for the entire back office suite. Management responsibilities included timelines, hiring and management of all external resources, project planning and management, and budget for a team of 15+ project resources. Provided design direction with functional development, customer business requirements, blueprint, system configuration, data conversion, interfaces, production cutover and support. The project was completed on time and on budget.

2010, SAP ESS/MSS (ECC 6.0) Implementation

Project Manager. SAP Manager Self Service (MSS) and Employee Self Service (ESS) implementation at an east coast public sector water utility company. Project included full design, development, report building, and support of MSS and ESS. This included design and development of required portals and basis work. Project scope also included several SAP/HR Payroll time module changes included improvements to the client time sheet, time sheet approval, time off request, and time schema changes and cleanup. The project was completed on time and on budget.

2008 – 2009, SAP ERP (ECC 6.0) Implementation

Project Manager. Project Manager for an implementation of SAP ERP for a medium size north east regulated utility company. Project included implementation of the entire back office suite. Management



responsibilities included timelines, hiring and management of all external resources, project planning and management, and budget for a team of 20+ project resources. Provided design direction with functional development, customer business requirements, blueprint, system configuration, data conversion, interfaces, production cutover and support. The project was completed on time and on budget.

2008, National Gas, Fit Gap Analysis SAP ECC 6.0 and CRB

Team Lead. As a team lead assisted a large Northeastern global electric and gas utility with the evaluation of their current processes for all modules of SAP including CRB. Working with the client team potential integration issues were identified and potential resolutions to these issues were identified. A gap analysis, workshops, and a business case were developed along with an approach for the implementation.

2007 - 2008, AMI Implementation Planning Project Manager

Project Manager. Managed AMI initiative to evaluate and select AMI, MDMS, and installation vendors. Project included evaluation of vendors, site visits, due diligence and vendor recommendations. Responsible for development of project budget, team organization, integration to SAP back office and project plans.

2005 – 2007, SAP Customer Care Solution (CCS) Enterprise Implementation

Project Manager. This project was an implementation of SAP CCS for a large north east regulated utility company. Project included implementation of the entire CCS suite, 3rd party tax software, and a custom scheduling solution. Management responsibilities included timelines, hiring and management of all external resources, project planning and management, budget, and 40+ project resources. Provided design direction with functional development, customer business requirements, blueprint, system configuration, data conversion, interfaces, production cutover and support. The project was implemented on schedule.



Jordan Buttorff
Technical Lead



Professional Summary

Jordan Buttorff is a Principal Consultant and Assistant Project Manager with Quintel Management Consulting and focuses on the utility (water, gas and electric) and public sector industries. He has participated in performance improvement and technology review projects and has completed a number of benchmarking and financial analysis project activities. He has been responsible for developing and coordinating the deployment and testing strategies in multiple implementations. Additionally he has served as Assistant Project Manager for CRM and EAM Implementations, coordinating both with the functional consultants and developers as well as the clients project manager and teams.

Project Experience

For the past five years Mr. Buttorff has been working at several clients involving SAP implementations: United Illuminating Company, Berkshire Gas Company, Sempra Utilities, Southern California Gas Company, San Diego Gas & Electric, and Public Service Electric and Gas. He was the testing manager and assistant project manager for several "back office" modules of SAP including: FI, CO, PS, AM, MM, TR, PY, HR, BPEM, Security and ECC as well as the CRM related modules. Responsibilities included the management of functional consultants in blueprinting and module configuration, ABAP developers, and the development of comprehensive testing plans for EAM implementations. All projects were completed on budget and on schedule with all performance metrics being met.

September 2014 to present—Asst. Project manager and Technical Manager for City SAP Implementation

November 2013 to December 2014—Technical Project Manager for Atlantic County SAP Implementation

March 2012 – Present, United Illuminating (United Illuminating Company, Southern Connecticut Gas Company, Connecticut Natural Gas Corporation), New Haven, CT
Assistant Project Manager & Test Manager. This project was a technical upgrade from EP2 to EP6. The upgrade included FI, CO, PS, AM, MM, TR, PY, HR, PM, SD and all ISU-CCS SAP Modules (BI, FICA, DM, RA, CRM). The major aspect of the project was upgrading original Compatible Unit (CU) and Operation Level Costing (OLC) that Quintel implemented at Southern Connecticut Gas Company and Connecticut Natural Gas Corporation, which was outside of the standard SAP product, to the core SAP solution of EP6 while maintaining the existing business functionality. Responsibilities include:

- Co-managed entire Quintel project team which included Functional Consultants, and Developers in the development of the Blueprint design, technical specifications and the completion and testing of all impacted upgrade objects.
- Provided direction with customer business requirements, blueprint, system configuration, data conversion, interfaces, production cutover and support.
- Coordinated testing and roll-out schedule.
- Managed staffing, budgets and schedules.

October 2010 – September 2012, Sempra Energy Utilities, Southern California Gas, San Diego Gas & Electric, San Diego / Los Angeles, CA

Test Manager. At SeU Quintel was responsible for the implementation of SAP ECC 6.0 EP4, and the upgrade to SAP ECC 6.0 EP5. Running concurrently with the SAP implementation project team members were involved in the implementation of TM&M GWD and enhancement of the ClickSchedule and ClickMobile to accommodate SeU needed functionality. The project not only entailed the upgrade, but also interfacing ECC 6.0 to SeU's legacy systems. The solution (which included SAP CU and OAA



functionality) provided SeU with all the capabilities needed for today and provided a platform for growth in years to come.

March 2010 – May 2011, SouthWest Water and 254 Texas Municipals, Houston, TX

Senior Business Analyst. Conducted strategic assessment of information technology, organization, procurement and materials management functions. Responsibilities included managing team in review and recommendations of corporate materials and services spend and ERP, Billing and Customer Service Systems.

Testing Specialist. Worked with Program and Project managers to develop full-scale implementation test plans. Developed multiple tiered plans of testing to accommodate different implementation scenarios and strategies. Created a comprehensive catalog of required test documentation and reports for future use.

- Created testing schedule and assigned roles based on prioritized plan
- Coordinated with additional resources to generate appropriate scripts and business processes to test.

Quintel and SAP implemented all modules of SAP as a common IT platform across all of the municipals and utilities. All modules of SAP were implemented including all back office functions (GL, AP, CAFR, Misc. Receivables, Fixed Assets, Budgeting, cash, grant and project accounting), Community Development (code enforcement, registrations, business licenses, fleet management, mobile and dispatch, facility management), Supply chain management (Contracts, inventory), Human Resources (admin, payroll, benefits, employee self-serve, e-recruitment), customer service (CRM), all types of billing and web (Citizen) services. A common software platform was a large cost savings for their ten utility companies across multiple states.

May 2009 – December 2009, Public Service Electric and Gas (PSEG), Newark, NJ

Business Analyst. Implemented CIS System with Customer Self Service web functionality, Mobile Data, Scheduling, Billing, Finance, Meter Management, Energy Data Management and Data Exchange and Business Reporting with integration to ERP, OMS and GIS. The project was implemented on schedule and under budget. Coordinated completion of customer identified defects and enhancements:

- Documented and tracked
- Developed status reports and communicated status with Project Manager.
- Reviewed and updated technical and functional project documentation.

Testing Specialist. Coordinated with the project and technical manager to redevelop testing plan based on revised business processes and changes in the initial configuration. Developed post go-live testing plan for new developed interfaces and enhancements. All testing and deliverables were completed by and according to the initial testing plan.

- Created testing schedule and assigned roles based on prioritized plan
- Prepared weekly status reports of the Testing, Additionally produced executive summaries after the completion of each primary stage.
- Coordinated with additional resources to generate appropriate scripts and business processes to test.

Education and Certification

Information Systems, Leeds School of Business, University of Colorado



Joel Halvorson

Com Dev-Functional Consultant



Professional Summary

Mr. Halvorson has nearly 25 years of experience in management and technology consulting with more than 10 years of SAP ERP experience. He has worked primarily in the utility, energy, telecommunications and public sector industries, including municipal and federal government entities. During this time, he has led numerous engagements for several utilities across the United States and around the world. His experiences have included work in the following areas:

- SAP Planning and Implementation
- Strategic Planning
- Business Process Design/Reengineering
- Operations Improvement
- Information Planning

Project Experience

**July 2014 to present—Project Manager and SAP Constituent Services for City of Goodyear
SAP Implementation**

November 2013 to December 2014—Project Manager for Atlantic County procurement

September 2011 – October 2013, Sempra Energy, San Diego, CA, Anaheim, CA

Supply Chain Lead. Led the implementation a Business Warehouse (BW) reporting strategy for a large electric and gas utility in the U.S. southwest. The project included a broad range of reports to support the construction-related operations of the utility including compliance, new business, productivity and financial reports. Assisted with the development of a SAP call center strategy for a major investor-owned utility in the southeast region of the U.S. The engagement included an assessment of the current technology and processes, development of a simulation tool to analyze alternative call center strategies, identification of alternative technologies to improve call center performance, redesign of the call center facilities and processes and recommendations on future performance measurements.

August 2011 – October 2012, United Illuminating Company, New Haven, CT

Supply Chain Lead. Led the development, configuration and implementation of the Materials Management module for a large electric and gas utility including all aspects of the “procure to pay” process to support both electric and gas operations. The project included particular emphasis on the integration of the MM module with Device Management (DM) and Customer Care and Service (CCS). In addition to primary support of the MM module, provided expertise in the conversion of customer data to support the implementation of the CCS module to ensure customer information was accurate and complete, without unnecessary duplication between the electric and gas segments of the business.

