

**Torres Rojas, Genara**

FOIA#13165

**From:** nancy.rich@zanett.com  
**Sent:** Thursday, May 10, 2012 4:02 PM  
**To:** Duffy, Daniel  
**Cc:** Torres Rojas, Genara; Van Duyne, Sheree  
**Subject:** Freedom of Information: Online Request Form

Information:

First Name: Nancy  
Last Name: Rich  
Company: Zanett  
Mailing Address 1: 8532 Mallards Point  
Mailing Address 2:  
City: Naples  
State: FL  
Zip Code: 34114  
Email Address: [nancy.rich@zanett.com](mailto:nancy.rich@zanett.com)  
Phone: 239-285-1964  
Required copies of the records: Yes

List of specific record(s):

Zanett likes to keep records of our past proposals along with the competition's proposals, would you be willing to send me the competitive bids for this procurement Support for the Port Authority's Hyperion-Based PRO System. Please confirm this is the appropriate way in which to make this formal request. Thank you, and wishing you and the Port Authority of NY NJ much success Best Regards,

**THE PORT AUTHORITY OF NY & NJ**

Daniel D. Duffy  
*FOI Administrator*

September 24, 2012

Ms. Nancy Rich  
Zanett  
8532 Mallards Points  
Naples, FL 34114

Re: Freedom of Information Reference No. 13165

Dear Ms. Rich:

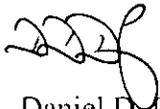
This is a response to your May 10, 2012 request, which has been processed under the Port Authority's Freedom of Information Code (the "Code") for copies of the bids related to the procurement Support for the PA's Hyperion-Based PRO System.

Material responsive to your request and available under the Code can be found on the Port Authority's website at <http://www.panynj.gov/corporate-information/foi/13165-C.pdf>. Paper copies of the available records are available upon request.

Certain material responsive to your request is exempt from disclosure pursuant to Exemptions (1) and (2.b.) of the Code.

Please refer to the above FOI reference number in any future correspondence relating to your request.

Very truly yours,



Daniel D. Duffy  
FOI Administrator

# Technical Proposal



**THE PORT AUTHORITY** OF NY & NJ

## The Port Authority of NY & NJ

Support for the Port Authority's  
Hyperion-Based Budget PRO System

**ORIGINAL**

Submitted to:

eMail submission  
JSummerville@PANYNJ.org

Due Date:

April 17, 2012  
2:00 p.m. Eastern Time

Submitted by:

Chris Roth  
NYC Division Manager  
Computer Aid, Inc.  
100 Park Avenue, Suite 1600  
New York, NY 10017  
Chris\_Roth@compaid.com  
NY (212) 551-3212  
PA (610) 530-5197  
Cell (610) 217-0529



**CAI**  
Computer Aid, Inc.®

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TITLE PAGE

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# **The Port Authority of NY & NJ**

## **Support for the Port Authority's Hyperion-Based Budget PRO System**

**April 17, 2012**

This proposal includes data that shall not be disclosed outside The Port Authority of New York and New Jersey (PANYNJ) and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this proposal. If, however, a contract is awarded to Computer Aid, Inc. (CAI) as a result of, or in connection with, the submission of this data, PANYNJ shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit PANYNJ's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are clearly marked with the statement; "Use or disclosure of data contained on this page are subject to the restriction on the title page of this document."

Submitted by  
Corporate Office  
Computer Aid, Inc.  
1390 Ridgeview Drive  
Allentown, PA 18104  
[www.compaid.com](http://www.compaid.com)



## TABLE OF CONTENTS

<b>A.</b>	<b>TRANSMITTAL LETTER</b>	<b>A-1</b>
	A.1 Certificate of Incorporation.....	A-2
<b>B.</b>	<b>EXECUTIVE SUMMARY</b>	<b>B-1</b>
	B.1 Our Team.....	B-1
	B.2 Business Risk.....	B-2
	B.3 Summary.....	B-2
<b>C.</b>	<b>AGREEMENT ON TERMS OF DISCUSSION</b>	<b>C-1</b>
<b>D.</b>	<b>CERTIFICATIONS WITH RESPECT TO CAI'S INTEGRITY PROVISIONS</b>	<b>D-1</b>
<b>E.</b>	<b>DOCUMENTATION OF PRE-REQUISITES</b>	<b>E-1</b>
	E.1 References.....	E-1
<b>F.</b>	<b>RESPONSE</b>	<b>1</b>
	F.1 Cost Response.....	1
	F.1.A Attachment E.....	2
	F.1.B Pricing Approach.....	F-1
	F.1.C Scope Changes.....	F-1
	F.1.D Transition Cost.....	F-1
	F.1.E Arriving at a Final Price.....	F-1
	F.1.F Cost Containment.....	F-2
	F.1.G Cost Assumptions.....	F-2
	F.2 Technical Response.....	F-3
	F.2.A Experience.....	F-3
	F.2.B Processes/Tools.....	F-4
	F.2.C Service Flexibility.....	F-4
	F.2.D Transition Plan.....	F-7
	F.2.E Documented Methodology.....	F-11
	F.2.F Compliance with IT Controls Checklist.....	F-18
	F.2.G Documented Application Management Methodology.....	F-18
	F.2.H Documented Methodology for Development and Issuance of Annual Customer Plans.....	F-20
	F.2.I Experience with Complex IT Corporate Environments.....	F-20
	F.3 Staffing Plan.....	F-20
	F.3.B Dedicated Staffing.....	F-22
	F.3.C Work Location.....	F-23
	F.3.D Staffing Specialty / Principal Personnel.....	F-23
	F.3.E Organization and Operational Structure.....	F-24
	F.4 Management Plan.....	F-25
	F.4.A Overall Organization Structure.....	F-27
	F.4.B Support Structure.....	F-28
	F.4.C Management and Approach.....	F-28
	F.4.D MWBE Participation Plan.....	F-28
<b>G.</b>	<b>ACKNOWLEDGEMENT OF ADDENDA</b>	<b>G-1</b>
<b>H.</b>	<b>ACCEPTANCE OF GENERAL CONTRACT PROVISIONS</b>	<b>H-1</b>
<b>I.</b>	<b>MWBE PLAN</b>	<b>I-1</b>
	I.1 SBE Certificate.....	I-2
	I.2 MBE Certificate.....	I-2

**APPENDICES**

- RFP section F.3.D: Principal Personnel Resumes
- RFP section F.4: Financial Capability

## A. TRANSMITTAL LETTER



April 20, 2012

Pr. Contracts Specialist James Summerville  
Port Authority of New York and New Jersey  
JSummerville@panynj.gov

Mr. Summerville:

Computer Aid (CAI) is pleased to submit this proposal to the Port Authority of NY & NJ for Support of your Hyperion-based Budget PRO System. We have followed the format stipulated in the RFP and provide the following in response to Section F.A: Letter of Transmittal.

a) Name, physical address and URL address and an original signature on the Letter of Transmittal by an authorized representative:

Corporate Address:

Computer Aid, Inc.  
1390 Ridgeview Drive  
Allentown, PA 18104  
www.compaid.com

New York Office:

Computer Aid, Inc.  
100 Park Avenue, Suite 1600  
New York, NY 10017

b) Name(s), title(s), email addresses and telephone number(s) of the individual(s) who are authorized to negotiate and execute the Contract

Chris Roth, NYC Division Manager Cell NY (212) 551-3212  
Chris\_Roth@compaid.com PA (610) 530-5197

c) Name, title, email address and telephone number of two contact persons (primary and back-up) to which the Port Authority can address questions or issues related to the Section Process Document.

Primary:

Chris Roth, NYC Division Manager EX . 1  
Chris\_Roth@compaid.com  
Cell:

Secondary:

Dan Persa, General Manager  
Dan\_Persa@compaid.com

d) Name and address of proposed subcontractors, if any.

V Group, Inc.  
379 Princeton-Hightstown Road  
Cranbury, NJ 08512

Vijay Kumar  
(609) 371-9400 ext. 111  
vijayk@vgroup.net

e) If a corporation (a) a statement of the names and residences of its officers, and (b) a copy of its Certificate of Incorporation, with a written declaration signed by the secretary of the corporation, with the corporate seal affixed thereto, that the copy furnished is a true copy of the Certificate of Incorporation as of the date of the opening of the Responses.

Anthony Salvaggio, President & CEO  
Thomas A Salvaggio, Secretary  
Andrew P. McIntyre, Treasurer & CFO

We have followed the format of response that you requested and believe we have submitted a compliant, responsive, and effective solution for your needs. We look forward to working with you through the procurement process.

Sincerely,

Andrew P. McIntyre  
Chief Financial Officer

High Productivity • Fixed Price • On Time • Within Budget • Defined Processes • Metrics

Computer Aid, Inc.  
1390 Ridgeview Drive  
Allentown, PA 18104  
T (610) 530-5000  
F (610) 530-5296



## A.1 CERTIFICATE OF INCORPORATION



April 20, 2012

Pr. Contracts Specialist James Summerville  
Port Authority of New York and New Jersey  
JSummerville@panynj.gov

Mr. Summerville:

As the Chief Financial Officer of Computer Aid, Inc., I declare the attached Certificate of Incorporation copy to be a true and accurate depiction of the original.

Respectfully,

A handwritten signature in black ink, appearing to read "Andrew P. McIntyre".

Andrew P. McIntyre  
Chief Financial Officer

Attachment

Computer Aid, Inc.  
1390 Ridgeway Drive  
Allentown, PA 18104  
T (610) 530-5000  
F (610) 530-5296

High Productivity • Fixed Price • On Time • Within Budget • Defined Processes • Metrics



APPLICANT'S ACCOUNT NO.

DSCB BCL-204 (Rev. 8-72)

Filing Fee: \$75  
AIB-7

Articles of  
Incorporation—  
Domestic Business Corporation

**81-56 590**

(Line for numbering)

COMMONWEALTH OF PENNSYLVANIA  
DEPARTMENT OF STATE  
CORPORATION BUREAU

Filed this 24th day of  
August 2011  
Commonwealth of Pennsylvania  
Department of State

*William C. Davis*

Secretary of the Commonwealth

(Box for Certification)

In compliance with the requirements of Section 204 of the Business Corporation Law, act of May 3, 1933 (P. L. 334) (15 P. S. §1204) the undersigned, desiring to be incorporated as a business corporation, hereby certifies/certify that:

1. The name of the corporation is:

COMPUTER AID, INC.

2. The location and post office address of the initial registered office of the corporation in this Commonwealth is:

Box 90, R.D. #1

Kintnersville,

Pennsylvania

18930

3. The corporation is incorporated under the Business Corporation Law of the Commonwealth of Pennsylvania for the following purpose or purposes:

To engage in and to do any lawful act concerning any or all lawful business for which corporations may be incorporated under said Business Corporation Law, including but not limited to, manufacturing, processing, owning, using and dealing in personal property of every class and description, engaging in research and development, furnishing services and acquiring, owning using and disposing of real property of any nature whatsoever.

4. The term for which the corporation is to exist is: Perpetual

5. The aggregate number of shares which the corporation shall have authority to issue is:

Ten thousand (10,000) shares of common stock with a par value of One (\$1.00) Dollar per share. The Board of Directors shall have the full authority permitted by law to fix by resolution full, limited, multiple or fractional or no voting rights, and such designations, preferences, qualification privileges, limitations, restrictions, options, conversion rights, and other special or relative rights of any class or any series of any class that may be desired. Preemptory rights are applicable to these authorized shares.



81-56 591

DSCB/BCL-206 (Rev. 8-72) 2

6. The name(s) and post office address(es) of each incorporator(s) and the number and class of shares subscribed by such incorporator(s) is (are):

NAME	ADDRESS (including street and number, if any)	NUMBER AND CLASS OF SHARES
ANTHONY J. SALVAGGIO	Ex. 1	One (1) Common

IN TESTIMONY WHEREOF, the incorporator(s) has ~~been~~ signed and sealed these Articles of Incorporation this 31st day of July, 1981.

*Deborah Jordan*  
DEBORAH JORDAN, NOTARY PUBLIC  
Lehigh County, Pennsylvania  
My Commission Expires April 27, 1995

(SEAL)

*Anthony J. Salvaggio*  
Anthony Salvaggio (SEAL)

(SEAL)

INSTRUCTIONS FOR COMPLETION OF FORM:

- A. For general instructions relating to the incorporation of business corporations see 19 Pa. Code Ch. 35 (relating to business corporations generally). These instructions relate to such matters as corporate name, stated purposes, term of existence, authorized share structure and related authority of the board of directors, inclusion of names of first directors in the Articles of Incorporation, optional provisions on cumulative voting for election of directors, etc.
- B. One or more corporations or natural persons of full age may incorporate a business corporation.
- C. Optional provisions required or authorized by law may be added as Paragraphs 7, 8, 9, etc.
- D. The following shall accompany this form:
  - (1) Three copies of Form DSCB/BCL-206 (Registry Statement Domestic or Foreign Business Corporation).
  - (2) Any necessary copies of Form DSCB:17.2 (Consent to Appropriation of Name) or Form DSCB:17.3 (Consent to Use of Similar Name).
  - (3) Any necessary governmental approvals.
- E. BCL §205 (15 Pa. S. §1205) requires that the incorporators shall advertise their intention to file or the corporation shall advertise the filing of articles of incorporation. Proofs of publication of such advertising should not be delivered to the Department, but should be filed with the minutes of the corporation.



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## B. EXECUTIVE SUMMARY

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With over 30 years of experience providing quality IT services, CAI is uniquely qualified to provide the services outlined in the RFP. Since 1981 we have successfully partnered with a wide range of organizations varying in size, industry, and IT maturity. We currently employ more than 3,000 associates who provide services for our clients across the US, Canada, Europe, and Asia – spanning all areas of information services and technologies.

Legacy systems support (Budget Pro), which includes incident support, call support, and enhancement and development support, is comprised of thousands of small and medium sized interactions which have an impact on the Port Authority's budget and planning business users. These interactions leave an impression that directly affects the credibility of the IT organization. These opportunities to positively impact business outcomes is the reason CAI developed our Managed Maintenance (MM) methodology, and Tracer toolset.

In this space CAI does three things better than any other company:

- **Standardize your application environment** around industry and customer-centric best practices;
- **Automate desired behaviors and outcomes** to institutionalize success throughout the enterprise; and
- **Measure all relevant data points** providing high levels of management and team visibility to enable a rich, metrics/SLA-driven culture.

CAI's recommended approach utilizes our proprietary MM processes, methodologies and tools to provide preferred results: *Visibility* – doing the right work right; *Control* – ability to manage high value workload; and *Optimization* – assuring that IT provides the services and results that the Port Authority desires.

Our MM methodology includes four major phases:

- **Assessment** - determination of business drivers, detailed scope, resource requirements, critical windows, SLAs (As defined in the Statement of Work/RFP)
- **Transition** – detailed plan and execution of turnover of responsibilities to CAI (CAI to assume immediate ownership)
- **Stabilization** – establish baselines and fine tuning of processes
- **Optimization** – drive productivity, efficiencies, innovation, and improvement of CAI staffed team

Each of these phases is highly process driven and supported by tools that enable repeatable and measurable results.

### B.1 OUR TEAM

CAI will be the prime contractor on this engagement. We bring more than 30 years of experience in providing IT solutions on time and within budget to each engagement. Our proprietary MM methodology combines metrics-based reporting with defined, repeatable processes to ensure strong

leadership and management of each and every project. Teamed with the appropriate skilled resources, we believe we have a very compelling solution.