October 2010 – December 2011, SouthWest Water Company, Houston, TX

Materials Management Lead. Led the implementation of the SAP materials management module for a large water company that included blueprint design, data conversion for all materials-related data, vendor conversion, system configuration, integrated testing and training. The MM implementation was part of an enterprise-wide implementation that was successfully completed in a one-year time frame. The project include included multiple locations/subsidiaries across the U.S. with varying levels of materials management capabilities and diverse business processes.

April 2007 – July 2009, Public Service Electric & Gas, Newark, NJ



Supply Chain Lead. Developed and implemented data management strategies for the SAP CCS roll out at a large, multi-state electric and gas utility in the northeast U.S. Responsibilities included cleansing of the customer-related data for the conversion stage, testing the data load programs developed in Stage 2 and Stage 3 and validate the data loaded. The initial load tests were unit tested with a representative sample of customers. Once the unit tests were successful, larger loads such as cycle loads and full loads were performed to validate errors and also to determine load times. This was critical for developing a go-live schedule as the goal was to minimize CCS “cutover” time. Finally a data load was performed to support any stress testing requirements resulting from the CCS blue print.

November 2004 – November 2006, Energy East, Portland, ME

Supply Chain Lead. Assisted with the development of a business case for a large ERP implementation that resulted in significant savings through increased efficiency and strategic sourcing initiatives. During the subsequent implementation of the SAP system, Mr. Halvorson assisted with conversion of customer data to support the transition from the legacy customer systems to the new integrated system.

Education and Certification

- Bachelor of Arts in Math, St. Olaf College, 1987
- Bachelor of Arts in Economics, concentration in Statistics, St. Olaf College, 1987
- Masters of Science in Statistics, Iowa State University, 1989



Jeet Chandwadkar

CRM Functional Expert



Professional Summary

Mr. Chandwadkar has a total 21 of years of total IT experience with more than 16 years in SAP including 13 years of IS-U/CCS (8 years in CRM). He has been a senior consultant on the current projects for last 6 years as a CRM - Customer service/CIC/Front office in all phases – from blueprint to post go-live support.

Project Experience

June 2011 to April 2012 – CRM Functional Consultant for United Illuminating, SAP Implementation

November 2010 to December 2012 – CRM Functional Consultant for SouthWest Water, SAP Implementation

February 2013 – Present, First Energy, Reading, PA, Akron, OH

CRM Functional Consultant. This project was an CRM / CRB - SAP ECC 6.0, IS-U/CCS, CRM 7.0 Ep2 implementation. Mr. Chandwadkar's key responsibilities include:

- CRM IT Business analyst for SMIP Project
- CRM Workshops, Functional specification and Strategy documents
- CRM Configuration and testing various scenarios for Proof of Concept(s)

May 2012 – January 2013, MUD (Municipal Utility District)

CRM Functional Consultant. This project was a SAP ECC 6.0 (Ehp6), IS-U/CCS with CRM 7.0(Ehp2) implementation. Key Activities:

- Blueprint and baseline Configuration review for CRM/ISU Integration
- Design and Configure CRM contract management framework for Move in & outs to meet client specific customized process requirements, ICW views for (CS, FICA and WM) including UI enhancements,
- CRM Product Configuration & Corresponding ISU MDT(s) definitions
- Complete Middleware setup for Data replication between ISU to CRM system (Business master data, as well as Technical master data)
- Configure recommended best practice as per SAP for - CRM ISU - Performance of Initial Download (Replication), plus co-ordinate with Basis for buffering, performance tuning/Indexing of tables, de-activating Change document during downloads etc.
- Monitoring, analyzing replication Bdocs error for Business partner, Contract account (BA), Interaction records (Contacts), CRM Contract (ISU Move in/outs), Connection Objects and Premise/POD.
- Detail documents and business user Knowledge transfer on CRM ICW Processes and Replication monitoring

June 2011 – April 2012, United Illuminating Company, New Haven, CT

CRM Functional Consultant. The SAP Project's Phase II design phase was completed to replace CNG's and SCG's legacy CIS billing systems with a state of the art integrated SAP Customer Relationship and Billing (CRB) system. Additionally, this project addressed new DPUC requirements for variable peak pricing and net metering as well as attempt to improve UI's current cancel rebill and alternate supplier rate change processes. Phase I of the overall project focused on converting Iberdrola's SAP back office data and setting it up in UI's ECC 6.0 system for the two gas companies. The design work included the Blueprint, schedule for the build, functional specs and gap analysis.



- Blueprint discussions, documentation & review and recommendation for Customer service processes
- Configuration for Customer service processes defined including process improvement and detail design for CRM IS-U Integration, Replication (of Master data), use of MDT (master data templates) for Move in/out, UCES and IVR functionality.
- Developed for the 2 companies Delta load of Master data (BP and C/A) to CRM using request load functionality recommended by SAP.
- Business user training on Configuration, ISU data model, identifying test scenarios and corresponding data creations.
- Cross functional co-ordination during Integration testing and resolving Customer service defects

November 2010 – December 2011, SouthWest Water and 254 Texas Municipals, Houston, TX
CRM/IS-U Integration and Solution Architect

- Blueprint discussions, documentation review and recommendation for all CRM/ISU Customer processes defined
- Configuration verification for all CRM/CS defined Blueprint processes including process improvement and detail design for CRM IS-U Integration, Replication, ICWC for Customer service, use of MDT (master data templates) for Move in/out, UCES and IVR functionality.
- Developed ICWC/UI Enhancements for Premise Alerts, Security deposits, and Service notification transaction launchers to ISU (Front office processes).
- Go-live (cutover, replication, data verification, super user support)

November 2010 – May 2011, TXU, Texas Utility

CRM Functional Consultant. Post production support of TXU's SAP ECC 6.0, IS-U/CCS with CRM 5.0.

Responsibilities included:

- Update to Product/IBase and MDT modification to accomplish the CRM Service Contract changes
- Trouble shooting Technical master data and CRM Contract replication error between CRM and ISU.
- Analyze Bdocs failures and recommend Configuration updates for detail error logging and reprocessing
- Train business users on Replication Queues and Bdoc monitoring tools in CRM as well as data exchange failures in ECC/ISU (Ecrmreplm/application logs)

March 2010 – July 2010, ENMAX Power

CRM Functional Consultant. Post Production Optimization of SAP ECC 6.0, IS-U/CCS (6.02), CRM 6.0.

Key activities:

- Updating CRM Configuration for Existing Contract Management functionality to trigger Market communication (Switch messages) for Contract Cancel (Drop Cancel) and Contract End date Change. (Utility Process Framework)
- Analysis and fixing assigned CRM Production defects, Replication failures.
- Detail handover document for business users on how to Resolve various identified Middleware replication issues between CRM and ISU

Education and Certification

- CRM –ICWC / BT/ IBase/ ISU Contract Management
- ISU CCS – Customer Service / CIC / Front office / MDT/IVR/UCES/ AMI-Smart meter.
- CRM – Middleware, BRF, UI, BSP, BOL, AET, Mesh-up
- BAPI, RFC(s) ABAP/4 (workflows, enhancements/class objects/Query/BOR).



Brett Stark
Finance Consultant



Professional Summary

Hands-on project experience, with 5 years of professional experience in financial business processes, specializing in the utility industry and public sector (municipal and county government). Mr. Stark has five years of functional SAP experience in Requirements Gathering, Design (Blueprint), Configuration (Build), Testing, Training, Implementation, and Support. Extensive experience in SAP ERP Financials, including Public Budget Formulation (PBF) expertise in delivering best practice in integrated SAP implementations.

Project Experience

July 2013 to March 2014 – Lead SAP FI/CO Functional Consultant for United Illuminating Company, SAP Implementation

July 2012 to October 13 – FI/CO Functional Consultant for Sempra Energy, SAP Implementation

October 2010 to June 2012 – FI/CO Functional Consultant for SouthWest Water, SAP Implementation

Public Sector Consulting Services

Role: Senior FI Consultant

Duration: January 2013 – Current

Responsible for providing general consulting services to states, counties, cities, not-for-profit organizations, educational institutions, and authorities including, but not limited to SAP Funds Management and Grants Management Processes, Organization, and Solution Configuration. Services have included developing budget formulation forms for capital and operating budgets, and personnel expenditure planning budgets using Public Budget Formulation (SAP PBF) as well as development of organizations' enterprise and organizational structure (budgetary and statutory) to meet their uniform chart of accounts, budget book, and reporting requirements (CAFR).

United Illuminating (UIL) - New Haven, CT

Role: Lead SAP FI/CO Functional Consultant

Duration: July 2013 – March 2014

Berkshire Gas Company (BGC) supporting and overseeing all SAP Accounting and Finance Business functions. Responsible for Testing, Training, Implementation, Cutover, Go-Live, and Post Production Support of SAP FI/CO, SAP PS, and SAP BPC. Responsibilities also included being Lead Trainer for five legal entities and several business segments (Gas Transmission, Distribution, and Electric) on FI, CO, Allocations, PS, Month-End Close, and Reporting as well as managing conversion of 25,000+ WBS Elements and PM Orders from legacy and interfacing systems: Maximo, Storms, and PowerPlan. Modules implemented and supported include: New General Ledger (FI-GL), Accounts Payable (MM-LIV, FI-AP, VIM by OpenText), Accounts Receivable (FI-AR) with integration to Sales and Distribution (SD) and FICA (Contract Accounts Receivable) Cost Center Accounting (CCA), Profit Center and Segment Accounting for New General Ledger, Internal Order Accounting (CO-OM, Project System (PS), and Consolidations (BPC). Additional functionality supported included Electronic Bank Statements, Planning functionality for Cost Centers and Profit Centers with integration to the New General Ledger, and integration of FI/CA (Contract Accounting) with the New General Ledger for Accounts, Profit Centers, and Segments, and integration with Plant Maintenance and Service Management using Operation Account Assignment (EhP6). Legacy



system migration and interfaces included Oracle Peoplesoft, WinBeams, Maximo, Storms, PowerPlan (PowerPlant and PowerTax), and WorkForce.

Sempra Energy Utilities (SEU) - San Diego & Anaheim, CA

Role: FI/CO Consultant

Duration: July 2012 – October 2013

Developed of Functional Specifications for custom enhancements. Testing and defect resolution of custom enhancements to the SAP PM module. Functionality tested included Service Notifications, Construction Measures and Designs, Plant Maintenance Orders with Operation Level Costing (OLC) and Compatible Units. Processes tested and developed included AFUDC (Allowance for Funds Used During Construction), Contribution in Aid of Construction (CIAC), Asset Unitization, Regulatory Accounting Derivations (FERC) as well as financial distribution of costs from Compatible Unit (CU) Master Orders to CU Order Operations, from Bundled Virtual CU Operations to CU Operations for Labor, Fleet and Contract Costs, and from CU Operations that are neither Major nor Minor Units of Property to CU Operations classified as Major or Minor Units of Property. Managed testing processes and defect resolution using HPQC.

United Illuminating (UIL) - New Haven, CT

Role: FI/CO Consultant

Duration: July 2012 – March 2013

Responsible for SAP FI/CO and SAP PS ECC 6.0 upgrade to Enhancement Package 6, with an emphasis in integration with SAP PM and Operation Level Costing (OLC).

Southwest Water and 254 Texas Municipals - Houston, TX

Role: FI/CO Consultant

Duration: October 2010 – June 2012

Responsible for Design, Configuration, Testing, Training, Implementation, Cutover, Go live, and Post Production support of SAP FI/CO and SAP PS. FI/CO and PS modules implemented and supported included: New General Ledger (FI-GL), Accounts Payable (MM-LIV and FI-AP), Accounts Receivable (FI-AR), Fixed Assets (FI-AA), Controlling (CO) including Cost Center Accounting (CCA), Profit Center and Segment Accounting for New General Ledger, Internal Order Accounting (CO-OM), Project Systems (PS), and Consolidations (EC-CS). Additional functionality supported included Electronic Bank Statements, Planning functionality for Cost Centers and Profit Centers with integration to the New General Ledger, and integration of FI/CA (Contract Accounting) and Sales & Distribution (SD) with the New General Ledger for Accounts, Profit Centers, and Segments.

Education and Certification

- Bachelor of Science in Finance, University of Colorado, Boulder, CO, 2009
- Bachelor of Arts in Psychology, University of Colorado, Boulder, CO, 2009
- Professional Certificate Program in Accounting, University of California, Berkeley, CA, 2014



Deep Sunkara

Budgeting

Professional Summary

Mr. Sunkara has over 6 years of consulting experience in implementing SAP budgeting, integrated planning, business intelligence and business warehouse solutions. He has end-to-end project experience in implementing SAP Public Budget Formulation (PBF) on multiple projects where his responsibilities included product development, business analysis and requirements gathering, designing test plans, and providing end-user training and documentation. Mr. Sunkara is also a certified SAP instructor in PBF 8.0.

Project Experience

July 2014 to present – PBF Consultant for City of Goodyear SAP Implementation

October 2014 to present – PBF Lead for Dunn County SAP Implementation

October 2014 to present— PBF Lead for Delaware River Port Authority SAP Implementation

June 2014 to present – PBF Lead for Atlantic County SAP Implementation

August 2013 – Present, Sysco, USA
SAP Business Intelligence Consultant

June 2013 – Present, SAP America, USA
PBF 8.0 Instructor

- Instructor for PBF 8.0 Courses (WNAPB1/WNAPB2)
- Introduction to PBF 8.0
- Advanced PBF 8.0

April 2013 – Present, SAP America, USA
Custom Product Development. SAP Product Development (PBF, BW 7.3, Integrated Planning, Visual Composer)

October 2010 – Present, Nu Info Systems, USA
Sr. Consultant & Architect. Implementation of SAP BW/PBF/Integrated Planning/Visual Composer solutions

November 2011 – March 2013, Pfizer, USA
Sr. SAP BI/BW Consultant T&M. SAP Business Intelligence 7.3, Integrated Planning 7.3. Specialties included:

- Developed custom delta function module extractor
- Programmed generic error log FM to capture error records at data loads in transformations and email the records
- Purchase Price Comparison (PO Price vs. Contract Price vs. Inforecord Price) PO Utilization 2-Way Accrual and Invoices Project
- Spend Analysis Project Purchase Price Variance
- Deletion of orphan records in Infoprotector that are based on Generic data sources
- Exception Broadcasts, Reconciliation Workbooks, Process chain performance improvements
- SMS Supplier Qualification Projects



August 2009 – October 2011, South Florida Water Management District, FL

Consultant Sr. SAP PBF Architect/BI Technical Lead/Developer. Mr. Sunkara utilized SAP Business Intelligence, Integrated Planning, Visual Composer Composition Environment 7.1, and reporting tools throughout the implementation. Responsibilities include:

- Implemented SAP Public Budget Formulation (PBF) at South Florida Water Management District. Official Instructor for SAP PBF Courses (WNAPB1/WNAPB2) offered by SAP
- Developed end-to-end techno-functional solution of PBF Requirements gathering for PBF
- Developed low cost of ownership for SAP BI solution (Extractors, Transformations, Infoproviders, DTP,APD),IP (Aggregation levels, Filters, Planning functions, Planning sequences) ,CE 7.1 Visual Composer, NWDS, NWDI, Enterprise Portal.
- Enhanced, FOX Formula, Ranking and Scoring Form Solution through the use of Funds Dimension for Funding the Forms
- Locking Technology for Forms to keep users from overwriting data in the Forms that do not use IP Queries for locking
- Custom Performance enhancements to the delivered Forms and reduced the wait time to half.
- Funds Management, Grants Management, Project Systems, Material Management, Employee Payroll/Benefits. Year End Roll Over Package solutions for PBF
- Budget Forms (Baseline Form, Strategic Planning Form, Project Form, Process Form, Change Control Form, Project Scoring, Process and Project Ranking Form Ranking by Fund Dimension, Governing Board Priorities Form, Strategic Planning ,Strategic Planning Overview, Resource Area Hier Form),Retractor to FM, PEP Configuration & Reports)
- End user training
- All phases of QA testing cycles
- BEx Query Designer, Excel Analyser, WAD, Report Designer, Crystal Reports, Xcelcius, Webi

August 2009 – September 2010, Meridian Partners, USA

Sr. SAP BI Consultant. Implemented SAP Public Budget Formulation (PBF) PEP, Budget Forms using BI 7.1, Integrated Planning and Visual Composer CE 7.1 at South Florida Water Management District.

March 2009 – July 2009, Sara Lee Foods

Sr. SAP Business Intelligence Developer

November 2007 – March 2008, Solae, LLC

Sr. SAP BI Consultant

December 2006 – November 2007, Sara Lee Foods

Sr. SAP BI Consultant

Education and Certification

Masters, Computer Science, Eastern Michigan University
Bachelor in Technology, Information Technology, University of Madras



Roman Naumov
Functional Consultant

SAP® Certified
Associate

Professional Summary

Over twenty years of extended experience in the implementation and maintenance of SAP ERP systems. Combination of project management, business process improvement and change management, SAP configuration and training skills. Ability to understand and assess requirements, design, develop and implement integrated solutions. Experience in business processes and configuration of SAP MM and LE (master data, purchasing, inventory management, logistics execution), FI-A/P (logistics invoice verification, accounts payable), PLM (ECM - engineering change management and DMS - document management system) modules and integration of these modules with Finance and Controlling (FI/CO), Quality inspection planning and execution (QM), Production Planning (PP, PP-PI), Sales and Distribution (SD), Plant Maintenance (PM) modules and Business Intelligence (BI) systems. Experience with global SAP implementations as well as with middle and growing market. Big four experience (KPMG, PricewaterhouseCoopers, IBM).

Project Experience

Delaware River Port Authority (10/2014 – present) – SAP Supply Chain lead, responsible for solution design, leading client thru blueprint sessions and completion of the blueprint documents, system configuration, functional specifications development, integration with other work streams, unit and integration testing, development of conversion strategy and tools (LSMW). Scope included SAP MM, SRM with PPS (Procurement for Public Sector), SAP DMS, integration with Finance and EAM.

Education & Certification

Dipl. Eng., Computer Science, Moscow, Russia



Nick Buttorff

Human Capital Management Functional Consultant



Professional Summary

Nick Buttorff is an HCM Functional Lead Consultant and Project Administrator with Quintel Management Consulting. He focuses on the public sector (county, municipal and school districts) and utility (water, gas and electric) industries. He has over four years of SAP experience specializing in configuration of the Human Capital Management suite, Payroll and Public Budget Formulation components.

Project Experience

June 2014 to Present – Lead HCM Functional Consultant for Atlantic County SAP Implementation

October 2014 to Present – Lead HCM Functional Consultant for Delaware River Port Authority (DRPA) SAP Implementation

November 2014 to Present – Lead HCM Functional Consultant for City of Goodyear SAP Implementation

October 2014 to Present – Lead HCM Functional Consultant for Dunn County SAP Implementation

Quintel-MC / Atlantic County SAP Implementation

June 2014-Present

HCM Functional Lead

This project scope was to implement SAP ECC 6.0 EHP 7 as a common platform across the entire organization to streamline and standardize business processes. The project included implementation and integration of SAP ECC, including the following modules: Finance, FI-Controlling, FI-Funds Management, FI-Grants Management, FI-Travel Management, Public Budget Formulation, Purchasing, Materials Management, Human Capital Management, Payroll, Time, Employee Self-Service/Manager Self-Service, Training and Events Management, and Business Warehouse/Business Objects. In addition, this project included integration with Timetrack Systems time clocks.