CAI will staff this engagement with a seasoned MM manager and a transition team that has been through numerous transitions, and augment the team with all of the formal process MM ensures. Our account management team has been in place and working together for several years. We will provide the Port Authority the same level of service and commitment that we have provided to our current clients that has enabled us to thrive with them.

Mr. Chris Roth will serve as the primary point of contact for this proposal and the overall CAI-Port Authority partnership throughout the life of the contract. Chris has significant experience in the IT industry and brings extensive experience in applications development and support strategies, outsourcing, and IT organizational change to this engagement.

## **B.2 BUSINESS RISK**

The first risk is CAI having a true understanding of the scope, current responsibilities, and work mix, of the engagement so that we can rapidly build a solution to best achieve your desired results. To mitigate this risk, during the month of May, CAI will need to collect all other detailed information not included in the RFP. This process will not dramatically change our approach, but will let us refine the details of the scope, our team and processes for alignment with the Port Authority.

Another primary risk is SME (Subject Matter Expertise) availability. While this is a particular concern where the current support is provided by a vendor, or where employees end dates cannot be controlled, CAI often encounters less than optimal SME availability.

Because this issue is not uncommon, CAI has adapted its processes to accomplish AKT (Application Knowledge Transfer) with less SME involvement when needed. This requires review of more documentation and application code than in our typical AKT, and hence will lengthen the transition timeline through June 2012.

## **B.3 SUMMARY**

CAI has been serving Government and Fortune 500 clients with our proprietary metrics based solution for over more than 30 years. This experience has allowed us to gain a "best practice" approach to successful transitions and ownership of client's support initiatives. The one critical piece to successful engagements is the sharing of information that allows a true partner to craft a comprehensive solution that serves as a model for application support across an application platform. A solution that is based on reducing the total cost of application support, embraces process, metrics, and standards, and ultimately the unit cost of labor.

CAI is uniquely qualified, with our time tested MM methodology and Tracer toolset, to provide the support that the Port Authority has outlined in the RFP in a high value and cost effective manner. If we are selected for this engagement, we feel our transition process and planned detailed discussions will further enhance the solution to exceed expectations.

We would like to thank the Port Authority for the opportunity to propose our MM solution and welcome the opportunity to discuss any questions or concerns that you may have regarding this proposal and the services CAI offers.



## C. AGREEMENT ON TERMS OF DISCUSSION

### ATTACHMENT A: AGREEMENT ON TERMS OF DISCUSSION

The Port Authority's receipt or discussion of any information (including information contained in any response, presentation, vendor qualification, ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Port Authority or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Port Authority and us). Any such information given to the Port Authority before, with or after this Agreement on Terms of Discussion ("Agreement"), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Port Authority rights to any matter, which is the subject of valid existing or potential letters patent. The foregoing applies to any information, whether or not given at the invitation of the Authority.

Notwithstanding the above, and without assuming any legal obligation, the Port Authority will employ reasonable efforts, subject to the provisions of the Port Authority's Freedom of Information Policy and Procedure adopted by the Port Authority's Board of Commissioners on November 20, 2008, which may be found on the Port Authority website at: <http://www.panynj.gov/corporate-information/pdf/Freedom-of-Information-Policy-and-Procedure.pdf>, not to disclose to any competitor of the undersigned, information submitted which are trade secrets or is maintained for the regulation or supervision of commercial enterprise which, if disclosed, would cause substantial injury to the competitive position of the enterprise, and which information is identified by the Respondent as proprietary, which may be disclosed by the undersigned to the Port Authority as part of or in connection with the submission of a response.

Computer Aid, Inc. (CAI)

(Company)

(Signature)

Andrew P. McIntyre  
Chief Financial Officer

(Title)

(Date)

April 10, 2012

ORIGINAL AND PHOTOCOPIES OF THIS PAGE ONLY.  
DO NOT RETYPE.

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## **D. CERTIFICATIONS WITH RESPECT TO CAI'S INTEGRITY PROVISIONS**

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CAI understands that by signing the Letter of Transmittal, we make the certifications in the "Contractor's Integrity Provisions," included in Attachment B, the "General Contract Provisions" of this RFP.

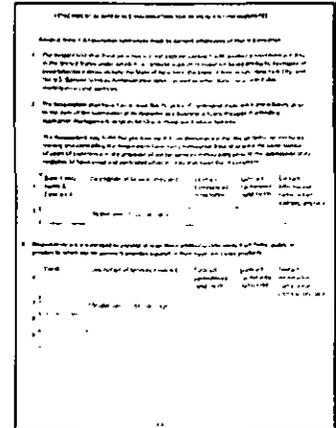
## E. DOCUMENTATION OF PRE-REQUISITES

### E.1 REFERENCES

We found the allotted space in Attachment D too small to fit the contact details for our references. We have duplicated the form below.

- Respondent shall have an active (i.e. not expired) contract with another governmental entity in the United States under which it can provide support of Hyperion-based products. Examples of governmental entities include the State of New York, the State of New Jersey, New York city, and the U.S. General Services Administration (GSA), as well as other State, Local, and Public municipalities and agencies.
- The Respondent shall have at least five (5) years of continuous experience immediately prior to the date of the submission of its response as a business actually engaged in providing application management services for Oracle, Hyperion, Essbase Systems.

The Respondent may fulfill this prerequisite if it can demonstrate that the person(s) or entity(ies) owning and controlling the Respondent have had a cumulative total of at least the same number of years of experience in the provision of similar services immediately prior to the submission of its response or has owned and controlled other entities that meet the requirement.



#	Govt Entity Name & Contract #	Description of Services Provided	Contract Commencement	Contract Terminated	Contact Information, Name, Email, Phone	
					NAME	EMAIL
1	Chicago Transit Authority (CTA)	CAI has provided Oracle support and Hyperion maintenance/implementation services which include functional budgeting process guidance and assistance to the Budget Office in finalizing Fiscal Year budgeting cycle as well as provide day-to-day support in resolving outstanding Hyperion related issues. Work effort included Reporting, Planning, managing rules files, budget reconciliation and validation of data between Oracle and Hyperion systems. (Hyperion version - current 11.1.2)	02/2009	Current	NAME	Phillip S. Riesterer, Manager System Support ESM
					EMAIL	priesterer@transitchicago.com
					PHONE	312-681-3709

- Respondents are encouraged to provide at least three additional references from firms (public or private) to which the Respondent provides support of their Hyperion-based products:

#	Govt Entity Name & Contract #	Description of Services Provided	Contract Commencement	Contract Terminated	Contact Information, Name, Email, Phone	
					NAME	EMAIL
1	Northeast Utilities	As part of a broader application support services engagement, CAI provides operational support and application maintenance and support services for several Hyperion v11.1.1 modules including Planning, Essbase, Financial Reporting, Web Analyzer, SmartView, Application Link, DRM, and HFM. Also support Weblogic.	03/2011	Current	NAME	Kelly Dimeo, IT Applications Director
					EMAIL	Kelly.dimeo@nu.com
					PHONE	860-665-3737
2	Unilever	As part of a broader application support services engagement, CAI provided operational support and application maintenance and support services for several Hyperion v7 modules including Planning, Essbase, Financial Reporting, Hyperion Analyzer, Excel Add-In, and Application Link. Also supported Weblogic.	06/2006	02/2011	NAME	Debbie Winka, S&OP Team Leader
					EMAIL	Debbie.winka@unilever.com
					PHONE	
3	Chicago Transit Authority (CTA)	CAI provides ongoing Oracle support and maintenance and delivered Hyperion support, implementation of specific modules and recommendations of the latest Hyperion deployment (11.1.2)	02/2009	Current	NAME	Phillip S. Riesterer, Manager System Support ESM
					EMAIL	priesterer@transitchicago.com
					PHONE	312-681-3709



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## F. RESPONSE

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### F.1 COST RESPONSE

The Monthly Services Fees applicable to this engagement would be calculated based on multiplying the FTE rates and FTE counts for each month set forth in Table 1 and Table 2; these calculations represent the total charges for the provision of Services described in the RFP. The amounts in each table are fixed for the duration of the engagement for the currently identified scope.

**F.1.A ATTACHMENT E**

**PRICE FORMS**

**1A. One-Year Base Period; Fixed Price (Lump Sum)**

Description	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
(1) Operation Support	\$ 164,736.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 2080 hrs
(2) Application Maintenance and Support	\$ 164,736.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 2080 hrs
(3) Database Administration	\$ 275,787.20	Hourly rated based upon GSA Advantage, Computer Aid, Inc. (GS-35F-0256N) Data Base Administrator rate of \$132.59/hour. Total based upon 2080 hours. Team Lead and DBA role
<b>TOTAL</b>	<b>\$ 605,259.20</b>	

**1B. Miscellaneous Tasks (see note 3):**

Category of Personnel	Total Estimated Hours		Hourly Rate		Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
Trainer	40	x	\$ 80.00	=	\$ 3,200.00	Trainer / Transition Manager \$80/hour, CAI rate
Application Specialist	500	x	\$ 79.20	=	\$ 39,600.00	Yes, as noted above
Project Manager	60	x	\$ 132.59	=	\$ 7,955.40	Yes, as noted above
<b>Total</b>					<b>\$ 50,755.40</b>	

**1C. Disaster Recovery Tests; Fixed Price (Lump Sum):** Cost to participate, as needed, in disaster recovery tests, in accordance with Section 3.8 of Attachment C, Scope of Work. Assume no more than three (3) tests per year

Year	Price per Test	x	Three Tests per Year	=	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
One	\$ 0.00	x	3	=	\$ 0.00	Price included in CAI Team pricing (Section 1A)

**1D. Transition Costs; Fixed Price (Lump Sum):**

Total one-time cost for an orderly transition from the existing vendor: \$ 38,400.00

Timeframe: 6 weeks

**1E. Total cost for base period**

Sections 1A + 1B + 1C + 1D = \$ 694,414.60

**2. One-YEAR OPTION PERIOD**

**2A. One-Year Option Period; Fixed Price (Lump Sum)**

Description	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
(1) Operation Support	\$ 164,736.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 2080 hrs
(2) Application Maintenance and Support	\$ 164,736.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 2080 hrs
(3) Database Administration	\$ 275,787.20	Hourly rate based upon GSA Advantage, Computer Aid, Inc. (GS-35F-0256N) Data Base Administrator rate of \$132.59/hour. Total based upon 2080 hours Team Lead and DBA rate.
<b>TOTAL</b>	\$ 605,259.20	

**2B. Miscellaneous Tasks (see note 3):**

Category of Personnel	Total Estimated Hours		Hourly Rate		Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
Trainer	40	x	\$ 80.00	=	3,200.00	Trainer / Transition Manager \$80/hour, CAI rate
Application Specialist	500	x	\$ 79.20	=	39,600.00	Yes, as noted in 1A
Project Manager	60	x	\$ 132.59	=	7,955.40	

50,755.40

**2C. Disaster Recovery Tests; Fixed Price (Lump Sum):** Cost to participate, as needed, in disaster recovery tests, in accordance with Section 3.8 of Attachment C, Scope of Work. Assume no more than three (3) tests per year

Year	Price per Test	x	Three Tests per Year	=	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
One	\$ 0.00	x	3	=	\$ 0.00	Price included in CAI Team pricing (Section 2A)

**2D. Total cost for Option period**

Sections 2A + 2B + 2C = \$ 656,014.60

**3. TOTAL COST OF THE CONTRACT**

Sections 1E + 2D = \$ 1,349,576.60

**4. ASSUMPTIONS & NOTES**

Provide assumptions or notes to clarify or explain the cost structure submitted. Use additional sheets/pages if necessary.

Attachment	Contractor's Assumptions/Notes/Clarifications
<b>SAMS: Base &amp; Option Periods</b>	Base and Option pricing will remain consistent. No increase for year two.
<b>Transition</b>	Transition to begin in mid-May, 2012 and be completed in early July, 2012. Planned to occur over a six-week period while team is supporting the production environment. Transition Manager and support staff to provide delivery of transition activities with team (\$80/hour for two resources for six weeks)
<b>Disaster Recovery</b>	Disaster Recovery effort(s) to be included in daily activities of CAI team.
<b>Miscellaneous Tasks</b>	Rates established are consistent with team in place. Trainer and Transition Manager rates are \$80/hour.
<b>Other (including tasks to be compensation that are not specified herein)</b>	Major enhancements will be handled as desired by the Port Authority

## F.1.B PRICING APPROACH

CAI's pricing approach incorporates the following:

- A focused and efficient transition period (utilizing a Transition Manager and additional resource for a fixed fee)
- A fixed price engagement that will be very flexible to accommodate scope change while providing all the benefit of cost certainty to the Port Authority
- A commitment to SLAs aligned to the Port Authority's goals for the engagement

The pricing approach we are suggesting is a *fixed amount per role/resource with a fixed number of resources (3) throughout the term of the engagement*. This approach provides cost certainty and also provides scope change flexibility with an opportunity to further reduce costs to the Port Authority based upon continual review of the workload and service level mix.

CAI has been working with clients on metrics, productivity and SLAs for over 30 years. We believe so strongly in the merits of appropriate measurements that we founded the IT Metrics and Productivity Institute (ITMPI.org) which has become the preeminent clearinghouse for experts around the world to discuss and share research about these important topics.

We would welcome the opportunity to further discuss with the Port Authority how SLAs impact behaviors, pricing models, and outcomes that meet your business requirements.

## F.1.C SCOPE CHANGES

Should the scope change at any time during the engagement, the Port Authority and CAI will execute a change order detailing the change. It is our standard approach to jointly agree upon the proposed scope changes, followed by having CAI provide an addendum as to requested changes to the contract.

## F.1.D TRANSITION COST

The transition team will be comprised of our Transition Manager, Service Delivery, Transition QA, and Human Resources. CAI will bill a fixed price for this transition team (as requested). Expenses for our transition team as well as travel for the project team during transition are included in the fee.

The MM team that will start on the engagement full time on or about May 24<sup>th</sup>, 2012 as directed by the Port Authority. This group will include our Engagement Manager, team lead, and all required technical resources. Each member of this team will be charged at the applicable rate, as identified in our pricing.

## F.1.E ARRIVING AT A FINAL PRICE

CAI employs a regimented process in determining resourcing levels for our MM engagements. The key component in that process is our current state assessment. Information gathered during our assessment includes (naming just a few):

- Current support team FTE levels
- Experience levels of the current team
- Support process maturity

- Support work mix (i.e., time spent on incidents, call support and work requests)
- Current work approval process
- Current support SLAs and performance against those SLAs

This information allows us to build the appropriate solution. Data obtained related to the experience level of the current team, support process maturity, and current work approval process is key in determining how much smaller of a team MM will enable us to use. Data, such as support work mix is needed to determine onshore/offshore mix. Engagements with high call support volume and lower work request volume will dictate a smaller offshore component.

Ticket levels can be useful, but only within the context of this other data. To illustrate this point, we offer the following insight from two engagements: the first is an MM engagement of 37 FTEs split between our Allentown and Manila centers; the second is an MM engagement with 15 person team split between the client's offices in New York City and our Allentown center. Both are highly successful engagements in which we have provided our clients with substantial savings, and both clients will provide glowing references. Both engagements use the same MM principles, and both use Tracer.

The first engagement averages between 30 and 37 tickets per support FTE per month, while the second averages between 11 and 13. At first glance, it might appear that the first team is three times more productive than the second team. However, in reality, that is not the case; this example exemplifies the reality that the types of support requests vary greatly from engagement to engagement.

The data gathered during the May 2012 transition would confirm the actual scope of work, confirm whether the IT initiatives will impact workload for the in-scope applications, and dictate whether that price could be lowered further.