Quintel-MC / Delaware River Port Authority & Port Authority Transit Corporation SAP Implementation

October 2014-Present

HCM Functional Lead

This project scope was to implement SAP ECC 6.0 EHP 7 as a common platform across the bi-state Agency to streamline and standardize business processes. The project included implementation and integration of SAP ECC, including the following modules: Finance, FI-Controlling, FI-Funds Management, FI-Grants Management, Public Budget Formulation, Purchasing, Materials Management, Human Capital Management, Payroll, Time, Employee Self-Service/Manager Self-Service, E-Recruiting, Learning Solution, Enterprise Asset Management (including mobile), Supplier Relationship Management, and Business Warehouse/Business Objects.



Quintel-MC / Dunn County SAP Implementation

October 2014-Present

HCM Functional Lead

This project scope was to implement SAP ECC 6.0 EHP 7 as a common platform across the organization to streamline and standardize business processes. The project included implementation and integration of SAP ECC, including the following modules: Finance, FI-Controlling, FI-Funds Management, FI-Grants Management, FI-Travel Management, Public Budget Formulation, Purchasing, Materials Management, Human Capital Management, Payroll, Time, Employee Self-Service/Manager Self-Service, E-Recruiting, HR Renewal, Supplier Relationship Management, and Business Warehouse/Business Objects. Delivery tasks included cutover planning, final preparation and Go Live/Support.

Quintel-MC / City of Goodyear SAP Implementation

November 2014-Present

HCM Functional Lead

This project scope was to implement SAP ECC 6.0 EHP 8 as a common platform across the organization to streamline and standardize business processes. The project included implementation and integration of SAP ECC, including the following modules: Finance, FI-Controlling, FI-Funds Management, FI-Grants Management, FI-Travel Management, Public Budget Formulation, Purchasing, Materials Management, Human Capital Management, Payroll, Time, Employee Self-Service/Manager Self-Service, E-Recruiting, Enterprise Asset Management, Supplier Relationship Management, Utility Billing, and Business Warehouse/Business Objects. Legacy systems included over ninety disparate, non-integrated point solutions.

Education and Certification

Bachelor's Degree in Operations Management and Information Systems, Leeds School of Business, University of Colorado at Boulder.

- SAP Business Processes in Human Capital Management (HCM) – HR050
- SAP HCM Master Data Configuration – HR305
- SAP Business Processes in HCM Payroll – HR110
- SAP Payroll Configuration – HR400
- SAP US Payroll – HR410
- SAP Level 1 Certified Presales Consultant in Sybase/Mobility, Business All-in-One, HANA, and SuccessFactors/Cloud
- SAP Level 1 Certified Sales Executive in SAP Sybase/Mobility and SAP HANA
- SAP Overview Certificate – SAP01



Muru Sekar

Payroll and Billing Functional Lead



Professional Summary

Mr. Sekar is a lead IS-U billing consultant and has over 12 years of SAP experience specializing in the implementation and production support of the IS-U Billing, Human Resources and Payroll modules. Mr. Sekar has also been responsible for development of several blue print process documents for clients in the areas of Customer Billing, Time Management and Payroll Processes. He has completed over 200 billing assignments for a total of 7 clients covering the public sector and utilities sector. Mr. Sekar has experience designing, configuring and testing the SAP system as well as creating enhancements to meet the customer's needs. He also has experience in hands-on training of SAP.

Project Experience

July 2014 to present – Lead SAP Payroll Consultant for City of Goodyear SAP Implementation

October 2014 to present – Lead SAP Payroll Consultant for Dunn County SAP Implementation

October 2014 to present— Lead SAP Payroll Consultant for Delaware River Port Authority SAP Implementation

June 2014 to present – Lead SAP Payroll Consultant for Atlantic County SAP Implementation

April 2012 – Present, Connecticut Natural Gas, New Haven, CT

Functional Billing Consultant. Mr. Sekar is currently supporting the IS-U Production System. He was also Involved in the analysis of EMMA error log, wrote procedures, wrote training material to fix each type of EMMA error, worked with the Billing operations team to clear backlog in implausible, outsorts and other errors from nightly batch job. Identified areas of system improvement to reduce EMMA errors and write functional spec for enhancements. Developed queries for dashboard reporting for executives on daily statistics. Payroll/Time Management lead for the technical upgrade of the SAP system to Enhancement Pack 6 (EP6). Excellent hands on knowledge of integration with FICA/Device/EDM.

November 2010 – April 2012 – SouthWest Water and 254 Texas Municipals, Houston, TX

Functional Billing Consultant. Mr. Sekar was involved in the Full Implementation and Production Support of the IS-U Billing system. He was also involved in Blue Print of South West Water Company's water and sewer tariff. Responsibilities included rate configuration, integration with FICA, Device Management, front office modules. Developed functional specification for custom variants, reports, enhancements and interfaces. Developed tools to track performance metrics for MR to Bill Print. Participated in knowledge transfer to end users. Fully involved in Post-production operation support. Developed various queries for month end report validations. Identified gaps in processes and recommended enhancements. Involved in the development of BPEM case generation and tracking.

Quintel and SAP implemented all modules of SAP as a common IT platform across all of the municipals and utilities. All modules of SAP were implemented including all back office functions (GL, AP, CAFR, Misc. Receivables, Fixed Assets, Budgeting, cash, grant and project accounting), Community Development (code enforcement, registrations, business licenses, fleet management, mobile and dispatch, facility management), Supply chain management (Contracts, inventory), Human Resources (admin, payroll, benefits, employee self serve, e-recruitment), customer service (CRM), all types of billing and web (Citizen) services.

April 2010 – October 2010 – Ibedrola, USA



Functional Billing Consultant. Involved in the analysis of the requirements for 2010 Rate Case submittal. Designed configuration and testing of the new rate changes with future effective dates, performed impact analysis of the current design, created enhancements of custom variants to accommodate the current changes.

December 2009 – Present & April 2007 – September 2009, PSE&G, Newark, NJ

Functional Billing Consultant Involved in Blue Print of PSEG's Electric and Gas Tariff. Responsibilities included rate configuration, integration with FICA, Device Management, EDM, front office modules and unmetered and street lighting. Developed functional specification for custom variants, reports, enhancements and interfaces. Developed unit and integration test plans as well as a parallel testing methodology and user acceptance test cases.

September 2009 – December 2009, TXU, Dallas, TX

Functional Billing Consultant. Involved in the post production support of billing operations. Gained knowledge of Texas Set functionality. Identified issues with cancel re-bill program and recommended solutions and assisted in development and implementation of the solution.

June 2004 - December 2000, NYSEG & RG&E, Portland, ME

Functional Billing Consultant. Responsibilities included Involvement in Blue Print of NYSEG and RG&E's Electric and Gas Tariff. Rate configuration, integration with FICA, Device Management, EDM. Developed custom rates for Negotiated contracts apart from regular tariff contracts. Involved in Unit testing and integration testing. Full Parallel testing and validation. Conversion data mapping and validating converted data. Post production billing operation support. Tracking of performance metrics of Meter read to bill print.

April 2008 - September 2009, Central Vermont Public Service, Rutland, VT

HR/Payroll Functional Consultant. Responsibilities included blue print for Payroll process for CVPS. Define processes, end to end payroll configuration, union rules, regular pay, special pay / bonus pay, tax configuration, pay stub design. Test case preparation for Unit testing, integration testing and parallel testing. Knowledge transfer documentation and effective knowledge transfer. W2 generation and post production support. Integration of Payroll with controlling and FI posting and 3rd party posting. Mapping of wages to G/L account. Quota accrual and FMLA workbench.

January 2007 – April 2007, County of Erie, NY

HR/Payroll Functional Consultant. Responsibilities included W2 processing, redesign of Retiree payroll processing, debugging rules written against Union rules, identify issues, recommend solutions and roll out the new enhanced processes.

February 2003 – June 2004, Energy East, Portland, ME

HR Time/Payroll Functional Consultant. Responsibilities included Blue print of Time Management processes for Energy East Utilities, Configuration of Holiday calendar, work schedule, absence / attendance types, quotas, incorporating 7 union rules in time management and payroll schemas. Mapping of wage types to G/L, configuration for 3rd party payments and posting. Remuneration statement configuration. Integration with FICO. Unit testing, integration testing and parallels testing. Knowledge transfer and post production support.

Education and Certification

4 Year Bachelor Degree in Engineering – Mechanical, 1991



Justus Talley
CRM-Functional Consultant



Professional Summary

Justus serves a Senior Consultant for Quintel-MC, Inc. and has over 9 years of IT experience, 6 years focused on SAP CRM and IS-U modules. He has spent his SAP career in technical, functional and management roles depending on the project needs. Most recently delivering the CRM, Work Management and Bill Print solutions for Nebraska Public Power. He has the ability to understand business needs, build trust with clients, design and document solutions as a system architect, configure and develop within multiple IS-U modules, with strongest skill sets in IS-U CRM and workforce management. Justus has implemented new SAP CIS solutions for 4 large utilities including both electric and gas with multi-jurisdictional operations. Justus also spent 3 years as the CRM/Customer Service Analyst for a large Gas Utility.