#### F.1.F COST CONTAINMENT

It is our belief, that with the use of our consistent process and methodology, the use of our Tracer tool and the management and oversight provided within our MM team, we will deliver in the fixed price (lump sum) manner as noted in our Cost Proposal. Our ability to increase visibility as to work being performed will effectively drive out inefficiencies, increase productivity and allow the team to focus on value add activities in the form of ongoing enhancements. Therefore, we do not anticipate any additional costs incurred within our support model. The exception to any cost containment would be an enhancement request that is substantial in nature and is required in an immediate time frame that would ultimately have an impact on agreed upon service levels within the contract.

#### F.1.G COST ASSUMPTIONS

CAI's technical proposal and cost proposal are based upon the information provided by the Port Authority through this procurement process, our experience with projects of similar scope and complexity, our experience with clients of similar size and constraints to the Port Authority, and the following assumptions. Changes to the documentation provided or any of the assumptions may impact our cost proposal and schedule.

1. Yearly pricing reflects a three (3) person team spread across each of the descriptions of services (Operation Support, Technical Maintenance, Database Administration, and Application Support). It is our intent to have each of the three team members trained and

capable of supporting each function to assure we have back up in the event of vacation/ sick-time and off-hour calls/disaster recovery activities to the extent possible. (Obviously, Oracle DBA functions will be controlled tightly with our team lead/DBA).

2. CAI is planning to provide the Disaster Recovery Tests (1C) within the team structure established at no additional fees. CAI would like to further evaluate the level of effort required to perform these tasks. This evaluation may determine a level of effort that is greater or less than our planned approach.
3. All pricing reflects expenses included in our response.

## F.2 TECHNICAL RESPONSE

CAI welcomes the opportunity to put our experience and expertise to work for the Port Authority. Our objectives for each engagement are to:

- Provide high quality service delivery
- Achieve outstanding levels of customer satisfaction
- Implement measurement techniques and metrics based management
- Utilize IT best practices and processes
- Provide rapid response to customer calls and minimize resolution time
- Strengthen governance
- Establish "customer centric" service levels

It is in these areas that CAI has thrived; we have competed and won engagements similar to the Port Authority's by bringing metrics-based repeatable processes to clients. These processes ensure rigor with process-driven tools that increase productivity and decrease overall costs. With more than 30 years of experience providing quality IT services for the public and private sectors, our processes, methodologies, and approaches are time-proven and field-tested.

### F.2.A EXPERIENCE

CAI has extensive experience is providing superior quality services to clients similar to the Port Authority and on projects of similar scope and complexity. We encourage the Port Authority to contact our references. The services, scope of work, and complexity of the Air Products and Chemicals (APCI) engagement demonstrates to the Port Authority our overall flexibility and capability to deliver based upon the requirements. The service levels associated with the support requirements are roughly equivalent, users are located in multiple locations, APCI is metrics and SLA driven, and our support team is split between US based and offshore. As with the Port Authority, we are committed to a continuous improvement model with APCI. CAI has been providing services to APCI for more than 20 years; they are well qualified to speak about the quality of our service and the flexibility we have offered over a long time horizon.

CAI continues to provide Oracle and Hyperion support on behalf of the Chicago Transit Authority (CTA) with the completion and involvement of the following activities:

- Application Maintenance and Support
- Report Resolutions and Fixes (Monthly and National Transportation Data Reports)



- Process Improvements and Security Cleanup
- Recommendations
- Training and Documentation
- Fixed the NTD Reports (F30, F40, F50 and R10) by creating member formulas, updating dimension members, and writing calcscripts
- Supported the Budget Office in finalizing Hyperion FY Budgets and loading relevant data to the Reporting application
- Built Hyperion rule files, member formulas and data forms
- Created data extract scripts to perform analysis as needed
- Provided Analysis of CTA's Hyperion Planning applications, design and flow of data to the Budget Staff and IT management
- Provided guidance to the budget staff on Hyperion budget system administration
- Reconciled and validated data between Oracle and Hyperion systems.
- Improved data loading and budget update process
- Successfully resolved Workforce Planning calcscripts processes to correctly update the Budget Planning application

CAI provides Hyperion (v11.1.1) Production Support and Application Maintenance and Support services to Northeast Utilities as part of a broader application support services engagement. CAI provide support for several Hyperion modules including: Planning, Essbase, Financial Reporting, Web Analyzer, SmartView, Application Link, DRM, HFM, and Weblogic. This experience is similar to the Hyperion support we provided to Unilever for several years.

### **F.2.B PROCESSES/TOOLS**

CAI has developed a proprietary application support methodology, MM, and tracking system, Tracer® that drives our MM methodology. By using this support tool and our proven processes, we apply performance metrics to improve productivity, quality, and user satisfaction, while providing superior and consistent application support. Through our Tracer data, we analyze the root cause of support issues to continually improve our application maintenance services.

CAI will leverage our work management tool Tracer for measuring our performance. Additionally, CAI will provide a Service Delivery Performance Status report on a monthly basis to the Port Authority to reflect our prior period performance against the defined Service Level Goals.

### **F.2.C SERVICE FLEXIBILITY**

Based upon CAI's experience in working with customers in various industries, we have gained a considerable level of "best practice" experience as it relates to key performance indicators and service level goals/agreements. Having this level of expertise allows our Transition Managers to introduce the desired flexibility in properly setting expectations and service levels to achieve the desired contractual and end-user satisfaction results. A solid example of our ability to manage and support an environment utilizing Hyperion and Oracle environments with numerous other technologies would be our continued efforts at Unilever. Thus, we have included Unilever as a key



reference to further demonstrate our flexibility in working with the desired technology while quickly adapting the team to understand the business and financial drivers that positively impact their business.

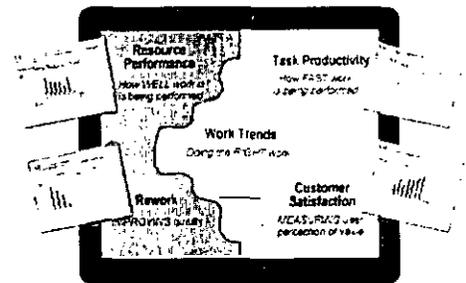
### *A. Ability to Perform*

CAI's experience in supporting production applications is extremely diverse based on the fact that we continually support high-availability environments, transaction oriented systems, custom (one-of-a-kind) applications, financial applications, manufacturing applications, sales/CRM applications and various other business applications.

As part of the transition phase, CAI will work with the Port Authority to develop contact lists, communication plans and procedures, and service levels to ensure all parties have the same expectations and are knowledge of the appropriate procedures for providing and resolving requests on a 24x7 basis. Additionally, through cross training and leveraging our online application knowledge repository, developed during the transition phase and continually updated, our on call resource can triage the initial call to determine the appropriate course of action and include the appropriate personnel. In addition, CAI will develop and communicate escalation procedures with the Port Authority to ensure that all requests are handled quickly and efficiently.

### IMPROVING PRODUCTIVITY

The "Productivity Puzzle" displayed below represents the various areas addressed by CAI's MM methodology and supported by the use of the Tracer tool. For each puzzle piece, we utilize continuous improvement methodologies to improve overall day-to-day operations and support productivity.



Productivity improvements are realized from:

- Institutionalizing knowledge
- Implementing/utilizing measurable and repeatable processes across the support team and integrating with customer IT teams/processes
- Workload prioritization and scheduling
- Quality control and assurance
- Standard estimating
- Individual and team performance measurements
- Detailed event tracking

Through Tracer, CAI addresses all the pieces of the productivity puzzle:

- We institutionalize knowledge through the use of CAI's Application Knowledge Transfer process.
- Through the transition process we will integrate the MM methodology with the Port Authority's processes. Being a process driver, Tracer inherently implements measurable and repeatable processes across the support team.
- We perform work trend analysis to verify that the right work is being done. All resource tasks are recorded in Tracer. As such, team leaders can prioritize and schedule tasks for team members and there is no ambiguity regarding task priority.

- We perform quality analysis to detect rework trends, root-cause analysis and remediation for undesirable trends. We achieve high quality by mandatory quality checkpoints and checklists.
- By utilizing standard estimating techniques, made easier by their inclusion in the Tracer tool, we are able to consistently meet scheduled completion dates and hour estimates.
- We utilize detailed event tracking to figure out how well work is being performed and how fast the work is being done. We measure user perception of value through customer satisfaction feedback surveys. All these measurements are against mutually agreed upon service level goals/requirements.

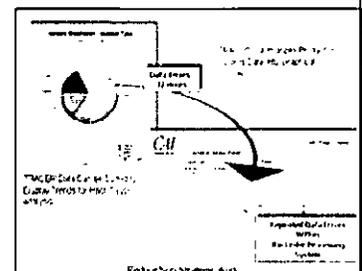
By implementing these various continuous improvement methodologies, we strive to achieve an improved work mix by driving required support activity lower. Once this is accomplished, the Port Authority can determine how to invest those savings, either by doing more value-add work requests, or by reducing to size of the support team and realizing cost savings.

Teams, and individual team members, are measured on their ability to meet service level goals. By providing team-based incentives, the engagement teams are encouraged to improve their level of service. At the team member level, Tracer provides objective performance data that drives individuals to enhance their personal performance.

Service Delivery Performance is also managed and reported Tracer, enforcing our MM methodology. Tracer provides management, team leaders, and core team members the tools to perform their job and to continually improve their performance.

As shown in the accompanying figure, our teams use Tracer to view work assignment and track workflow.

Because all team members use the tool for recording their time, Tracer also serves as the database for information to enable us to evaluate trends; the database serves as a store of information for data mining. This enables trend analysis to be performed to reduce support calls and increase time spent on work request enhancements. The chart shown above summarizes how Tracer enhances our ability to do root-cause analysis.



CAI uses several management reporting techniques, including individual status reporting, time recording, issue reports and project status reports. Regularly scheduled status meetings provide the opportunity to review and report information, to address issues, and to validate progress against defined project objectives.

IT performance and productivity is the balanced measure of "How *well* work is being done" and "How *much* work is being done." It is of little value to complete a great deal of work very fast if it doesn't meet expectations.

CAI uses several different measurements to measure performance, productivity, and the rate of improvement. Using only one measurement may be misleading. When we compare several measurements against each other, we can make a definitive evaluation of the level of performance, productivity, customer satisfaction, and the rate of improvement. Using our methodology and Tracer, we can measure and report performance, productivity and customer satisfaction at the engagement, team, or individual team member level. These reports can be combined to a department level for high-level review or detailed to an individual team member level to determine the root cause for poor team performance and productivity.

CAI uses several systems to facilitate information capture and reporting. Our team leaders use Tracer to record the overall plan and schedule for the work effort including tasks, durations, resources, schedules and task relationships. This plan is updated throughout the engagement to reflect completion of work efforts, as well as new tasks and activities based on project scope changes. In addition, for very large projects (estimated hours greater than 1,000), the team leaders may opt to use Microsoft Project.

We also use our Tracer Report Module which allows us to display and print data that has been entered into the tool. The Report Module can categorize, search, and sort records to provide numerous reports and graphs that best illustrate metrics unique to this engagement. Our team leaders use this tool when developing status reports and answering client questions.

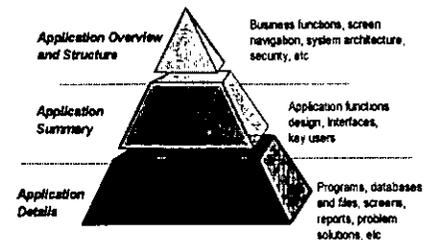
Tracer will be implemented to track performance of the entire team at an individual level, with particular attention to the performance of the operation support, technical support and application support with refinement/adjustments expected for Database Administration. In our other engagements we have documented comparable performance levels however, to achieve this, communication is paramount. CAI has the controls and measurements to ensure that we maintain a consistent delivery model throughout the engagement for the Port Authority.

## F.2.D TRANSITION PLAN

### A. Major Activities

Although no two transitions are alike, CAI utilizes a structured approach to transitions; a standard project plan and standard templates to ensure effective knowledge transfer. This proven, checklist-based transition strategy helps ensure a low-risk transfer of knowledge and minimizes both the duration of the transition and the disruption to existing support activities while preventing any impact to the current user base.

The duration of the transition phase is anticipated to last six weeks, but it can vary depending on specific circumstances. The transition includes activities to identify process and technical information required to support the client's environment. We document this information using standardized templates that supplement any existing documentation. Technical and process information is obtained by reviewing existing documentation and interviewing existing support personnel via a structured top-down approach to knowledge transfer as depicted in the accompanying figure.



Once the knowledge transfer is complete, and prior to the end of the transition, CAI will complete support requests to test our ability to support the Port Authority in an efficient, professional manner.

A few of the high level topics to be addressed during transition include:

- Finalize engagement organization structure
- Identify supplemental technical training (if necessary)
- Establish physical operation – PC, software tools, communications, etc
- Identify appropriate team security
- Establish administrative guidelines for the engagement team

- Establish Work Request approval and prioritization processes
- Establish process, tools and interfaces for Incident, Problem, Change, and Release Management
- Create Application Knowledge Transfer (AKT) notebooks
- Finalize SLAs and reporting requirements
- Establish customized process flows for call supports, production incidents and work requests
- Install and initialize Tracer for the engagement
- Develop Team Operations Notebook
- Train engagement team on MM, Tracer, AKT process, technical environment, and customer specific tools and processes
- Establish process of capturing Customer Satisfaction Feedback

### *B. Training*

Training classes are held during the transition phase to ensure all CAI and key the Port Authority personnel are fully aware of the processes and tools to be utilized on the engagement. A few topics include:

- CAI MM Methodology – overview of philosophy and processes
- CAI Application Knowledge Transfer (AKT) – process overview
- CAI Tracer – specific use of this CAI proprietary tool at the Port Authority
- Port Authority specific tools, processes, and technical environment

### *C. Critical Success Factors*

Successful transition of services depends upon a number of factors. A few critical success factors associated with the transition phase include:

- Staffing to address scope, technologies, work responsibilities, work mix, etc.
- Successful knowledge transfer of application information and the Port Authority IT support processes
- Availability of the Port Authority SMEs to participate in the AKT process
- Successful transfer of support responsibility to the CAI team requiring minimal follow-on consultation with the Port Authority SMEs
- Successful delivery of in-scope support services including incident resolution, work request completion, and consultation (call support) services
- Ability to use the Port Authority -specific utilities and tools
- Defining ongoing relationship between the Port Authority Process/Application Area Specialists and CAI Engagement Team
- Establishing process flows for all work events
- Establishing Work Request approval and prioritization processes

- Ensuring all engagement related resources (the Port Authority and CAI) understand their roles and responsibilities

#### *D. Transition Plan*

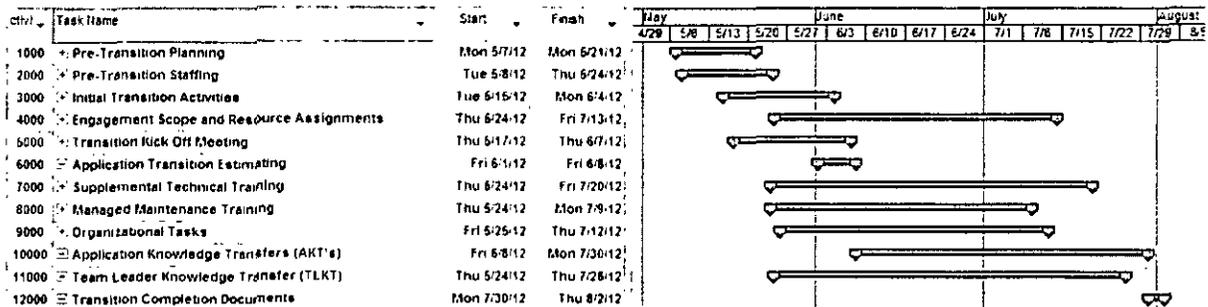
CAI understands that effective transitioning of knowledge is key to the success of each engagement. The transition phase manages the transfer of support responsibility and knowledge from the existing team to our team. This is the most critical phase in any outsourcing engagement. CAI has a very robust transition plan template that is customized for each engagement. The primary activities of the transition plan include:

- **Phase 1000—Pre-Transition Planning** – Assign Transition Manager, review findings and proposal, engagement planning meeting, client planning meeting, identify technical skills and client system/third party support software required to support applications, create technical interview requirements document
- **Phase 2000—Pre-Transition Staffing** – Define CAI team experience/skill mix for engagement, acquire team and assign team leader.
- **Phase 3000—Initial Transition Activities** – Tailor MS Project Transition Plan, start Transition Manager and Team Leader on site, establish physical operation (workstations, desks, phones), prepare for Tracer installation, start team on client site, establish team administrative guidelines
- **Phase 4000—Scope Verification And Resource Assignments** – Finalize application inventory for transition, document formal/informal responsibility of current team, document scope of effort, develop service level agreement.
- **Phase 5000—Transition Kick-Off Meeting** – Schedule and hold transition kick-off meeting, establish critical success factors for transition, set up transition meetings between CAI and client primary application support analysts.
- **Phase 6000—Application Transition Estimating** – Schedule AKT estimating meetings with client analysts, obtain module counts, complete estimating documents, revise estimates and schedule are required.
- **Phase 7000—Supplemental Technical Training** – Assess technical skills of team, create training plans to include any client specific tools. Train team on any client specific Work Request, Call Support, Incident and after hours procedures.
- **Phase 8000—MM Training** – Schedule and deliver training for CAI MM process and Tracer tool.
- **Phase 9000—Organizational Tasks** – Review standards for development, coding, testing, business requirements, functional specs, program specs. Determine base metrics and service level goals, establish status meetings.
- **Phase 10000 - Application Knowledge Transfer (AKT)** – Done for each application to be supported: AKT meetings and interviews, develop each AKT section for AKT Notebooks, Review and sign-off with client SME, application turnover.
- **Phase 11000—Team Leader Knowledge Transfer** – Develop documents used to manage team during project including checklists, meeting grids, job monitor procedures, after hours support

procedures. Review customer work processes, map to CAI MM process and make any needed amendments to CAI processes.

- **Phase 12000—Transition Completion** – Final transition review with client, transition completion documents, transition sign-off.

CAI intends to initiate pre-transition planning within 1 week after contract approval. This will enable us to begin transition related activities as early as possible given the project time constraints. Below is a preliminary transition schedule. Additional details of the schedule will be developed during the Pre-Transition planning activities.



We have performed transitions for public-sector and commercial MM clients since 1988 and have defined a methodology for Application Knowledge Transfer (AKT), including capturing knowledge "about" the systems, i.e., knowledge that is often un-documented. Our normal transition process is 90 days. A certified Transition Manager, will be responsible for managing the details of the overall transition to ensure that all tasks are completed successfully. This will be his primary work assignment for the duration, and he will report status weekly on Transition. Quality Control (QC) is an embedded part of our transition process. As part of our QC, a CAI Quality Analyst will review the deliverables to ensure that are complete.

Given the time constraints on this project, we will engage the Transition Manager as early as possible enabling the team to be effective as possible when the engagement begins. Ideally, CAI desires to interview and shadow the existing team to understand the current support processes. CAI intends to staff this early transition period with additional staff to help facilitate transition of key information as quickly as possible.

### E. Exit Transition

When the rebid of all or parts of this project is initiated, we will engage in turnover services. At this time we will develop a Turnover Plan, identifying critical tasks that must occur for a smooth and orderly turnover of functions between our team, the successful bidder and the Port Authority staff. We will submit our turnover plan for final review and approval within the Port Authority's specified time frame. We will include within our plan the System turnover objectives and work plan activities in a Gantt chart, including activity time frames and responsibilities. 90 days prior to contract expiration, we will begin working with the Port Authority and/or the selected bidder to transition knowledge, functions, programs, responsibilities, services and systems. In much the same way as we performed our transition of services on the first day of the project, we will perform the same steps in reverse, with the overall goal being minimal disruption to business operations. We will provide updated versions of system documentation according to the approved turnover plan. We will provide the following: Production program documentation, updated procedures, all source code, final user and

system documentation, assets/artifacts in the form of a navigable normalized taxonomy, references and operational instructions to technology assets, general procedures for updating computer programs, data and reference files, and all other documentation and information currently used to support application processing.

We will prepare the Final Turnover report that documents the completion of our turnover activities and provides status on each high-level task and activity that was performed during the contract execution period. This meeting will occur between our team management and the Port Authority's management.

You will own the updated AKC notebooks that we develop and maintain over the course of the contract. All of the best practices workflows and ITIL methods will remain with the Port Authority and be transitioned over to the new vendor (if new vendor selected) and the Port Authority as part of turnover.

## F.2.E DOCUMENTED METHODOLOGY

**Application Management:** Our MM methodology combines with our work management tool, Tracer and includes activities related to documenting, approving, communicating and implementing changes into a production environment. During the transition phase, our Transition Manager will identify and customize and steps and associated checklist/documentation to your existing standards and procedures.

**CAPS (Customer Annual Performance System):** Review is performed on an annual basis. During this annual review, CAI can provide insight into the work performed for the previous year to identify the areas requesting work and their appropriate consumption of resources. In addition, CAI can propose technology refreshes that may be appropriate in the coming year enabling the Port Authority to incorporate into their budget for the upcoming year.

### A. Approach

We understand the scope of work is to provide Application Management Services for the overall Budget PRO System in the following areas:

- Operational Support
- Technical Maintenance
- Database Administration
- Application Support

CAI's approach to providing these services is based upon our proprietary application support methodology, MM, and our application development methodology, Construction Management (CM). In addition, to achieve the engagement objectives, CAI will leverage our proprietary work management application, Tracer, in addition to Track-It.

In this section, we provide information on our proprietary MM methodology and Construction Management (CM) methodology.

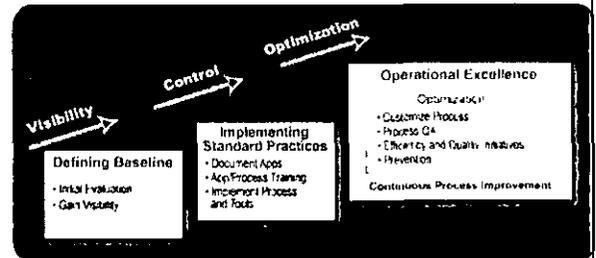
### B. Managed Maintenance (MM) Methodology

A primary objective in each of our support engagements is to:



- Decrease support costs while meeting or exceeding current support levels
- Produce meaningful metrics to better manage the business
- Document and institutionalize the knowledge needed to support our clients
- Implement IT Best Practices to enhance performance and governance

Our approach to accomplish these goals revolves around our basic tenants of the Productivity Life Cycle – *Visibility, Control, and Optimization*. As the adage states, “you cannot manage what you cannot measure”, which is why we start our projects with a focus on visibility.



To be able to effectively apply Visibility, Control, and Optimization concepts to application support, CAI developed our MM methodology over 20 years ago. Through this process-driven methodology, we monitor and measure IT support. Our methodology aligns project support actions and results directly to the Port Authority’s IT strategy and organizational goals. MM deals with planning, tracking and controlling the life cycle of the individual tasks associated with the maintenance and support of legacy systems. MM combines the disciplined software-support approaches of the Software Engineering Institute (SEI), the International Organization for Standardization (ISO) and the International Society of Six Sigma Professionals (ISSSP).

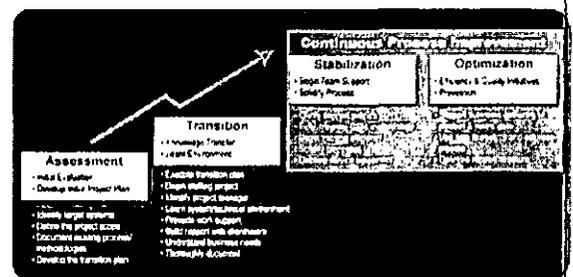
Our proprietary tracking system, Tracer®, drives our MM methodology. By using this support tool and our proven processes, we apply performance metrics to improve productivity, quality, and user satisfaction, while providing superior and consistent application support.

We institutionalize knowledge through the use of our Application Knowledge Transfer (AKT) process; and during the transition process, we will integrate our MM methodology with your existing processes. Both Tracer and MM are built upon the ITIL framework. As a process-driver, Tracer inherently implements measurable and repeatable processes across the support team. All resource tasks are recorded in Tracer; as such, team leaders can prioritize and schedule tasks for each team member removing any ambiguity regarding task priority.

As part of our methodology, we will perform work trend analysis and verify that the right work is being done (i.e., time is not spent on non-value work). We will also perform quality analysis to detect rework trends, root-cause analysis, and remediation for undesirable trends. CAI has consistently achieved high quality by mandatory quality checkpoints and checklists, and will implement these standards as well.

We are able to consistently meet scheduled completion dates and labor estimates by utilizing standard estimating techniques – made easier by their inclusion in Tracer. We use detailed event tracking to determine how well work is being performed, as well as how quickly that work is being completed. We measure user perception of value through customer satisfaction feedback surveys; and these measurements are evaluated against mutually agreed upon service level goals and/or requirements.

By implementing these various continuous improvement methodologies, we are able to generate capacity for more strategic work and/or a reduced team size based on accurate metrics and project tracking.



The MM engagement cycle covers three phases: *Assessment, Transition and Continuous Process Improvement*, as shown in the accompanying figure. Each phase contains specific deliverables and requirements related to project and process maturity; these phases are described in the following sections.

### ASSESSMENT PHASE

The Assessment Phase focuses on understanding our specific role in your organization. In this phase, we survey your current support staff in the target application areas to understand both the technical and procedural environments. We conduct a structured working session with key application personnel to develop the organizational objectives and service level expectations.

An assessment can last from a few hours up to a couple of days and is extremely important because it allows us to estimate the level of effort required for the engagement, including identifying potential SLA targets.

Critical success factors of the Assessment Phase include identifying:

- All systems to be supported
- Key business and IT liaisons
- Support tools, documentation, and procedures
- Current support metrics and/or service levels
- Work breakdown between call support, incidents, and enhancements
- Current resource allocation and skill sets

More detail on the Assessment Phase can be found in Section 9 (page F-13), as the data received during the assessment represents the bulk of our due diligence requirements.

### TRANSITION PHASE

CAI understands that effective transitioning of knowledge is key to the success of each engagement. The transition phase manages the transfer of support responsibility and knowledge from the existing team to our team. This is the most critical phase in any outsourcing engagement. Detailed information about CAI's approach to transitioning knowledge and support responsibilities is provided in Section F.2.D: Transition Plan (page F-7).

### CONTINUOUS PROCESS IMPROVEMENT (CPI) PHASE

This phase will begin after the Port Authority signs off on the completion of the Transition Phase. Process improvement is divided into two sub-phases: *Stabilization and Optimization*. They are defined as follows:

- **Stabilization Sub-phase** – During this phase, we assume the primary support role, confirming support procedures and working with your technical personnel and end users to enhance any processes deemed inefficient or ineffective. Through our tracking process, we identify recurring problems and examine root causes to determine whether issues are capable of final resolution.
- **Optimization Sub-phase** – In this phase, we solidify procedures and continually measure and track these procedures to identify potential process and system improvements that will result in an overall reduction of effort/cost required to support these applications.

Our MM methodology is designed to provide standard defined processes in support of the three primary events that occur during all support engagements: *Work Requests, Incidents and Call Support*.

- **Work Requests** – A work request communicates user requirements for application technical support from the client to the support team. The request may be for a new application, an enhancement, or a modification of an existing function within the supported applications.

Both small and large enhancements will be classified as a Work Request. Typically, we envision small enhancements being handled by the support team. Large enhancements would be performed by variable staff with involvement of the support team (approved by Port Authority).

We involve the support team for two primary reasons; first, we can leverage their knowledge of the existing applications; and secondly, having the support team knowledgeable of the enhancement will provide for the seamless transition of the enhancement back into the support team.

Our standard MM processes handle the implementation of smaller enhancements quite well. For large development work requests, we employ our Construction Management (CM) methodology.

- **Incidents** – Our team will be responsible for all incidents including defects, production errors, and emergency problems. Procedures for taking, logging, acknowledging, and following-up production incidents are established during Transition in keeping with our contracted scope of work. Callout procedures for after-hours support are instituted as appropriate.

Incidents within the support process are initiated when our Core Support Team is notified concerning a production problem. Pertinent information associated with the incident is entered into our tracking system and a ticket is opened. The issue is then scheduled and assigned to the appropriate resource.

If the incident is related to the operations environment of an application system, the Port Authority Operations would be contacted. If the incident is an application level incident, our support team will be responsible for resolution. In this case, the assigned resource is responsible to analyze the issue, determine an appropriate resolution and implement the resolution within the production environment. In all cases, we will adhere to the Port Authority's standards for implementing production fixes.

Once the incident has been resolved, we update our tracking system with the appropriate information. This information is then used as an analysis tool to help us improve our productivity.

- **Call Support (Level 2 as defined in RFP)** – Calls for support will be directed to a member of the support team or the Team Leader. We generally strive to accept virtually all calls for MM with a live technician and handle many of the situations while the caller is still on the phone. Should a particular call be of such a nature as to render this objective impossible, we record the caller's name and phone number for future follow-up once we have achieved a resolution. All support calls are logged and tracked, with support metrics reported routinely. Our call support services are typically interfaced to our customers' helpdesk to accommodate users' need for a single help contact.

The core support team receives support calls daily. The information received from the Port Authority along with any other pertinent information would be entered into our tracking system. We would then work directly with the Port Authority to resolve the question at hand. Throughout the life of the engagement this effort would include providing application consulting, general application support, and incident resolution.

Once an issue has been resolved, we update our tracking system. All information intrinsic to call support is then analyzed to assist us in our continuous improvement effort.

Project management and communication are key components of all our MM engagements. Our Engagement Manager will meet regularly with your liaison to review the support status of the application(s). A monthly report detailing the engagement status, SLA performance (see below), and any outstanding issues will be provided.

An issue may be a question initiated by either party, the logging of a program error, or any other situation that requires resolution. In order to accurately track and manage issues, we have developed an on-line issue tracking system. This system allows systematic reporting and querying of issue status and virtually guarantees that issues are not lost or forgotten.

In addition to the defined SLAs, you will receive detailed tracking of what work is being done, how long it is taking, what departments it coming from, whether the workload is trending up or down, and a detailed review of what steps we are taking to drive productivity. CAI will tailor our standard monthly report to best meet the needs of this engagement.

### *C. Ensuring High Level Productivity*

Productivity, as it relates to programming and quality is a critical success factor for any engagement. Actual programming hours are tracked against estimated programming hours and an efficiency ratio is determined for each programmer. These efficiency ratios are provided to the programmers, and individual scores are compared to team averages to assess individual contribution to the overall effort. In addition, all rework is tracked.

CAI's expertise in performance measurement allows issues to be addressed proactively. As the Port Authority and CAI work together to improve the support partnership, additional and/or different metrics may need to be generated and tracked as appropriate.