Project Experience

September 2013 – Present, Nebraska Public Power District (NPPD)

Project Technical Lead, Lead CRM Consultant, Bill Print Lead, Work Management Lead Consultant. Implement SAP CR&B modules with several inbound and outbound interfaces to an existing SAP financials environment within a 9 month project prep to go-live window. Specific responsibilities and deliverables included:

- Project planning, execute blueprinting workshops, documenting requirements, creating specifications and delivering Customer Service modules for SAP CR&B
- Implement Configuration in CRM for the IC Web processes including customer identification, business master data maintenance, interaction records, overview/fact pages, contract management, billing plans, and service order creation/maintenance
- Developed enhancements, validations and custom pages where necessary to meet NPPD needs within the CRM using object oriented ABAP within the CRM Component Workbench
- Configure and execute migration of business master data from ECC to CRM systems at project go-live
- Support Business Master data replication between ECC and CRM systems via setup of Sites, CRM Generation Workbench, BDOC and ECRMREPL queues, and troubleshooting errors

January 2013 – June 2014, Detroit Energy

Technical Resource. Assistance in the sales cycle and then later filled in for 3 months of the project as a technical resource to support the project through go-live after unexpected turnover within the project team. Scope included CRM Case Management implementation for tracking customer inquiries, complaints, and legal cases.

- Worked after hours to train Ciber CRM resources on SAP CRM configuration and technical framework
- Delivered enhancements to the Case management entry screen to streamline the process and provide role based functionality
- Worked with security team to setup CRM Business Roles and Authorization objects
- Created multiple drill down matrices and graph report screens within the CRM BSP framework to show incidents by time, status and responsible groups
- Configured the Case Management solution, search functions, and GENIL model functions for CRM Case Management

July 2012 – August 2013, Alabama Gas Company (Alagasco) & SourceGas

Sales and Project Prep, Project Lead, Solution Architect, Development Roles in ABAP and Java. Enhance the SAP Utilizes Customer E-Services (UCES) to recreate the look and feel with a more



modern, mobile friendly design, integrate with CRM agent through browser embedding, and add extensive new functionality to the self service portal including registration, text and email notifications, payment entry, installment plan, outbound emails through CRM Email Forms. Responsibilities and deliverables included:

- Worked jointly with Alagaso and SourceGas to conceptualize an updated SAP UCES solution with a modern look and feel, increased functionality and mobile friendly interface
- Executed two project go-lives along the timeline both with exceptional day 1 results
- Structured a multi-utility contract with shared ownership of the costs and intellectual property
- Assisted a Web User Experience Designer to develop a mobile friendly front end prototype using Highcharts, JQuery, and Bootstrap 3.0
- Created new XML configuration menus to allow for better functional ownership of the solution
- Wrapped Biller Direct/UCES ABAP modules with new function modules to support the business requirements
- Created several new JSP pages including ACH and credit card payment, registration, E-Bill, Billing History, Usage History, forgot user ID/Password/Security Question, Service Order Scheduling, and Alert Management
- Created a modern Java integration layer with a Model, View Controller concept
- Setup Net Weaver Development Infrastructure to allow for multi-developer collaboration during project

March 2012 – August 2014, CIBER, Inc.

SAP Utilities Solution Leader. Architect and develop an SAP customer service suite for utilities that includes a set of implementation and interfacing tools as well as reusable pre-built SAP functions designed to reduce implementation cost and risk. Mr. Talley's responsibilities included:

- Build streamlined configuration plans for IS-U, PM, SD and CRM modules from a utilities implementation perspective
- Demo SAP ECC and CRM processes for utility companies interested in SAP enhancements and implementations
- Built add-on functionality to shorten the time required to design, customize and test processes during an SAP implementation
- Designed and programmed the core code base of an Object Oriented strategy to wrap standard SAP functions/BAPI's with reusable and flexible configuration driven events

Education and Certification

- Master of Information Systems Management, Brigham Young University, 2006 – 2007
- Bachelor of Information Systems, Brigham Young University, 1998 – 2005



Richard Weber
Asset Management Consultant



Professional Summary

Asset Management Consulting and Project Management

- Solution Architect for an SAP Enterprise Asset Management implementation at a major Canadian natural Gas Storage, Transmission and Distribution company. The scope included development of a target operating model future state for Asset Management, and implementation of SAP Plant Maintenance across Gas Storage and Transmission business units, including requirements development, solution design.
- Project Manager for a Work and Asset Management assessment project at a major Canadian gas LDC to develop a target operating model and detailed gap analysis. Scope included customer generated construction and compliance work process redesign, system replacement roadmap development, and asset management program assessment
- Lead role in asset management stream for major business transformation program for a gas LDC in central US. This program is replacing aging silo platforms with an integrated business platform to support a full set of modernized business processes based on standard practice. The asset management scope includes work and asset management, supply chain management, GIS improvement and integration and mobile workforce management integration.
- Planned an asset management solution for a major midwestern Gas Utility. Activities included development of "Leak Management" solution proposal, development and delivery of Project Core team training, development and configuration of training environment for project team training, developed high-level Blueprint processes, develop blueprint session templates and deliverables.
- Planned and executed transformational Enterprise Work and Asset Management (EWAM) project for major western Electric and Gas Utility. The EWAM solution is being implemented on the IBM/MRO Maximo MXES work and asset management product, Ventyx's schedule and dispatch functionality and Primavera P6 for capital project and portfolio management. Fully integrated with the utility's core business applications including ERP supply chain, outage management and GIS.
- Developed and delivered roadmap to implement an asset management program at a major East Coast water utility. Activities included conducting detailed Roadmap Assessment workshops with the end-user community. Development of high-level processes, development of implementation approach and project estimates, project plans, and budgets.
- Planned and executed an SAP Enterprise Asset Management implementation project at a major east coast regional utility (gas and electric). Activities included development of work process re-engineering blueprint, configuration parameters, testing and training materials. Developed and Implemented Maintenance Plans for field inspection / routine maintenance and regulatory compliance metrics across the gas and electric facility infrastructure. Areas of Focus: Gas and Electric asset life cycle management, legacy CPR data conversion, Work Order process automation, Maintenance Plan implementation, and Business Warehouse report generation. This project was the first implementation of SAP's Compatible Units Module.
- Planned and implemented an SAP Enterprise Asset Management solution at a West Coast Pulp and Paper manufacturer factory start-up, including requirements gathering, business process mapping, system configuration. Additional work included data mapping from the legacy Maximo maintenance system to SAP, data extraction and conversion, and data validation.
- Planned and implemented an SAP EAM solution at a Canadian road construction company, including requirements gathering, business process mapping, system configuration, data extraction, conversion, and data validation to meet all Transportation Ministry regulatory requirements.



- Performed an asset management system selection analysis for a Canadian Generation utility (Maximo and SAP), including capturing and refining system requirements, product analysis, cost estimation, and project planning
- Planned and implemented an SAP Enterprise Asset Management solution for a Canadian Gold Mining company, including requirements gathering, business process mapping, system configuration, data extraction from legacy, data conversion and global project rollout (2 of 4 sites are currently live) to meet all regulatory and safety requirements.
- Planned and documented data migration requirements for Fixed Asset data within a global implementation project comprising SAP PM, MM, AA, HR, FICO
- Project Manager for Enterprise Asset Management Blueprint development project for regional waste water utility based on NDS Center of Excellence model.
- Planned and implemented an Enterprise Asset Management solution at major Pulp and Paper manufacturer, including system configuration, documentation and development and delivery of EAM system and maintenance program training materials.
- Engineering
- Provided direct supervision to Gas Field Engineers assigned to divisional offices. Developed and managed O&M and capital budgets. Performed contractor coordination for Gas capital construction projects
- Supervised Gas System Planning group responsible for long range gas infrastructure planning. Developed and managed annual \$2M O&M and \$25M Capital budgets and supporting NPV models.
- Represented Utility interests to Gas industry groups and State and Local Municipality Departments of Transportation
- Developed and implemented training programs for Gas Engineers and Gas Distribution Operators, significantly reducing the time requirements for new hires to become "fully qualified"
- Coordinated cold weather gas system operations, including the setting of gas system SCADA alarm limits
- Designed and implemented major enhancement to Gas System Planning modeling software, reducing complete model build times from 6 months to 6 weeks
- Managed data conversion project – scanning of approximately 300,000 gas service records for use in electronic document management system – annual savings ~\$100k in document handling, storage and retrieval costs

Project Experience

- PricewaterhouseCoopers: Director, November 2011 to current
- Independent Asset Management Consultant, November 2010 to November 2011
- PricewaterhouseCoopers: Manager, September 2008 to November 2010
- New Dimension Solutions: Senior EAM Consultant and Project Manager, 2006 to 2008
- Rochester Gas and Electric Corp: Senior Engineer, Gas T&D 1996 to 2006
- Rochester Gas and Electric Corp: Procurement Engineer, Nuclear 1990 to 1996
- General Physics Corporation: Nuclear Simulator Support Engineer 1988 to 1990

Education and Certification

- Masters of Business Administration Executive Program, E. Phillip Saunders College of Business, Rochester Institute of Technology, Rochester New York
- Bachelors of Science in Mechanical Engineering, State University of New York at Buffalo



Zoran Markovic
Programmer



Professional Summary

An effective SAP Technical Consultant with superb analytical and problem solving skills. Possesses a breadth of business and technical knowledge required to develop SAP software and deliver it in a manner that produces value-adding, timely and cost effective results.

- 15 years of professional experience in software engineering and system implementations (12 years in Utilities Industry).
- ABAP (12 years).
- SAP ISU-CCS (10 years).
- Strong Mobile Technologies (Syclo, ClickMobile, SAP xMAM)
- SOA, UCES, BPME,
- Outsourcing support expertise (produces high quality technical specifications).
- Global SAP Implementation experience.