### *D. Issue Management*

Another key component of CAI's MM offering is the management and tracking of issues. An Issue may be a question initiated by either party, the logging of a program error, or any other situation that requires resolution. In order to accurately track and manage issues, CAI uses an on-line issue tracking system within Tracer. This system allows systematic reporting and querying of issue status and virtually guarantees that issues are not lost or forgotten.

### *E. Quality Control*

Quality control is intrinsic to our MM process. CAI believes strongly that quality is foremost in support deliverables and that commitment to quality is the cornerstone of the company's success. We consider the quality function to be a vital link in meeting and ultimately exceeding client expectations for any application.

### ***F. Quality Assurance***

CAI is a leader in the development of quality assurance methods and believes that quality assurance can best be provided through an external resource. Although many support engagements have been successful with quality assurance done within the team, experience has proven that the best implementation of process and methodology occurs when the quality assurance process is separate from the support process. Quality assurance ensures that clients receive the support services they anticipated using best practices.

CAI provides QA oversight frequently and at many levels:

- On a monthly basis, our Delivery QA personnel review the overall quality, productivity, customer satisfaction and performance of the team against defined service levels. Additionally, a review is performed to ensure that teams are tracking work properly and following the defined procedures. Additionally, our Account Manager will seek any feedback and input from your Engagement Lead that may provide additional insight into the performance and satisfaction of the team.
- On a quarterly basis, we will conduct a formal quarterly review of our performance and accomplishments and seek any additional feedback you may have.
- Lastly, on an annual basis, we will conduct more formal Delivery QA Audit to ensure that the contractual obligations are being fulfilled and the team is following the appropriate procedures.

More information on how CAI ensures productivity gains is provided on page F-5, Ability to Perform.

### ***G. Performance & Monitoring Tools***

MM using Tracer differentiates us from the competition. Tracer can be likened to a shop floor management application collecting data about all aspects of the engagement. Tracer will:

1. Allow workflow to be customized
  - Allows the configuration of the department's support methodology into templates that can be used for managing enhancement projects and/or maintenance events.
  - Includes pre-configured templates based on industry best practices and methodologies.
  - Enforces process disciplines to ensure efficiencies.
2. Capture and track detailed time reporting
  - Captures and tracks all information related to development and support from inception to completion – by individual application and individual resource.
  - Provides data for trending and root cause analysis leading to continuous support improvement.
  - Collects and reports detailed time data creating a growing repository of empirical data used for baseline and future estimates.
3. Collect and report support metrics
  - Captures and reports both detailed and summary activities involved in maintaining information systems.
  - Tracks response time and time to resolution for support calls and incidents in your specific environment.
  - Reports department-specific data based on customizable reporting features.



4. Track Service Level Agreement (SLA) goals/penalties
  - Collects and tracks incident response time and time to resolution and monitors progress against SLA goals and objectives.
  - Tracks work request completion rates in terms of response time, end dates, or task completion.
  - Captures progress for any type of event against goals that can be service level agreements.
  - Captures customer satisfaction rates and levels.
  - Provides baseline tracking of estimates versus actual.
  - Tracks re-work level of effort.
  - Provides view into achievement percentages against SLA goals for financial penalty enforcement.
5. Provide standardized estimating
  - Builds estimates based on technology factors and historical task performance.
  - Provides for Function Point Analysis based on collected data.
  - Adjusts estimates based on definable factors.
6. Manage resources and effort
  - Manages tasks by resource including estimated hours / actual hours to completion.
  - Tracks total effort against completion for each task or phase of the effort.
  - Maintains resource role and assignment history.
  - Records resource performance data.
7. Measure resource performance
  - Measures an individual's performance against assigned goals, tasks and level of effort.
  - Compares individual resource metrics against team averages for task completion.
  - Identifies resource areas for improvement based on individual to team average comparison.
  - Measures a balance of "How well work is being done" and "How much work is being done" for greater effectiveness.
8. Manage workload, including backlogs, prioritization, and scheduling
  - Tracks all support and development activities in one view for ease in work prioritization.
  - Maintains comprehensive backlog list.
  - Realigns resources based on changes in schedules.
  - Tracks project approvals.
  - Captures project documentation.
9. Offer unique user-specific views into the data
  - Provides individualized view for Developers, Managers, and Clients
  - Filters information appropriate to each user-level.
  - Customizes views to the specific user level.
10. Track issues and change management activities
  - Tracks changes to priorities and schedules
  - Retains change history and change approval history

Catalog of Tracer® Reports	
Type	Name
Performance and Productivity Analysis	Application Activity and Performance
	Application Activity and Performance Graph
	Critical Application Downtime Graph
	Customer Feedback Detail
	Customer Feedback Graph
	Event Activity and Performance
	Resource Activity and Performance Graph
Work Request	Resource Activity and Performance Graph
	Resource Productivity Analysis Graph
	Rework Trend Analysis Graph
	Work Trend Analysis Graph
	Work Request Estimate Accuracy Graph
Call Support	Work Request Estimating Matrix
	Work Request Status Report
	Work Request Target Date Compliance Graph
	Work Requests Un-estimated
Incidents	Call Support Detail Report
	Calls Resolved within SLA Graph
	Calls Responded within SLA Graph
Time Analysis	Incident Detail Report
	Incidents Resolved within SLA Graph
	Incidents Responded within SLA Graph
	Time Audit Detail
	Time Audit Summary
	Total Time Analysis Report
	Work Breakdown by Application
	Rework Time Distribution
	Work Request Time Breakdown by Type
	Call Support Time Breakdown by Type
Incident Time Breakdown by Type	
Administrative Time Breakdown by Type	
General Reports	Event Printout
	Issues Report
	Master Project Status

- Reschedules activities based on approved changes in scope or requirements
- Records each issue and assignment, and tracks issue resolution
- Tracks scope changes and allows for appropriate changes in the overall schedule

By collecting this wealth of data, Tracer provides substantial reporting capability. The accompanying table presents standard Tracer reports. In addition, we can develop customized reports against the Tracer database specific to the Port Authority's needs.

CAI can, and does, give access to Tracer to our clients – although many times our clients choose to have our Engagement Manager conduct standard and ad-hoc reporting for them.

During transition, CAI and the Port Authority will agree upon all information that should be included in the standard monthly engagement status report. Other reporting needs and frequencies will be determined during the Transition phase, as well. Tracer provides superior automated reporting capabilities. In addition, because we track every hour spent in the engagement, it is easier to handle internal charge back for our clients.

#### **F.2.F COMPLIANCE WITH IT CONTROLS CHECKLIST**

CAI will perform all services as required in the RFP and confirms the System complies with the following:

- IT Controls checklist (Attachment H);
- Standards & Guidelines for Port Authority Technology (Attachment J); and the
- Port Authority Information Security Handbook.

#### **F.2.G DOCUMENTED APPLICATION MANAGEMENT METHODOLOGY**

A major CAI-deliverable of the Transition Phase is the creation of Application Knowledge Transfer (AKT) notebooks for each application. One of the benefits of AKT creation is enabling seamless transition of support responsibilities to additional teams at any point during the engagement. Creating AKT notebooks requires resources from the new and existing support teams. We have found there to be a 5:1 ratio of time spent by the new support team vs. the existing team on AKTs.

AKT notebooks typically exist in hard- and softcopy formats. CAI also offers a robust Application Knowledge Capture (AKC) process where data is published to websites. This AKC process enables support teams (onsite, offsite, and offshore) to readily gain access to application support documentation.

Application and process information is obtained by reviewing existing documentation and interviewing Subject Matter Experts (SMEs) via a structured top-down approach to knowledge transfer. The amount of input required from the SME is dependent upon the quality and accuracy of existing documentation. Typically, 30 percent of application information is gathered from existing documentation while 70 percent is gathered from the knowledge stored in the brains of SMEs. Here are a few of the more than 80 questions used to stimulate conversation and pull application knowledge from the SME:

- Is there non-I/T staff involved in support (for example, Business Analysts)?
- Who is responsible for testing application changes?
- What security is needed to support this application?

- What operational tasks are performed in support of this application (one-off report generation, excel uploads, monthly admin, etc)?
- Are there any utility programs used to support the application?
- What are the 5-10 most common support issues representing 80 percent of the support needs?
- How is application security administered and who is responsible?
- Is there proactive monitoring for this application (review of log files or similar daily, weekly, monthly to assure proper function)?
- What other systems interface with this application?

An AKT checklist is used to verify that each task is completed. AKT information is documented using standardized templates to ensure effective knowledge transfer.

A few of the 24 section titles in the AKT notebook are provided in the following table.

AKT NOTEBOOK SECTION TITLES (PARTIAL LIST)	
<ul style="list-style-type: none"><li>• Application Overview</li><li>• Online Navigation</li><li>• Batch Job Flows and Processing Schedules</li><li>• Application Design Overview</li><li>• Application Special Processing Routines</li><li>• External Interfaces</li><li>• Complex and Critical Components</li></ul>	<ul style="list-style-type: none"><li>• Files, Databases and Component Relationships</li><li>• Report Formats and Distributions</li><li>• Failure History (can link to existing history logs)</li><li>• Trouble Areas and Resolutions</li><li>• Security Administration</li><li>• Development Utilities</li><li>• Historical Archiving</li></ul>

*Geographically diverse support teams that speak multiple languages complicate the AKT process in this engagement; further complication is introduced by the fact that multiple external vendors support applications. CAI will address the language issue by either including needed language skills on our technical team or by augmenting the team with translators during Transition. Because our AKT process is so regimented, much of it can be done remotely. CAI also has video conferencing available, and will travel if needed to ensure a successful AKT.*

Once the AKT is finished, CAI's staff will complete several support requests. The objective is to test their ability to support the application without assistance from the previous team. The AKT notebook is considered complete only after passing all QA steps, including a detailed review and sign-off by the SME.

It should be noted that CAI utilizes similar processes to assist with transferring support responsibilities for a new application from the development team to the CAI support team. An analyst on the CAI support team will be resourced to interact with the development team to gain an overall understanding of the new application and to begin AKT creation. This will allow the support team to quickly assume responsibility for the application once it is proven to be stable in the production environment. This same approach is also used for any major enhancements to existing applications.

The information captured during the transition phase will continue to provide value for the duration of the engagement. The AKT notebooks become a reference point for issue resolution and are updated with new support incidents, application changes, and infrastructure updates. CAI's MM methodology identifies the need for a primary and secondary support analyst for every application. The AKT notebook is a great resource for support analysts as they assume these application responsibilities. It is also a valuable tool to help bring new support resources up to speed with the current support environment.

## F.2.H DOCUMENTED METHODOLOGY FOR DEVELOPMENT AND ISSUANCE OF ANNUAL CUSTOMER PLANS

Typically, CAI teams conduct planning sessions with the business / IT stakeholders on annual basis to identify any significant projects/activities for the upcoming year. As an input to these sessions, CAI prepares a summary of effort and trends by support activities for the prior period. Additionally, CAI may propose additional projects/activities that will improve the overall technical stability and effectiveness of the environment.

Output from these annual planning sessions incorporates the base level of support required for the upcoming period and prioritization of projects/enhancements enabling the engagement stakeholders to plan activities for the upcoming period.

## F.2.I EXPERIENCE WITH COMPLEX IT CORPORATE ENVIRONMENTS

CAI has extensive experience is providing enterprise services to clients similar to the Port Authority and on projects of similar scope and complexity. We encourage the Port Authority to contact our references as planned. As mentioned earlier, the services, scope of work, and complexity of the Air Products and Chemicals (APCI) engagement demonstrates to the Port Authority our overall flexibility and capability to deliver based upon the requirements. Additionally, based upon a number of current initiatives such as the Pennsylvania Department of Transportation and the use of a performance based contract, we continue to demonstrate our unique abilities in comparison to the competition. Through the Pennsylvania Department of Transportation contract we additional provide enhancement work based upon a defined and proven Function Point analysis so that all work effort is defined, performed on a fixed priced and delivered as planned.

## F.3 STAFFING PLAN

CAI is committed to providing each client with the highest caliber project personnel. We have a recruiting and career development strategy that enables us to select associates who are highly dependable and properly prepared for the businesses to which they will be assigned. We staff our *project teams with dedicated, technically competent, career-minded individuals qualified to handle the unique pressures and demands that are characteristic of a development environment. Our associates are capable of delivering a consistent, high level of quality service.*

In addition to properly staffing projects, we recognize the importance of working closely with client personnel at the operational and management levels. The knowledge, effort, and cooperation of client personnel are required to make a strategic partnership successful. Finally, effective project management is required to plan, schedule, and staff the technical effort, as well as to assign responsibilities to project team members and track and control project performance. CAI has successfully used project control techniques in the management of many large, complex development efforts.

### A. *Service Failures*

In terms of addressing a failure, we will follow the established incident management plan including all of the following:

- Communicate periodic status updates during incident response
- Maintain detailed incident records

- Provide a quick assessment of criticality, impact to business, risks, and options
- Restore application service
- Update user and technical documentation as required
- Plan/execute/document any required remedial tasks necessary, for example: data clean-up, reprints, and notifications
- Follow appropriate release process for any software modifications

We will also provide a post incident report within a defined number of business days the Port Authority would desire. Resolving a failure may require changes to code. For these types of changes, the impact of the failure will determine whether an emergency release is warranted or if the changes can be included in the next planned release.

We will determine if an interface between Tracer and TrackIT is required and we will monitor helpdesk(s) requests to keep apprised of all issues that occur during business hours. We will track calls through resolution, gathering data on service levels and root causes of common and recurring incidents so that they can be eliminated.

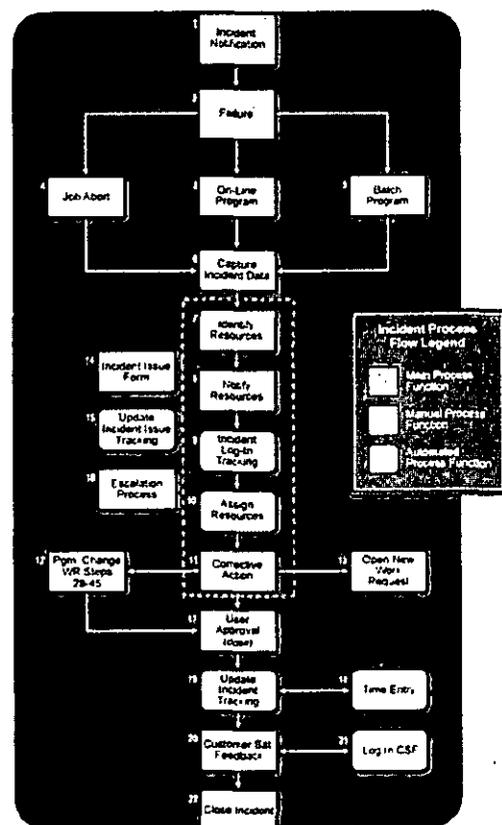
We equip and train our personnel to resolve system failures quickly and efficiently. Our knowledge repository has a lookup/search function that enables our team to quickly search for previously related issues. This helps our team to quickly and easily resolve similar or recurring issues. As part of our transition and training, we create checklists to assist our resources with diagnosing issues and incidents that require assistance from external resources. We also create matrices of external contacts and processes for interfacing with them.

### B. Service Failures (Non-Business Hours)

We typically share on-call duties across the team if it becomes necessary (although support is planned for normal business hours). During non-business hours, the on-call team member(s) will be available by cell phone or other electronic means to enable the Port Authority operations to have immediate access to the correct individual. A procedure will also be established to contact Team Leaders and then the IT Service Manager or their designee. We will resolve incidents based on the contract SLA and report status frequently. For emergency incidents, such as a disruptive failure to a Budget Pro, we will inform the Port Authority management on a continual basis until the problem is resolved. Post-incident reports will become part of the knowledge repository.

These standard escalation procedures will be implemented by the Team Leader and then Service Manager to provide on-call back-up. Service failures are dealt with according to their type:

- For non-critical processes outside normal business hours, escalation to the Team Leader is at the discretion of the resource



- If a recovery (restoration of the daily cycle flow) is needed, but cannot be completed during the rest of the current on-call shift, the resource should escalate to the Team Leader
- For a failed critical process that will take more than one hour to fix, the Team Leader should escalate to the Port Authority sponsor

Note: If needed, the Team Leader will initiate a conference call with all needed participants to resolve the issue.

### F.3.B DEDICATED STAFFING

A team of three dedicated, full-time equivalents are proposed for this engagement. The team will be supported by CAI's corporate organization.

Our solution represents a staffing mix of that have the propensity to work in a goal-oriented, service level driven environment. We have approached the solution by matching the prerequisite skill sets with the desired technology expertise and resource make-up having the cultural and previous external experience to be successful in CAI's metrics driven business. Thus, all personnel will be joining CAI with the planned expectation to participate in MM training, Tracer training, and CAI-funded training for additional Hyperion and Oracle certifications required in order to satisfy Port Authority requirements (All team members will be certified as requested in the SOW prior to the end of the Transition period). Additionally, we plan to leverage our existing CAI staff presently committed to customer engagements that maintain financial and budgeting expertise with Hyperion/Essbase and Oracle. This shared communication associated with our deployed MM teams allows for continuous improvement and an increased level of customer satisfaction. Most importantly, this approach builds a level of commitment and further demonstrates our ability to attract and maintain quality technical resources.

As noted earlier, it is our belief that by providing an experienced CAI service delivery management organization to work hand-in-hand with the assembled team, the results and performance will be demonstrated in our metrics and reporting provided to the Port Authority.

#### A. *Staffing Coverage*

As outlined in our transition plan, instructor-led MM and Tracer training will be provided to all new CAI team members. A key benefit of MM using Tracer, is its ease of use for the technical team.

CAI's Team Lead/DBA is responsible for day-to-day operations of the CAI engagement team. Being dedicated to the engagement, he will work intimately with the Port Authority's Service Delivery Manager regarding all aspects of this engagement. Reporting to the Team lead will be two technical team members.

The CAI Team Leader is responsible for the successful execution of all support activities. This individual is responsible for the team's adherence to CAI methodologies and has responsibility for the day-to-day management. He will manage task execution, assign and manage the technical resources, and monitor progress within the support team on a daily basis. In addition, the team leader will report problems to management, provide technical assistance and advise team members, and resolve technical issues within the team's area of responsibility. All time will be tracked in Tracer (and or Track-it), including support hours vs. small enhancement hours.

### F.3.C WORK LOCATION

CAI proposes all work performed be onsite at the Port Authority facility. As a background, CAI has five main service delivery centers: Allentown and Harrisburg, Pennsylvania; Wilmington, Delaware; Tallahassee, Florida; and Manila, Philippines. We propose using our Allentown center as a backup facility for this engagement in the event workspace is an issue at the Port Authority facility.

All of our centers are connected together using high-speed redundant communications that allow us to move work throughout our network seamlessly.

While additional detailed discussion would need to occur with the Port Authority during the final negotiation period to properly weigh the risk reward balance of a more aggressive onsite/offsite split for this engagement, we would initially employ a 100 percent onsite resource make-up and consider a resource split during the life of the engagement.

### F.3.D STAFFING SPECIALTY / PRINCIPAL PERSONNEL

CAI has identified capable resources consisting of a number of certifications. Any certifications not identified will be provided via a training investment to occur prior to or during the transition period. Résumés for the proposed team are provided in the appendices. The following provides a synopsis of each proposed team members qualifications (the team will be current on certifications by the end of transition period planned).

- **Simon Ridge** – Simon is a solutions oriented business professional with significant experience Hyperion systems management and reporting in addition to Hyperion/Essbase. He has demonstrated communications skills, has been successful at maintaining lasting relationships with clients and conforms to industry standard best practices in application support and maintenance of enterprise environments.

Simon will serve as the Team Leader and perform DBA functions as needed. As a Team leader, Simon has lead teams of people in multiple locations and in various functions to successful implementation of financial/budget projects. He is hands-on, experienced in software development, deployment of technology, and extremely competent in IT policy, governance and industry standards (ITIL).

Simon will be the point person for customer communication and analysis for new requirements while performing the prioritization of ongoing activities for the duration of the engagement.

- **Mary Perpam** – Mary has several years of experience in using Hyperion Essbase, Hyperion Planning, Hyperion Integration Services, Hyperion Reports, and Hyperion Business Rules. Her experience in Hyperion in addition to her experience with Oracle provide for an excellent complimentary CAI support team member. She has worked both in an administrative role and analysis/development role in numerous environments.

Mary has extensive experience in creating monthly / quarterly financial reports using Hyperion Intelligence, Hyperion Analyzer, Hyperion Reports and Hyperion EssBase Spreadsheet add-in. Overall, her experience in the entire life cycle of data warehouse design, development, implementation and testing within a production environment provide the appropriate mix of skills to meet the operational and maintenance activities of the effort.

- Raj Bhanushali** – Raj is experienced in a wide range of Hyperion products including EssBase, Planning, Integration Services, Reports, Spreadsheet Add-in and Business rules. He is also experienced with EssBase Database Administration including database backups, performance tuning, optimization, dense/sparse settings and partitioning. Raj has performed developer roles, administrator roles and has gained solid knowledge and strong conceptual, business and analytical skills.

Raj will be a solid contributor to the CAI team in being able to share the maintenance, analysis, database and development efforts. He is extremely focused on customer satisfaction goals and will bring his expertise to meet SLA's as defined by the Port Authority. His experience in various corporate settings provides for a solid contributor to the CAI team.

### F.3.E ORGANIZATION AND OPERATIONAL STRUCTURE

Page 9: d. describe in detail the Respondent's intended organizational and operational structure to be employed for Contract management..

The following is our proposed organization chart for the Contract. It indicates key supervisory personnel to be assigned for the duration of the Contract and their anticipated functions.

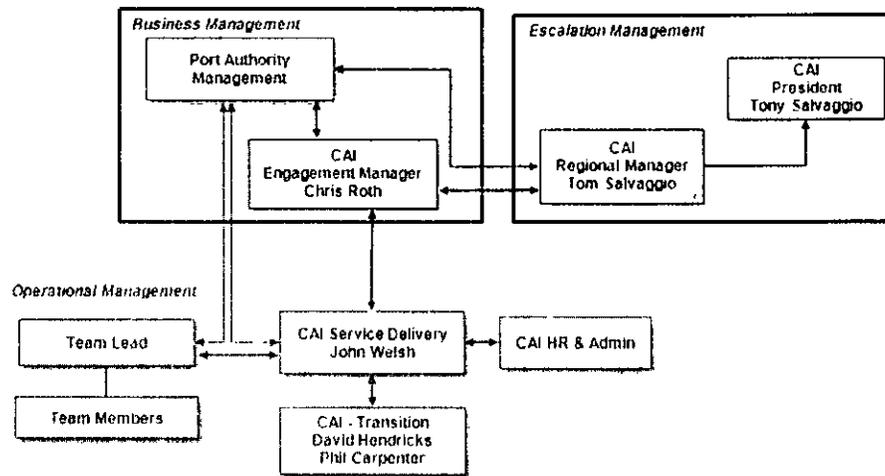


Figure 1: Engagement Organizational Chart

#### A. Escalation Procedure

Mr. Chris Roth will manage this account with the support of corporate resources. The initial point of contact for issues, including non-performance, will be the team lead. If issue resolution is not satisfactory, the Port Authority can escalate the matter to the Engagement Manager, Mr. Chris Roth; Region Manager, Mr. Tom Salvaggio; and to the president of CAI, Mr. Tony Salvaggio.

ESCALATION CONTACTS	EMAIL	PHONE
Simon Ridge, Team Lead		(610) 530-5000
Chris Roth, Engagement Manager	Chris_Roth@compaid.com	(610) 530-5197
Tom Salvaggio, Region Manager	Tom_Salvaggio@compaid.com	(610) 530-5000
Tony Salvaggio, President	Tony_Salvaggio@compaid.com	(610) 530-5000



## F.4 MANAGEMENT PLAN

CAI is well versed in addressing a primary concern in transitioning application maintenance to an external support team. For more than a quarter century, we have successfully transitioned the rapid and comprehensive transfer of complex application knowledge from our client's existing support team to the CAI team without business disruption to the client. We assure the effectiveness of this knowledge transfer through our MM methodology.

We have partnered with numerous Fortune 500 clients to integrate our MM approach with their IT organizations. In each of our partnerships, we have successfully transitioned the support effort, maintained and ultimately enhanced service levels and customer satisfaction, and implemented continuous process improvement initiatives to provide efficiencies and cost savings. Our methodology clearly defines roles and responsibilities, establishes performance measurements, and develops training plans that allow for expeditious and thorough transfer of application knowledge from your team to ours.

The following table is a partial listing of our MM clients.

MANAGED MAINTENANCE CLIENTS		
21st Century Cable TV, Inc., IL	CSC/Scott Paper, PA	Mars Information Services, NJ
A.T. Cross, Inc., RI	Cytec Industries, NJ	Massachusetts Medical Society, MA
Aerotron-Repro Systems, Inc., FL	DelRay Connecting Railroad Co., MI	Massachusetts Mutual Life Ins., MA
Air Products & Chemicals, Inc, PA	Dept. of Education, BSFA, FL	MBNA America, DE
Air Products UK,	Detroit Edison Co., MI	McKinney Products Co., PA
Airline Tariff Publishing Co, VA	Dyncorp, VA	Merck & Co, Inc., NJ, PA
AlliedSignal Inc., AZ, MI, NJ,	E.I. Du Pont De Nemours, DE	Miami-Dade County, FL
Allina Commons, MN	Elkay Manufacturing Co., IL	Missionary Oblates of Mary, IL
AmComp Assurance Corp, FL	Empire Kosher Poultry, Inc., PA	MKS Instruments, Inc, MA
America Online Inc., VA	Ericsson Communications Ltd.,	Mohegan Sun Casino, CT
American Home Products, NJ	Excellus Health Plan, Inc., NY	National Council Of Comp Ins., FL
American Int'l Technology, NJ	Federal Express Corporation, TN	Northeast Utilities
AmeriGas, PA	FedEx Ground, PA	Norwegian Cruise Lines, FL
Analog Devices, Inc., MA	Fiat Services, Inc., PA	Novartis Pharmaceutical Corp, NJ
Andersen Consulting, DE	Finger Lakes BC/BS, NY	Oracle Corporation, CA
Applica, FL	First USA Bank, DE	Ortho Clinical Diagnostics, NY
Armstrong Cabinet Products, TX	Florida Dept of Transportation, FL	PA Dept of Agriculture, PA
Armstrong World Industries, PA	Ft. Worth Star Telegram, TX	PA Dept of Education, PA
Atlanta Journal Constitution, GA	Gateway, SD	Paychex, Inc., NY
Attorney's Title Ins Fund, Inc, FL	GE Power Systems, NY	Penn Treaty American Corp., PA
Bass Hotels and Resorts, GA	Global Crossing, MI	POA/UCI/OSCOB, PA
Bausch & Lomb, NY, SC	Goodyear Dunlop Tires NA, LTD, OH	PPL Services Corp., PA
BellSouth Telecommunications, GA	Group Health, Inc., NY	Praxair, Inc., CT
Berk-Tek, PA	Guaran Tec, LLP, FL	PSE&G Co, NJ
Blue Cross/Blue Shield of FL	Hannaford Bros. Co., ME	Raymond James & Associates, FL
Blue Cross/Blue Shield of NC	Harris Interactive, NY	Risk Enterprise Mgmt, LTD, NJ
Blue Cross/Blue Shield of TN	Harvard Vanguard Medical Assoc, MA	Rite Aid Corporation, PA
Bosco's Department Stores, PA	HealthNow NY, NY	Rohm & Haas Co., PA
Bristol-Myers Squibb Company, NJ	Hershey Foods Corporation, PA	Royal Caribbean Cruises Ltd, FL
CAI Europe, Ltd,	HighMark, PA	SCA Hygiene Products, PA
Camden County Municipal, NJ	Hoffmann-La Roche, Inc., NJ	Schering-Plough, NJ
Canadian Tire Corporation Ltd, ON	Holiday Inn Express, PA	Skandia Asset Mgmt , Inc., NY
Capital Blue Cross, PA	HomeTech Information Sys, Inc., MD	Southern New England Telephone, CT



MANAGED MAINTENANCE CLIENTS		
Carpenter Technology Corp., PA	Honeywell, RI	State Farm Insurance Co., IL
Central Maine Power Co., ME	IBM Corp., NY	State of Connecticut, CT
Chrysler Corporation, MI	IBM Corporation, NY	Tammac Credit Services, PA
Chicago Transit Authority	INVISTA S.a.r.l., DE	Tosco Marketing Company, AZ
City Of Chicago	Johnson Controls Inc, PA	Tyco Electronics Group, PA
CIT Group, Inc., NJ	JPMorgan Chase & Co., OH	Unilever Americas IT, CT
City of Atlanta, GA	Kellogg's Company, MI	University Medical Center, FL
COMSYS Services LLC, MD	Keystone Mercy Health Plan, PA	University of Pittsburgh, PA
Cordis Corporation, FL	Kimberly Clark/CSC, PA	UTC Shared Business Services, CT
County Of Union, NJ	Kimberly-Clark Corporation, TX	Washington Post, DC
CPL Worldgroup, Inc., CA	Lionbridge Technologies, MA	WellChoice, Inc., NY
CSC Corporation, DE	Manulife Financial, ON	Large Pharmaceutical Company, PA

### FINANCIAL CAPABILITY

We have included all documentation required in RFP section C. Financial Information (page 3), in the appendices.

### MANAGEMENT STRUCTURE

Because the transition phase is the most critical phase in an outsourcing engagement, CAI has resources dedicated to performing transitions. Our Transition Managers work with the Engagement Manager to ensure a successful transition. Each of our Transition Managers has performed dozens of transitions.

For this engagement, we have selected our most experienced Transition Manager, Mr. Dave Hendricks. Dave is a project management consultant in our MM Practice specializing in project management of Transition Projects. He plans and manages the transition of application and process knowledge from client resources to CAI resources. Dave has completed over two-dozen transitions for clients such as Unilever, Air Products and Chemicals U.K., Northeast Utilities, Excellus Health Care, TYCO, Chubb Insurance Canada, and Analog Devices Inc.

The balance of the transition team will consist of the following:

- Engagement Manager – Chris Roth
- Service Delivery Manager – John Welsh
- Transition QA – Phil Carpenter

As planned, once the transition has been successfully completed in the eight week timeframe our core support team remains in place to provide ongoing quality assurance utilizing a designated quality assurance analyst. The primary function of this Analyst is to review all work efforts and deliverables of the delivery process to assure it meets CAI quality standards. CAI has a defined Quality Process and checklist that complements our overall methodology. CAI conducts Quality Assurance meetings during the life of the engagement. Our Quality Analysts are MM-, Tracer- and TQA (Transition Quality Assurance)-Trained individuals, most of whom also have Team Lead experience.