Project Experience

April 2012 to Present – SAP Technical Consultant for United Illuminating, SAP Implementation

April 2012 to Present – SAP Technical Consultant for Sempra Energy, SAP Implementation

December 2010 to April 2012 – SAP Technical Consultant for SouthWest Water, SAP Implementation

April 2012 – Present, United Illuminating Corp (UIL), New Haven, CT

SAP Technical Consultant. Responsible for:

- Designed and developed IVR system architecture for UIL's different lines of business (UIL-electric, SCG-gas, CNG-gas, BGC-gas). Developed interfaces included various business processes (Account details/balances lookup, BBP, Low Income, Installment Plans, Service Orders, Move In/Out, etc.).
- Designed and developed Web Services and IDOC interfaces for High Volume Calls application (SOA, Datapower, MQSeries, SAP Portal, SSL communication).
- Designed and developed Web Service interfaces and back end enhancements for Proactive Customer Communication Project (SOA, SSL communication, SAP ABAP Workbench).
- Web Interface: Designed and developed reusable interface components to successfully and reliably interface existing Online Solution with new SAP system (SOA, ABAP Workbench).
- Designed and built full scope of Front Office enhancements for UIL's electric and gas lines of business (ABAP Workbench, SAP Enhancements Framework).
- Developed Mobile Application interface to Order management system (Click Mobile, SAP Adobe Forms).
- Designed and build number of enhancements, reports and interfaces for Sempra Energy project (CU, PM, SCM).

April 2012 – Present, Sempra Energy, San Diego, CA, Anaheim, CA

SAP Technical Consultant. Responsibilities include:

- Designed and developed IVR system architecture for UIL's different lines of business (UIL-electric, SCG-gas, CNG-gas, BGC-gas). Developed interfaces included various business processes (Account details/balances lookup, BBP, Low Income, Installment Plans, Service Orders, Move In/Out, etc.).



- Designed and developed Web Services and IDOC interfaces for High Volume Calls application (SOA, Datapower, MQSeries, SAP Portal, SSL communication).
- Designed and developed Web Service interfaces and back end enhancements for Proactive Customer Communication Project (SOA, SSL communication, SAP ABAP Workbench).
- Web Interface: Designed and developed reusable interface components to successfully and reliably interface existing Online Solution with new SAP system (SOA, ABAP Workbench).
- Designed and built full scope of Front Office enhancements for UIL's electric and gas lines of business (ABAP Workbench, SAP Enhancements Framework).
- Developed Mobile Application interface to Order management system (Click Mobile, SAP Adobe Forms).
- Designed and build number of enhancements, reports and interfaces for Sempra Energy project (CU, PM, SCM).

December 2010 – April 2012, SouthWest Water and 254 Texas Municipals, Houston, TX

SAP Technical Consultant. Responsibilities included:

- Solution design and implementation: IVR (Interactive Voice Response system).
- Solution design and implementation: Online Web System Interface.
- Technical specifications and implementation: IS-U FICA System Enhancements, Interfaces and Reports.
- Technical specifications and implementation: IS-U DM System Enhancements, Interfaces and Reports.

January 2008 – December 2010, PSE&G, New Jersey, USA

SAP Technical Consultant. This project was an IS-U/CCS implementation for an Electric & Gas Utility company that serves over 2.1 million customers. His responsibilities included:

- Solution design and implementation: Utilities Customer Electronic Services (UCES)
- Solution design and implementation: Business Process Exceptions Management (BPEM)
- Technical specifications and implementation: System Enhancements, Interfaces and Reports.
- Data Migration: planning, migration workbench configuration (EMIGALL), execution, reconciliation strategy.

Education and Training

M.Sc. designated by a comparative credential evaluation, 2005
The Trustforte Corporation, New York, U.S.A.

Electrical Engineering in Computer Technology and Informatics, 1996
University of Nis, Faculty of Electrical Engineering, Nis, Yugoslavia

Computer Programmer, 1986
H. Buric Secondary School Centre, Brcko, Yugoslavia



Jennifer French
Data Conversion



SAP® Certified Associate

Professional Summary

Expert in architecting complex data driven enterprise applications across multiple industries for both custom and commercially packaged software. Unique ability to analyze business requirements, architect the optimal data model and develop practical applications that leverage data enterprise as an enterprise asset. Ms. French has 18 years of database modeling and application software experience. Responsible for all aspects of product technology, development and delivery with a track record of establishing & meeting schedules. Outstanding history of achievement in co-founding, funding, developing and selling early market companies.

Project Experience

July 2014 to Present – Data Conversion Consultant for City of Goodyear, SAP Implementation

October 2014 to Present – Data Conversion Consultant for Dunn County, SAP Implementation

June 2014 to Present – Data Conversion Consultant for Atlantic County, SAP Implementation

United Illuminating Company

Role: Senior Data Analyst

Duration: May 2011 – 2012

Performed data analysis in support of the merger of multiple corporate entities into a SAP platform. Performed forensic data analysis on multiple corporate systems resulting in the construction of transformation logic to perform data cleansing tasks, normalize units and transform data to the SAP model. Project was completed on time and within budget

Sempre - San Diego & Anaheim, CA

Role: Application/Data Architect

Duration: October 2010 – April 2011

Designed and constructed prototype for the "Click-Mobile" field-based service order management system facilitating real time data exchange between SAP and windows-based industrial tablet computing system

Education and Certification

B.S. Computer Information, Colorado State University, 1984



Jake Bakke

SAP BW/BOBJ Consultant

SAP® Certified Associate

Professional Summary

Mr. Bakke is a BI/BW consultant with over 2 years of project experience in the utility and public sector industries. He is certified in BOBJ BI 4.x Platform administration and implementation and has served as a business analyst specializing in requirement analysis, reviewing scope and module priorities, and query development on previous projects. He has extensive experience in all SAP BEx 7.0 and BI 4.0 Suite report development and functional experience in end user training. He also has experience in VBA programming and SAP ECC 6.0.

Project Experience

February 2015 to Present – SAP BW/BOBJ Consultant for City of Goodyear, SAP Implementation

October 2014 to Present – SAP BW/BOBJ Consultant for Dunn County, SAP Implementation

October 2014 to Present – SAP BW/BOBJ Consultant for Delaware River Port Authority, SAP Implementation

June 2014 to Present – SAP BW/BOBJ Consultant for Atlantic County, SAP Implementation

May 2012 to December 2013 – SAP BW/BOBJ Consultant for Sempra Energy, SAP Implementation

Industry: Municipal/Public Sector – City of Goodyear, AZ

Project Description/Scope: SAP ECC 6.0 EHP 7, CRM 7.0, BW 7.3, BOBJ 4.1

Role: SAP BW/BOBJ Consultant

Duration: February 2015 – Present

Lead BI Consultant. Currently serves on the onsite BW & BOBJ resource. Current implementation including all SAP modules—finance, HCM, Payroll, utility billing, mobile, asset mgmt. and community development.

Industry: Municipal/Public Sector – Dunn County, WI

Project Description/Scope: SAP ECC 6.0 EHP 7, BW 7.3, BOBJ 4.1

Role: SAP BW/BOBJ Consultant

Duration: October 2014 – Present

Lead BI Consultant. Currently serves on the onsite BW & BOBJ resource. Current implementation including all SAP ERP modules (Finance, HCM, Payroll, Reporting). Quintel is also providing hosting and support services.

Industry: Municipal/Public Sector – Delaware River Port Authority

Project Description/Scope: SAP ECC 6.0 EHP 7, BOBJ 4.1, SRM, ESS/MSS

Role: SAP BW/BOBJ Consultant

Duration: October 2014 – Present

Lead BI Consultant. Currently serves on the onsite BW & BOBJ resource. This project is in progress. Quintel was selected to provide implementation and hosting services beginning in August of 2014. It is a 5-year hosted support contract *All public sector modules -The scope of this project is to implement and support and implementation of SAP ECC 6.0 EHP 7, BOBJ 4.1, SRM, ESS/MSS*

Industry: Municipal/Public Sector - County of Atlantic, NJ

Project Description/Scope: SAP ECC 6.0 EHP 7, BW 7.3, BOBJ 4.1



Role: SAP BW/BOBJ Consultant

Duration: June 2014 – Present

Quintel is currently implementing SAP ECC 6.0 Enhancement Pack 7, SAP BW 7.3 and SAP BusinessObjects (BOBJ) 4.1 at the County of Atlantic based on best business practices. SAP will replace many legacy systems and improve the County's business processes. The project is currently in the testing phase. He currently serves as the BOBJ admin and assists in BW activities such as historical data loads. Additional responsibilities include:

- Gathering and defining business reporting requirements.
- Management of project reporting requirements.
- BOBJ front-end report development. The data is stored in BW and reports are developed and formatted with BOBJ client tools (i.e. BOBJ Dashboards).
- Serves as the primary contact for functional and County teams for Business Intelligence.
- Manages BW extractions, historical data files, query development and BW team.

Industry: Utility Industry – Semptra Energy

Project Description/Scope: SAP BW 7.3 Reporting and Support

Role: BW/BI Consultant

Duration: May 2012 – December 2013

Business Warehouse Consultant.

- Worked hands-on, as the on-site BW resource, with testing and development clients in the SAP PM module where testing of standard construction work orders was completed
- Developed KPI specification documents consisting of clients specific BW reporting needs, identifying key fields in SAP back-end which include tracking different stages of the work order lifecycle and employee metrics
- Helped develop SAP BW BEx testing queries based on preexisting KPI documents
- Assisted SEu end users in testing Accounting/Finance query reports in BEx 7.0
- Created documentation to assist SEu employees access BEx reports in test servers
- Identified defects in service notification & work order processes in test environments which were then reported with Hewlett Packard Quality Center (HPQC)

Industry: Public Sector and Utility – Quintel-MC, Inc.