The Support Team will be made up of three experienced individuals containing the necessary skills to fully deliver upon the requested service levels as defined within the RFP requirements. The structure of the overall team is as follows:

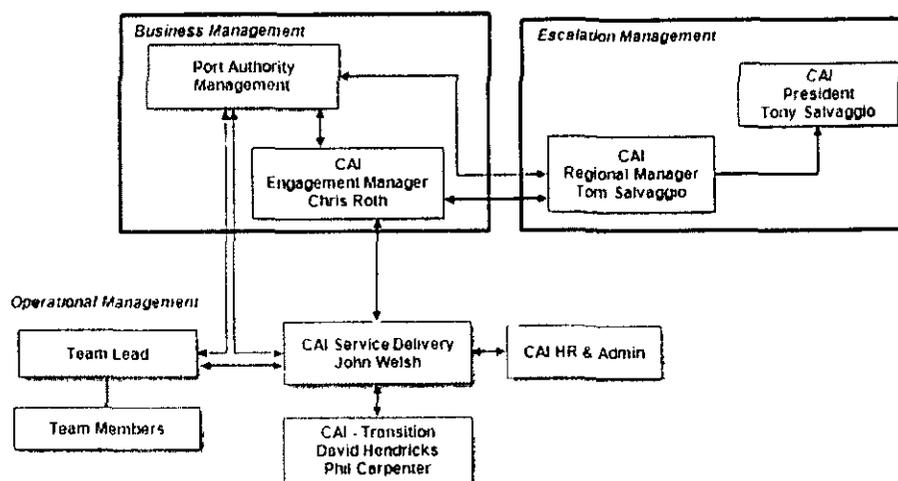


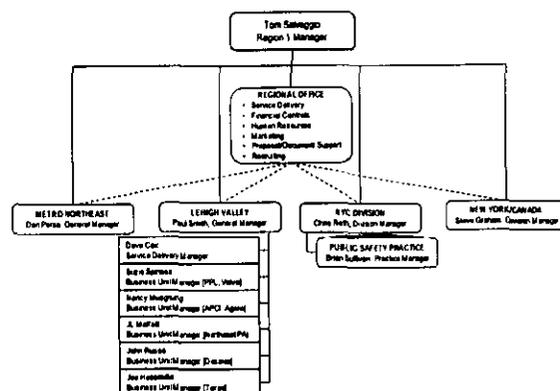
Figure 2: Engagement Organization

#### F.4.A OVERALL ORGANIZATION STRUCTURE

CAI is organized into three separate regions; within each region, the area is further divided into Divisions. The Lehigh Valley Division of Region 1 will wholly own the relationship and operational delivery for this engagement. The Region 1 organization chart is provided in the accompanying figure.

The CAI account management team consists of the following:

- **CAI's Engagement Manager, Chris Roth**, will be the primary point of contact for the overall CAI-Port Authority partnership throughout the life of this engagement. The Engagement Manager leads CAI's account management team and has overall responsibility for the partnership between our companies.
- **CAI's Service Delivery Manager (SDM), John Welsh**, will be responsible for project strategy and setup. He is the interface between the CAI Engagement Manager and CAI's corporate functions (e.g., recruiting, finance/accounting). He is not dedicated to any customer but rather assists CAI engagement managers for several customers in strategic planning and enables uncomplicated access to other CAI resources when required.
- **CAI's Team Lead, Simon Ridge**, will be responsible for day-to-day operations of the CAI engagement team. Being dedicated to the engagement he will work intimately with the Port Authority's key stakeholders regarding all aspects of this engagement.



Building new relationships with clients is always a key focus area. We believe that when you contact our referenced clients, you will find that providing exemplary ongoing service to our existing client base is equally important.

When starting a new business relationship, CAI hopes it will be in one of our primary lines of business. The scope of this engagement is a perfect fit for our largest business offering, one that we have successfully performed for numerous fortune 1000 companies over the past 30 years.

#### **F.4.B SUPPORT STRUCTURE**

CAI has uniquely assembled the skilled team resources, the processes as defined within our proprietary Tracer Tool and the methodology to deliver our Managed Maintenance services (application management services) to the Port Authority. As noted in our response, we plan to provide constant communication and full visibility to work being performed by the CAI team. In various capacities, we plan to provide updates as to status of our efforts in meeting service levels, providing details as to work being performed by team members and monthly reporting to assist in setting/revisiting priorities most important to the key stakeholders. We anticipate that our adherence to process and use of the Tracer tool, that the Port Authority will have the vital metrics to fully manage compliance with the final contract put in place with CAI.

#### **F.4.C MANAGEMENT AND APPROACH**

As provided in the previous sections, CAI provides regular Quality Assurance oversight. Through the use of our Tracer work tracking tool and Service Delivery Portal, CAI Delivery QA resources and our Engagement Lead review the engagement metrics on a monthly basis to identify potential performance issues or other areas for improved performance. Jointly, CAI develops an action plan for those items requiring a change. These items could take the form of a process change, additional training, or a recommendation for an enhancement to the application functionality that may reduce overall support needs. These action items are reviewed on a monthly basis to validate prior action items have been resolved and open action items are prioritized appropriately. Additionally, monthly reviews of our performance with Port Authority stakeholders will provide an additional opportunity for identifying areas of improvement.

On an annual basis, a more formal Delivery QA Assessment is performed to ensure that the team is following the defined processes and practices. As a result of this assessment, action item plans are developed and managed until any identified items are resolved.

#### **F.4.D M/WBE PARTICIPATION PLAN**

CAI proposes utilizes MWBE firm for the Miscellaneous Tasks planned for Year 1 and Year 2 as well as any major enhancement work that is determined and approved by the Port Authority during the contract term. We believe these efforts will satisfy the 12% MBE and 5% WBE goals. The appropriate approved vendor will be brought in at the time required to perform the work effort requested.

We have included the required form "Procurement M/WBE Participation Plan, PA 3749B/12-11" in section I.

## G. ACKNOWLEDGEMENT OF ADDENDA

We acknowledge receipt of the following addenda; a signed copy of each is included in this section.

- Addendum 1: Selection Process dated 04/05/2012
- Addendum 2: Change of Due Date dated 04/10/2012

**THE PORT AUTHORITY OF NY & NJ**  
PROCUREMENT DEPARTMENT  
TWO MONTGOMERY STREET, 3<sup>RD</sup> FLOOR  
JERSEY CITY, NJ 07302

Date: 4/5/12

ADDENDUM #1

To prospective respondents on the Selection Process Document for Support for the Port Authority's Hyperion-Based Budget PRO System

Responses due on April 20, 2012, no later than 2:00 PM

Questions due on April 6, 2012, no later than 2:00 PM

The following change is hereby made in the Selection Process Document:

1. Section F.3 (Staffing Plan), pg. 9: Add the following as subsection (e) to this Section: "The Respondent shall also indicate the sources (e.g. subcontractors, consultants, staff from the current contractor that provides maintenance of the Authority's Budget PRO System, etc.), if any, it will utilize to staff the functions required for this Contract. The Respondent shall state whether such sources have provided such services on similar projects for the Respondent or for other firms or organizations, and include a list indicating specific contracts and describing the business relationship utilized to provide such services, the past experience of key personnel and their length of service with the firm, and their functions and responsibilities relative to a comparable contract.

This communication should be initialed by you and annexed to your response upon submission. In case any Respondent fails to conform to these instructions, its response will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NY & NJ

KATHY LESLIE WHELAN, MANAGER  
PURCHASING SERVICES DIVISION

RESPONDENT'S NAME: COMPUTER AID, INC  
INITIALED: [Signature] Chris Roth NYC Division Manager  
DATE: April 5, 2012

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO JAMES SUMMERVILLE, WHO CAN BE REACHED AT [JSUMMERVILLE@PANYNJ.GOV](mailto:JSUMMERVILLE@PANYNJ.GOV) and 201-395-3454



**THE PORT AUTHORITY OF NY & NJ  
PROCUREMENT DEPARTMENT  
TWO MONTGOMERY STREET, 3<sup>RD</sup> FLOOR  
JERSEY CITY, NJ 07302**

Date: 4/10/12

**ADDENDUM #2**

To prospective respondents on the Selection Process Document for Support for the Port Authority's Hyperion-Based Budget PRO System

Responses originally due on April 20, 2012, no later than 2:00 PM

**Responses now due on April 17, 2012, no later than 2:00 PM**

The following changes are hereby made in the Selection Process Document:

1. The Due Date for Responses has been changed to April 17, 2012, no later than 2:00 PM.
2. Replace the words "Proposer" and "Proposal" throughout the Selection Process Document with the words "Respondent" and "Response," respectively.

**QUESTIONS AND ANSWERS**

The following information is made available in response to questions submitted by prospective respondents to the Port Authority of New York and New Jersey's (the "Port Authority" or the "Authority") Selection Process Document for a Real Estate Lease Administration and Database System. It addresses only those questions that the Port Authority has deemed to require additional information and/or clarification. The fact that information has not been supplied with respect to any questions asked by a Respondent does not mean or imply anything (nor should it be deemed to have any meaning, construction or implication) with respect to the terms and provisions of the Request for Information, which will be construed without reference to such questions.

The Port Authority makes no representations, warranties or guarantees that the information contained herein is accurate, complete or timely or that such information accurately represents the conditions that would be encountered during the performance of the Contract. The furnishing of such information by the Port Authority shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each Respondent, by submitting its response, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever. Accordingly, nothing contained herein and no representation, statement or promise, of the Port Authority, its Commissioners, officers, agents, representatives, or employees, orally or in writing, shall impair or limit the effect of the warranties of the Respondent required by this Request for Information and the Respondent agrees that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever.



34. Would it be acceptable to provide a Level 2 support model that is accessible by an 800# but staffed by offshore resources?

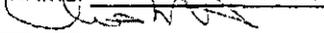
See the response to question 14.a, above.

This communication should be initialed by you and annexed to your response upon submission. In case any Respondent fails to conform to these instructions, its response will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NY & NJ

KATHY LESLIE WHELAN, MANAGER  
PURCHASING SERVICES DIVISION

RESPONDENT'S NAME: COMPUTER AID, INC

INITIALED:  Chris Roth NYC Division Manager

DATE: April 12, 2012

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO JAMES SUMMERVILLE, WHO CAN BE REACHED AT [JSUMMERVILLE@PANYNJ.GOV](mailto:JSUMMERVILLE@PANYNJ.GOV) and 201-395-3454



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## H. ACCEPTANCE OF GENERAL CONTRACT PROVISIONS

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CAI accepts your Standard Contract Terms and Conditions.

# I. M/WBE PLAN

**PROCUREMENT M/WBE PARTICIPATION PLAN** PA 0749B/A2-10

Office of Business Diversity and Civil Rights PAGE: \_\_\_\_\_ OF \_\_\_\_\_  
 NOTE: The Proposer/Bidder shall submit to the Manager, Line Facility Dept., Form PA 0749C - MODIFIED PLAN for any changes to the original plan. I.e.; subcontractor, dollar amount or work performed. If more than 1 page is used, complete totals on last page.

Purchase Order #: \_\_\_\_\_ Contract Description: Support for the PANYNJ's Hyperion based Budget PRO System  
 Proposer/Bidder Name: Computer Aid, Inc. (CAI)  
 1390 Ridgeway Drive  
 Allentown, PA 18104  
 Contract Amount: \_\_\_\_\_  
 Telephone Number: Chris Roth: (610) 217-9529 Contract Goals: MBE: 12% WBE: 5%

Name, Address, Phone Number of PA Certified M/WBE subcontractor (including name of contact person)	Indicate MBE or WBE	Description of Work, Services to be provided Where applicable, specify, "supply" vs "install" vs both "supply" and "install."	Anticipated date work will start and finish	Approximate \$ amount of M/WBE Subcontract	M/WBE % of Total Contract Amount
V Group, Inc. 379 Princeton-Hightstown Road Cranbury NJ 08512  Contact: Vijay Kumar (609) 371-9400 ext.111 vijayk@vgroup.net	MBE	Professional staffing			See Good Faith Effort note below
<div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> <p><b>Good Faith Effort</b></p> <p>CAI proposes utilizes M/WBE firm for the Miscellaneous Tasks planned for Year 1 and Year 2 as well as any major enhancement work that is determined and approved by the Port Authority during the contract term. We believe these efforts will satisfy the 12% MBE and 5% WBE goals.</p> <p>The appropriate approved vendor will be brought in at the time required to perform the work effort requested.</p> </div>					
TOTAL: _____					

Signature of Contractor: *Chris Roth*  
 Print Name: Chris Roth  
 Title: NYC Division Manager Date: April 17, 2012

FOR OBDCR USE ONLY  
 Contract Goals:  Approved  Waived  Rejected  
 Reviewed by: \_\_\_\_\_  
 OBDCR Business Development Representative  
 Print Name: \_\_\_\_\_ Date: \_\_\_\_\_



# I.1 SBE CERTIFICATE

**THE PORT AUTHORITY OF NY & NJ**

Anthony R. Coscia  
*Chairman*

Christopher O. Ward  
*Executive Director*

**Certified**  
by  
Office of Business & Job Opportunity  
**H Group, Inc.**  
Certificate PA-24611

This certificate acknowledges that the above named firm is certified as a Small Business Enterprise (Commodity Program). This company has met the criteria for ownership and control as established by the Port Authority Policy for Revised Minority, Woman and Small Business Enterprise (MWSBE) Programs, dated June 10, 1993.

This certification will remain in effect for five years from the date of notice and may be extended only upon submission by you, and acceptance by the Port Authority of a recertification application attesting that the ownership and control of the business, on which this certificate is granted, has not changed. This office must be notified within 30 days of any material changes in the business which affect ownership and control. Failure to do so may result in the revocation of this certification and/or imposition of other sanctions.

Lash Green  
Director  
Certified February 27, 2009

Rosemary Jenkins-Varela  
Manager, Certification  
Scheduled Re-evaluation February 26, 2014

# I.2 MBE CERTIFICATE

**THE PORT AUTHORITY OF NY & NJ**

Anthony R. Coscia  
*Chairman*

Christopher O. Ward  
*Executive Director*

**Certified**  
by  
Office of Business & Job Opportunity  
**H Group, Inc.**  
Certificate PA-24611

This certificate acknowledges that the above named firm is certified as a Minority Business Enterprise. This company has met the criteria for ownership and control as established by the Port Authority Policy for Revised Minority, Woman and Small Business Enterprise (MWSBE) Programs, dated June 10, 1993.

This certification will remain in effect for five years from the date of notice and may be extended only upon submission by you, and acceptance by the Port Authority of a recertification application attesting that the ownership and control of the business, on which this certificate is granted, has not changed. This office must be notified within 30 days of any material changes in the business which affect ownership and control. Failure to do so may result in the revocation of this certification and/or imposition of other sanctions.