Project Description/Scope: Website Development/Configuration

Role: Assistant Project Manager

Duration: May 2012 – December 2013

Technical Lead. This project consisted of marketing the new mobile solution to utility and public sector clients. He conducted market research on SAP's mobile platform (MEAP) including the recent acquisitions of Syco, Sybase and Afaria, and contacted potential sales targets. He was responsible for managing technical aspects of the product, research and development, and conducted the demonstration of the product across multiple business processes.

Education and Certification

Bachelor of Science in Operations Management, Leeds School of Business, University of Colorado

- SAP Certified Application Associate – SAP BusinessObjects Business Intelligence platform 4.x
- SAP Certified Sales/Presales Consultant – SAP BusinessObjects BI & EIM Solutions
- SAP Query Design & Analysis



Dave Harden
BW Consultant



Professional Summary

Mr. Harden is a SAP BI/BW consultant with over 9 years of BI/BW experience, a primary focus on ISU-CCS and AFS implementations and support, as well as experience in FI-CA, SD, MM, HR, FI, CO, PM, PP, IM, WM and QM modules. Proficient in ABAP/4, SQL, and Visual Basic coding. Expertise in source-to-report development including custom extractors, user exits, delivered content, DSO's and infocube modeling, aggregates and partitioning, load management and performance optimization, BEx queries, web reporting, report formatting, process chains, and dataflow using both 3.x and 7.0 modeling concepts. Strong background in system administration and data loading including non-SAP sources, load troubleshooting, failure recovery, data dependencies, research via OSS system, transport management, program debugging, security authorization design, delta-load and delta-queue management. Comfortable with both brand new as well as pre-existing systems. Experience setting up and configuring new BI systems independently or in close coordination with a Basis resource. Excellent analytical skills, experienced in working with Basis, security and ABAP resources to solve system issues and increase stability and performance, very comfortable working closely with both experienced and non-experienced resources from both technical and functional sides as well as from within and outside of the business.

Project Experience

October 2014 to present – BW/BI Consultant for Dunn County SAP Implementation

October 2014 to present— BW/BI Consultant for Delaware River Port Authority SAP Implementation

June 2014 to present – BW/BI Consultant for Atlantic County SAP Implementation

Spring 2013 - Present, United Illuminating Company, New Haven, CT

BI Consultant. Worked independently to migrate pre-existing ISU-CCS BW3.X development into the BW7.X data model. Approximately 50 transactional and 250 master data flows migrated. Re-wrote incompatible ABAP start, end, and individual routines. Suggested and implemented performance enhancements where needed. Streamlined data flows and optimized load processes leveraging objects newly available in BW7.3. Ensured seamless transition from OUC_SALES_STATS_01 to OUC_SALES_STATS_02 with no loss of delta pointer or data. Worked with internal resources to coordinate development roll-outs and post-import impact handling. Achieved zero report downtime or data loss. Work done remotely.

Spring 2011- Fall 2013, Sempra Energy, San Diego, CA, Anaheim, CA

BI Consultant. Sole BW resource on a CU/PM implementation in an existing BW7.0 environment. Leveraged delivered content as well as a significant amount of custom development to supply reporting capability for a highly customized design-to-accounting CU implementation. Worked closely with internal BASIS, BW and SAP security teams to integrate new development into the existing environment with the least amount of impact. Developed and managed a shared/impacted object integration plan utilized during the import of project objects into the production landscapes. Developed function module based delta-capable extractors for both delivered and custom tables lacking change pointers. Mixed on-site and remote work.

Fall 2011 – Summer 2012, United Illuminating, New Haven, CT

BI Consultant. Conducted the BI development effort for a dual company CCS/CRB, CRM and PM implementation. Integrated new development into an existing 10+ year old BI7.0 CCS landscape utilized



for a pre-existing electric utility. Worked closely with functional team leads as well as non-project resources to determine and collect reporting requirements. Designed and built ~40 new infoproviders/data sources and ~100 queries. Integration of new infoproviders into existing data sources. Development of custom data sources and infoproviders that could be utilized for both new and pre-existing lines of business. Special focus on FICA reporting including daily open items aging and aged customer counts, month end period close GL reconciliation and tie-outs. Developed custom solution to load and report on hourly profile values for AMI based metering. Worked closely with existing BI support team to determine and mitigate impacts to the pre-existing reporting landscape. Conducted on-going functional and technical knowledge transfer to existing support staff. New objects developed under the 7.0 data model. Provided an analysis and recommendations regarding system performance and the migration of pre-existing 3.x data flow into the 7.0 model. Mixed remote and on-site work.

Summer 2011, United Illuminating Company, New Haven, CT

BI Consultant. Worked with one internal BI resource to migrate FI, CO, HR, SD, and PM BI development and data from one company to another. Planned and executed the move of BI infoproviders, transfer mechanisms, queries, and process chains for two companies that were sold to new owners. Worked with the previous owner's BI and Basis support staff to collect, release and move transport files to the new owner's landscape. Extracted data via Open Hub services from the legacy landscape for migration to the new landscape. Work done remotely.

Winter 2010 – Summer 2012, SouthWest Water and 254 Texas Municipals, Houston, TX

BI Consultant. Lead the BI implementation for a BI7.0 ISU-CCS, FI, CO, HR, SD, CRM and PM project at a multi-state, multi-business water and wastewater utility. Worked closely with an internal BI resource brought in for the realization stage. Full cycle implementation including system sizing and landscape planning, requirement gathering, backend landscape development, query development, process chain creation, batch design/integration, and post-go live support. Developed and supported ~250 queries, ~200 infoproviders and 30 users in various lines of business. Development and integration of custom ABAP programs to integrate external (non-SAP) data into reporting landscape. Utilized Open Hub services for regular data extracts. Developed customer solution for line item level clearing of billing documents within SAP to aid specific reporting requirements. Development of end user and backend support security roles. Conducted end-user BEX training as well as functional knowledge transfer.

Spring 2010 – Winter 2012, Iberdrola USA, Augusta, ME

BI Consultant. Brought in to support an internal BI team of 3 members on a 8 year old 7+ TB BI7.0 system with a focus on ISU-CCS and FI/CO. Roles include custom development, production support, and performance optimization all with a focus on knowledge transfer to existing team. Consultation on 7.0 dataflow migration, data archiving, solutions to deal with data growth, support pack upgrades, and OSS note applications. Implementation of Open-Hub datasets, aggregates, physical partitioning, and multi-cubes to improve query performance. Remodeling of Open Items, Installment Plans, BP Contacts, Sales Stats and nightly process chains to improve loading and query performance. ABAP development for user exits, transformation start and end routines, as well as DTP and infopackage routines.

Education and Certification

Bowdoin College, Brunswick, ME
A.B. in Economics and Computer Science, May 2003.

SAP Certified Associate - Support Consultant for Incident Management with SAP Business All-In-One.
December 2012.



Helen Vela

Change Management and Training Lead

Professional Summary

For the past 11 years, Ms. Vela has worked on several large SAP ERP and CIS implementations in utility industry and public sector (municipals and county government), in the capacity of a Change Management, Communications and Training Program Manager. Before that Ms. Vela spent 16 years with Arthur D. Little's management and technology consulting in the utility and other service industries consulting practice. Her assignments involved a full suite of SAP implementations, Advance Metering Infrastructure (AMI) programs, business transformation and process redesign, performance improvement, and organizational design and company restructuring. As a Change Management, Communication and Training team lead/team manager, responsible for creating a framework for and applying adequate concepts and methodologies of change management that would meet the needs of specific clients and their standards, procedures, policies and culture. After PMO's approval of the change management approaches and strategies, oversaw and worked on specific change management initiatives and tasks.

Project Experience

December, 2014 to May 2015 City of Tacoma

January 2015 to present – Change Management and Training Lead for City of Goodyear SAP Implementation

October 2014 to present – Change Management and Training Lead for Dunn County SAP Implementation

October 2014 to present— Change Management and Training Lead for Monroe County SAP Implementation

June 2014 to present – Change Management and Training Lead for Atlantic County SAP Implementation

April 2013 – December 2013, United Illuminating Company, Electric and Gas Utility in the Northeast

Project Manager for EPR allied projects (WorkForce and PowerPlant). Managed the client and vendor teams, oversaw project plan preparation, monitored and reported on its status, kept issue log and issue resolution, developed testing plan, secured testing resources, and managed defect resolution.

- Concurrently (due to resource limitations) coordinated the change management, communication and training parts of this project including planning, resources, risk assessment and delivery.

March 2012 – March 2013, United Illuminating Company, Electric and Gas Utility in the Northeast

Project Manager for SAP EP6 Upgrade

Change Management Lead for CIS/CRM Implementation. Responsibilities included:

- Managed the technical upgrade of the entire utility SAP instance to the current Enhancement Pack 6 release.
- Provided communications and reporting to sponsors and program director.
- Developed project & program management tools providing a comprehensive management and monitoring capabilities.



- Managed the Change Management and Training Program for CCS/CRM5.1 implementation for UIL two gas companies with a minimum call center performance “dip” at go live.
- Put in place the concept of change agents, super users, internal trainers (Train-the-Trainer approach) and other reinforcers who became role models and positive influencers in adopting changes and new system for impacted employees.

October 2010 – May 2012, Semptra (Southern California Gas and San Diego Gas and Electric), San Diego, CA, Anaheim, CA

ETC Change Management Program Manager for Construction, Planning and Design project implementing SAP EP5 EAM. Responsibilities included:

- Managed development and execution of the Organizational Change Management program (Education, Training and Communication – ETC) for over 3,000 directly impacted end users.
- Developed change management, training and communications strategies and plans for the Change Management team and PMO review and approval.
- Was responsible for advising the Project Leadership and ETC Leads about best practices. Before each project phase, presented best-practice approaches for the specific phase and facilitated brainstorming sessions to decide which best practices are applicable and which should be modified while ensuring adherence to the client’s standards, methodologies and policies, particularly with respect to represented employees.
- In addition to Change Management, Communication and Training Strategies and Plans, she was responsible for other key deliverables such as end user analysis, end user security roles, process changes and impact analysis, action plan mitigating impacts of process changes, process change education and system training delivery.
- Provided guidance to training leads in developing a role/module based system training program for three applications (SAP, GWD, Click) and over 3,000 end users.
- Acted as a coach for the client ETC leads providing guidance on change management activities and helping them to overcome challenges. The program manager Damon Schaffer shown above as a reference sent several communications appreciating all knowledge transfer he acquired.

2010-2011, Southwest Water and 254 Texas Municipals, Houston, TX

Organization Change Management Manager. The project involved implementation of all modules of SAP as a common IT platform. All modules of SAP ECC were implemented including back office functions, PM including mobile and dispatch, EHS, CRM customer service and billing and web services.

- Managed the Change Management, Communication and Training team that included the SI change management staff and the client communication specialists and trainers from three states.
- Due to significantly diverse client base (SWWC consisted of companies in three states and 120 municipalities in Texas), this role consisted of finding common ground among diverse views, and fostering agreement among businesses management, trainers and affected employees. Her key task was balancing all involved stakeholders and communicating adequately what is the overall benefit at the enterprise level and the benefit for every single employee.

Education and Certification

- 1989 - M.A. in International Business, Fletcher School of Law and Diplomacy, Tufts University, MA. Concentration in business strategies and organizational redesign.
- 1975 - M.S. and B.A. in Economics, Prague School of Economics, Prague, Czechoslovakia Concentration in business and communications.

EXHIBIT B SCHEDULE OF PRICING - Quintel and SAP**OPTION 1: LUMP SUM****SUMMARY**

DESCRIPTION	TOTAL AMOUNT
SOFTWARE LICENSE (PAGE 2)	\$ 209,436
MODIFICATIONS/ DATA CONVERSION (PAGE 3)	\$ 252,000
IMPLEMENTATION/ TRAINING & SUPPORT(PAGE 4)	\$ 1,146,240
PROJECT MANAGEMENT(PAGE 5) (includes proj mgmt and change mgmt)	\$ 518,400
OTHER COSTS(PAGE 6)	\$ -
ANNUAL MAINTENANCE YR 1	\$ 62,831
ANNUAL MAINTENANCE YR 2	\$ 64,716
ANNUAL MAINTENANCE YR 3	\$ 66,657
ANNUAL MAINTENANCE YR 4	\$ 68,657
ANNUAL MAINTENANCE YR 5	\$ 70,717
TOTAL	\$ 2,459,654

OPTION 2: PAYMENTS

DESCRIPTION	TOTAL MONTHLY PAYMENT	DURATION (MONTHS)	INTEREST RATE
SOFTWARE LICENSE (PAGE 2)	\$ 4,246.86	60	
MODIFICATIONS/ DATA CONVERSION (PAGE 3)	\$ 5,109.94	60	
IMPLEMENTATION/ TRAINING & SUPPORT(PAGE 4)	\$ 23,242.94	60	
PROJECT MANAGEMENT(PAGE 5)	\$ 10,511.88	60	
OTHER COSTS(PAGE 6)	\$ -		
ANNUAL MAINTENANCE YR 1	\$ 5,235.91	12	
ANNUAL MAINTENANCE YR 2	\$ 5,392.99	12	NOT INCL IN TOTAL
ANNUAL MAINTENANCE YR 3	\$ 5,554.78	12	NOT INCL IN TOTAL
ANNUAL MAINTENANCE YR 4	\$ 5,721.42	12	NOT INCL IN TOTAL
ANNUAL MAINTENANCE YR 5	\$ 5,893.07	12	NOT INCL IN TOTAL
TOTAL	\$ 48,347.53		

OPTION 1: Lump Sum

SAP SOFTWARE				
QTY	DESCRIPTION	UNIT PRICE	EXT. PRICE	NOTE (not required)
1	ERP Base package	\$ 24,000.00	\$ 24,000.00	Base package
150	Professional Users	\$ 4,800.00	\$ 720,000.00	
100	Manager Self Service Users	\$ 900.00	\$ 90,000.00	
585	Employee Self Service Users	\$ 188.00	\$ 109,980.00	
3	Developer Users	\$ 9,000.00	\$ 27,000.00	
900	E recruiting	\$ 90.00	\$ 81,000.00	
23	Utilities Water	\$ 3,000.00	\$ 69,000.00	
23	Utilities Waste Water	\$ 3,000.00	\$ 69,000.00	
1	SQL Database		\$ 118,998.00	
	TOTAL	\$	\$ 1,308,978.00	
	Discount	\$	\$ 1,099,541.52	
	TOTAL	\$	\$ 209,436.48	

OPTION 2: PAYMENTS

SOFTWARE					
QTY	DESCRIPTION	TOTAL MONTHLY PAYMENT	DURATION (MONTHS)	INTEREST RATE	NOTE (not required)
1	SAP Package (as described above)	\$ 4,246.86	60	4	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
	OTHER	\$		%	
	TOTAL	\$ 4,246.86			

OPTION 1: Lump Sum

MODIFICATION/DATA CONVERSION COSTS					
QTY	DESCRIPTION	UNIT PRICE	EXT. PRICE	NOTE (not required)	
1	Data Conversion resources	\$ 252,000.00	\$ 252,000.00	We have reviewed the data conversion requirements and estimated one resource is required for the various phases.	
		\$	\$		
		\$	\$		
		\$	\$		
	OTHER	\$	\$		
	TOTAL	\$ 252,000.00	\$ 252,000.00		

OPTION 2: PAYMENTS

MODIFICATION/DATA CONVERSION COSTS					
QTY	DESCRIPTION	TOTAL MONTHLY PAYMENT	DURATION (MONTHS)	INTEREST RATE	NOTE (not required)
1	Data Conversion resources	\$ 5,109.94	60	4	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
	OTHER	\$		%	
	TOTAL	\$ 5,109.94			

OPTION 1: Lump Sum				
IMPLEMENTATION, TRAINING & SUPPORT COSTS				
QTY	DESCRIPTION	UNIT PRICE	EXT. PRICE	NOTE (not required)
				For the implementation Quintel has budgeted a standard city solution. The technical spec list is representative of the SAP software and not what is planned for the implementation. If every tech spec was met the solution would be too expensive for the City the size of Delray and too complicated to maintain.
1152	Technical	\$ 160.00	\$ 184,320	
2880	Functional	\$ 190.00	\$ 547,200	
1152	Trainers	\$ 110.00	\$ 126,720	
1152	Analyst	\$ 100.00	\$ 115,200	
1152	Programmer	\$ 150.00	\$ 172,800	
		\$	\$	
2880	Enhancements Optional	\$ 160.00	\$ 460,800	
3240	Non Standard requirements (Optional)	\$ 170.00	\$ 550,800	
	OTHER	\$	\$	
	TOTAL	\$	\$ 1,146,240	

OPTION 2: PAYMENTS

IMPLEMENTATION, TRAINING & SUPPORT COSTS					
QTY	DESCRIPTION	TOTAL MONTHLY PAYMENT	DURATION (MONTHS)	INTEREST RATE	NOTE (not required)
7488	Implementation Services	\$ 23,242.94	60	4%	
		\$		%	
6120	Optional Implementation Services to meet all requirements	\$ 20,512.77	60	%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
	OTHER	\$		%	
	TOTAL	\$ 23,242.94			

OPTION 1: Lump Sum

<i>PROJECT MANAGEMENT COSTS</i>				
QTY	DESCRIPTION	UNIT PRICE	EXT. PRICE	NOTE (not required)
1152	Project Manager	\$ 250.00	\$ 288,000.00	
1152	Change Management	\$ 200.00	\$ 230,400.00	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
	OTHER	\$	\$	
	TOTAL	\$	\$ 518,400.00	

OPTION 2: PAYMENTS

<i>PROJECT MANAGEMENT COSTS</i>					
QTY	DESCRIPTION	TOTAL MONTHLY PAYMENT	DURATION (MONTHS)	INTEREST RATE	NOTE (not required)
2304	Project Mgmt	\$ 10,511.88	60	4%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
	OTHER	\$		%	
	TOTAL	\$ 10,511.88			

OPTION 1: Lump Sum

<i>OTHER COSTS</i>				
QTY	DESCRIPTION	UNIT PRICE	EXT. PRICE	NOTE (not required)
			\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
	OTHER	\$	\$	
	TOTAL	\$	\$	

OPTION 2: PAYMENTS

<i>OTHER COSTS</i>					
QTY	DESCRIPTION	TOTAL MONTHLY PAYMENT	DURATION (MONTHS)	INTEREST RATE	NOTE (not required)
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
		\$		%	
	OTHER	\$		%	
	TOTAL	\$			

City Resources Needed for Implementation		
RESOURCE	TASK	EXPECTED DURATION
Project Manager	Part time to assist with PM	Duration of the project
Technical Resources	Set up and maintain the servers at VM and OS levels. Manage all desktops.	Duration of the project
Data Conversion	Provide systems to Quintel for data conversions and explain data. Verify conversions.	From the Build phase forward and about 25-50% effort
Change Management	Assist with communications and gap solutions	As required
Business Experts	Review and assist with functionality	As required. Heavy involvement during design and user acceptance testing phases.
Trainer	Assist with training materials and training	Training phase.