Lash Green  
Director  
Certified February 27, 2009

Rosemary Jenkins-Varela  
Manager, Certification  
Scheduled Re-evaluation February 26, 2014





# Appendix

## Resumes

**Proprietary &  
Confidential**



**CAI**  
*Computer Aid, Inc.*<sup>®</sup>

*'World Leader in IT Process and Productivity.'*

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**Computer Aid, Inc.**

Contact: Chris Roth, NYC Division Manager • Chris\_Roth@compaid.com • NY: (212) 551-3212 • Cell: (610) 217-0529

**Simon Ridge, Team Lead**

<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>• 11.1.1.3 HFM -123OLAP (Plymouth CA) – 2011</li> <li>• UNIX Systems Management and Administration, UCSC (Santa Clara, CA) – 1996 –1997</li> <li>• Novell, UNIX, PC Networking, Computer Training Academy – 1996</li> <li>• Business and Finance, University of Greenwich – Dartford (London, England) – 1992</li> <li>• CADD, De Anza College Materials Fabrication (Cupertino CA) – 1987–1991</li> <li>• Internship NASA Ames Research Center Moffett Field (Mountain View, CA) – 1987–1989</li> </ul>
<b>CERTIFICATES</b>	<ul style="list-style-type: none"> <li>• Oracle 9i DBA Certificate, UCLA Extension (Westwood CA) – 2003</li> <li>• Hyperion Enterprise Administration Certificate / HFM, Hyperion Software Company – 2001, 2004</li> </ul>

**Qualifications Summary**

- Solutions-oriented senior-level Business Analyst, Technical Lead, Deployment Lead with expertise leading the design, development, of financial applications and supporting systems. I managed a broad range of next-generation technology solutions from industry leaders.
- Advanced level of technical proficiency coupled with highly refined business analysis skills, demonstrated by repeated success in the analysis, design and management of innovative IT solutions that directly promote internal and client business growth.
- Strategic planner with skill leading IT operations, including Hyperion applications design, enterprise system initiatives, systems analysis and migrations, and implementation efforts.
- Demonstrated ability producing detailed Business applications and IT policies, procedures, and performing change/configuration management, process engineering, and documentation coordination.
- Dynamic communications skills; successful at developing and maintaining lasting relationships with key clients, while fully communicating technical solutions to users and executives at all levels of technical proficiency.

<b>APPLICATION DEVELOPMENT / SUPPORT</b>	Hyperion 11.1.2.1, 11.1.1.3 Financial reports, HFM, Security, Data Loads, Business Rules, Hyperion Systems management 11.1.1.2, 9.3.1, HFM 4.1, BI+ Workspace, Web Analysis, Financial Reporting, Upstream / FDM Mappings and Data Validation, Full Installation Documentation and Knowledge Transfer, Hyperion Enterprise Administration 5.5.5 , Reports & Analyzer, HFM Web Forms Excel Retrieve HE, and HFM, Upstream / SmartView , BEA Weblogic, SSL , IIS ,SQL Server 2000 and 2005, Oracle 9i DBA, 10G, JDE, MASS90/200 Analyst /DBA, Rational Rose, MFG Pro 8.5f DBA, ADP-HRIS Administrator / DBA, Help Desk Management, Network Administrator, Desktop Support
<b>REPORTING DOCUMENTATION BEST PRACTICES</b>	Hyperion Reporting, Crystal Reports XI, Business Intelligence, MS SQL Server Reporting Services Writing Data Dictionaries, Project Plans and Deliverables, Process Reengineering, RFP's, RFI's, SOW's, SLA's, Visio 2007, MS Project , Parasol DBA (Medical Records Systems) , ITIL / ITSM , Sarbanes-Oxley Compliance, Change Management, USGAP-IFRS

**Assignment History**

<b>EMPLOYER</b>	Ridge & Associates	<b>YEARS</b>	
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**Assignment: KFR Company / William Scotsman / LightSquared / MFS**

(San Francisco / Baltimore/ Reston / Boston / NYC)

**Jul 2010 – present**

*Senior Hyperion Programmer/Analyst*

- HFM 9.31 Systems Administration / FDM 9.3 /Data Management / Planning Training
- Development of 11.1.1.2 Planning User Training
- Administration Tasks (Task/Data Audits, Tuning, Log Reviews)
- Business Rules development , Data migration between development and production environments
- Security/User provisioning , Troubleshoot / Debug production issues ,Task Flow Management
- Support batch and nightly processing ,Support data loading through both FDM and HFM
- Maintain FDM mappings ,Database management including indexes building and table optimization

## Computer Aid, Inc.

Specializing in IT Process and Product

Contact: Chris Roth, NYC Division Manager • Chris\_Roth@compaid.com • NY: (212) 551-3212 • Cell: (610) 217-0529

- Develop Hyperion data extracts for loading into a data warehouse
- Client Facing, Proposals / Project Management

### Assignments: University of Connecticut / KFR Company / Mitsubishi Corporation (San Francisco / Chevy Chase / New York)

Mar 2009 – Mar 2010

#### *Business Systems Analyst*

Established and cultivated strong relationships with customers, and Vendors while providing a broad range of financial application consultative and network engineering support services. Traveling to client facilities and working closely with customers at all technical levels to identify needs, determine custom solutions, and deliver full-scale technical services and products, and documentation.

- Windows 2000 & 2003 server Administration, Vista & Mac OSX workstation support.
- Hyperion System 9. 2 and 9. 3 and 11 Test, Development and Production environments
- Essbase, Planning, HFM, FDM and Financial Reporting.
- Facilitate knowledge transfer to financial IT staff and documented systems configuration.
- Work as IT Liaison / Project Manager for various new application deployments and as general IT support for hardware and software upgrades.
- Remotely support Hyperion System 9 Migration for 8. 3 Financial reports. Assisted in the developing departmental specific dashboards. Assisted in development of custom code for Zero Admin Client to mimic functionality of prior environment. I produced instructional documentation on dashboards creation.
- Application Development and Upgrade Requirements gathering and documentation.
- Business Process Analysis, Development and Reengineering, Change Management
- Architectural Advisory Documentation and Deliverables

### Ridge & Associates (San Francisco, Los Angeles, New York)

Sep 2006 – Apr 2007

#### *Business Systems Analyst*

- Established and cultivated strong relationships with customers, and vendors while providing a broad range of financial application consultative and network engineering support services.
- Traveled to client facilities and work closely with customers at all technical levels to identify needs, determine custom solutions, and deliver full-scale technical services and products, and documentation.

### Ridge & Associates, (San Francisco, Los Angeles, New York)

2003 – 2005

#### *Business Analyst, Project Manager*

- Established and cultivated strong relationships with customers while providing a broad range of consultative network engineering and financial application support services. Traveled to client facilities, while working closely with customers at all technical levels to identify needs, determine custom solutions, and deliver full-scale technical services and products. Supervised 5-35 member teams in providing network administration, server infrastructure establishment, system configuration, administration, and support services.
- Implemented a Hardware Load Balanced environment for HFM traffic and Virtual Addressing.
- Worked with Senior Accounting and Management as a Hyperion HFM Consultant. Migrated the global accounting department from using Hyperion HE Excel retrieve to Hyperion HFM Excel Retrieve. This entailed a rewrite of all the Excel retrieve formulas and a redesigning the Data Grid for the Year End Global Sales Management Report.
- Successfully established Windows-based network and systems infrastructures for numerous clients throughout New York, Los Angeles, and San Francisco.
- Prepared and delivered comprehensive training to users at all technical skill levels.
- Managed full life cycle hardware & software upgrade projects for 21 branches of a large financial services company, supervising groups of 5 to 35 technicians per site.
- Successfully recovered mission critical data from corrupted disk for high profile author, as well as replacing faulty hardware to fully recover new work and ensure system operability.

### Assignments: Various Clients (NY and CA)

1996 – 2003

#### *Business Systems Analyst*

Completed numerous short- and long-term in-house contractual positions, focused on financial applications, network engineering, systems administration support for industry leaders. Provided network, desktop and technical support resolving issues with network connectivity, hardware, and Financial Applications. Designed and implemented backup and recovery procedures Authored and maintained application and server manuals for numerous client projects, streamlining training of new staff members

## Computer Aid, Inc.

2010-2011 Hyperion HFM Process, Inc. Production

Contact: Chris Roth, NYC Division Manager • Chris\_Roth@compaid.com • NY: (212) 551-3212 • Cell: (610) 217-0529

### Key Client Projects:

- **Carrier Corporation Global HQ:** Worked with Senior Accounting and Management as a Hyperion HFM Consultant. Migrated the global accounting department from using Hyperion HE Excel retrieve to Hyperion HFM Excel Smartviews. This entailed a rewrite of all the Excel retrieve formulas and redesigning the Data Grid for the Year End Global Sales Management Report.
- **Pfizer Health Solutions:** Successfully ensured reliability and functionality of desktop and network infrastructure, supporting over 200 users in Windows 2000 and Exchange 5.x environment; concurrently served as information security DBA. Analyzed and documented user requirements for medical applications and established user environments for remote access.
- **Applied Signal Technologies:** Provided comprehensive network design and administration services for 1500-member DOD -telecommunications provider.
- **USF Logistics:** Managed migration to ADP SQL Server for payroll department, as well as coordinating all Y2K upgrade initiatives.
- **Fox Sports:** Project Management for Y2K upgrades, including migration to Oracle Financials. Supported JDE developers as our duties coincided during Oracle financials upgrade. Researched and documented all Y2K issues for networked financial applications and equipment.
- **GE Disonics:** Managed the migration to MFGPro financial applications / MRP system. Also ensured seamless Y2K rollover, including management of NT Server/Workstations, Novell systems, Exchange, and migration of LAN infrastructure.
- **Jeffries and Company:** Worked as the office Manager supporting Equity sales, Research and Corporate Finance, and Trading Floor support. Coordinated end-user support of ILX, Bloomberg, and in-house client accounts applications.
- **Applied Materials:** Applications support, Hyperion 4.3, Oracle 7.0, BBB, S1vb, Lotus Notes 4.1, Rational Rose
- **Barclays Global Investors:** While at GBI I worked in the Networking and Helpdesk support area on the BGI Global Antivirus Eradication Project. Worked with both the San Francisco and the London offices to customize the Global policies for the San Francisco office environment and right a comprehensive eradication plan document.
- **Symantec Corporation:** Provided desktop support to the Cupertino Corporate offices, Lotus Notes, Windows and Financial Applications Support.

<b>EMPLOYER</b>	Chevy Chase (Houston / Boston)	<b>YEARS</b>	May 2011 – Nov 2011
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### CSC Hyperion Senior Manager

- Hyperion HFM 9.3.1.2, 11.1.1.3, 11.1.2.1
- Financial Report Development, HFM, HSF, HPCM
- Administration Tasks (Task/Data Audits, Tuning, Log Reviews)
- Business Rules development , Data migration between development and production environments
- Security/User provisioning , Troubleshoot / Debug production issues , Task Flow Management
- Pre and Post sales application support
- RFP and RFI Preparation
- Data Analysis
- Application Documentation
- Smartview Support
- Petro Chemical Industry, Oil and Gas
- Financial Services
- Proposal Development
- Site surveys
- Client Facing pre sales technical project management

<b>EMPLOYER</b>	FannieMae (Washington, DC)	<b>YEARS</b>	Apr 2010 – Jul 2010
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### Business Systems Analyst

- Worked as a Business Systems Analyst supporting the FP&A, Business Development & Technology and Capitol Markets department through their monthly and quarterly forecast and budget process.
- Assisted the departments in the re-design and re-engineering of the budget transfer and month end close process.
- Worked as a Business Technical Liaison Coordinated the re-design of Hyperion Essbase cube and Hyperion Planning application functional upgrades.

## Computer Aid, Inc.

Specializing in IT Process and Productivity

Contact: Chris Roth, NYC Division Manager • Chris\_Roth@compaid.com • NY: (212) 551-3212 • Cell: (610) 217-0529

- Hyperion System 9.2 and 9.3 and 11 Test, Development and Production environments
- Essbase, Planning, HFM, FDM, HPCM, HSF and Financial Reporting.
- Facilitate knowledge transfer to financial IT staff and documented systems configuration.
- Work as IT Liaison / Project Manager for various new application deployments and as General IT support for hardware and software upgrades.
- Application Development and Upgrade Requirements gathering and documentation.
- Business Process Analysis, Development and Reengineering.
- Architectural Advisory Documentation and Deliverables
- Change Management, Process and Data Standardization

<b>EMPLOYER</b>	Oracle Corporation (San Francisco)	<b>YEARS</b>	Apr 2008 – Jul 2008
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### Sr. Principal Consultant

- Traveled to customer sites throughout the United States to installing and configure new Development, Test, and Production Hyperion 9.3.1 Environments on Windows and Solaris operating systems.
- The environments consisted of Essbase, BI+ ,Workspace, HFM, Planning , FDM, and SmartView.
- The backend databases were MS SQL Server 2000 or 2005, and Oracle 9i and 10g.
- Produced complete documentation of all installs and facilitated knowledge transfer to the management
- Remotely supported customer's environments.

<b>EMPLOYER</b>	Bank of New York (New York)	<b>YEARS</b>	Apr 2007 – Aug 2007
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### Hyperion Analyst

- Worked as HFM technical liaison: researched, installed, and documented the HFM applications for Mellon / Bank of New York merger.
- Responsible for synthesizing of all existing reports to a smaller workable sub subset for all users. This included all retrieves, smartviews, Excel workbooks, and existing, Bank of New York HFM and Mellon Bank Enterprise reports. My other duties included creating an HFM Tutorial for all end-users.
- Business Process Analysis, Development and Reengineering.
- Architectural Advisory Documentation and Deliverables
- Change Management, Process and Data Standardization

<b>EMPLOYER</b>	Pfizer Inc. (New York)	<b>YEARS</b>	Jun 2006 – Sep 2006
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### Business Systems Analyst , Project Manager

- Worked with Senior Business Management for Pfizer Human Health as a Project Manager.
- Prepared the Phased Budget Plan RFP, and worked closely with senior management to select the HFM Web forms development vendor and supervise their activities.
- Liaised with senior corporate managers and migrated "Beacon" the "HP" in house Financial Forecasting application to the new HFM Forecasting application.
- Main responsibility was to the Global corporate finance group to manage the implementation of the HFM Phased Budget a multi currency Market P&L, and Product sales tracking and forecasting application.
- Application Development and Upgrade Requirements gathering and documentation.
- Business Process Analysis, Development and Reengineering.
- Architectural Advisory Documentation and Deliverables

<b>EMPLOYER</b>	Warner Music Group / Hyperion Analyst / New York	<b>YEARS</b>	Jan 2006 – May 2006
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- Senior Accounting and IT management support as a Technical Liaison.
- Researched and document the HFM applications development by a third party vendor, and coordinate the applications integration.
- I managed the daily operation of the Hyperion Environment. User account creation, security class changes FDM Applications Support, Mappings and Data Validation, and network architecture as related to application security.
- Working as an IT Liaison I facilitated the knowledge transfer from the third party vendor and document their efforts and the architectural design of the server environment.

## Computer Aid, Inc.

Specializing in IT Process and Product...

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- Coordinated efforts to coincide with SAP, JDE and PeopleSoft software development group on compatibility issues, upgrades and patches. Also I was involved in the SOX compliance, security testing and Audit. Lead Network Security and Architecture meetings on application flow, design and security planning for the Hyperion HFM Global deployment.
- Application Development and Upgrade Requirements gathering and documentation.
- Business Process Analysis, Development and Reengineering,
- Architectural Advisory Documentation and Deliverables
- Change Management, Process and Data Standardization

<b>EMPLOYER</b>	Human Resource Administration City of New York (New York)	<b>YEARS</b>	Jul 2005 – Nov 2005
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### Sr. Administrative Analyst

- Worked as a Technical Liaison with Senior Operational and Technical management
- Instituted long-term structure and strategy for implementation of the MATIS applications support and data management team. This involved documenting current and future process flows, business rules, writing data dictionaries, project plans and deliverables, and process reengineering.
- Evaluated all input data and its sources and standardized all data collection types. Developed a new MS SQL 2000 database and designed a robust reporting schedule for Management and Planning. Also using Crystal Reports XI I designed new automated client care reports based on statistical analysis of Medicaid services vendors, and HRA employee performance.
- Application Development and Upgrade Requirements gathering and documentation.
- Business Process Analysis, Development and Reengineering,
- Architectural Advisory Documentation and Deliverables
- Change Management, Process and Data Standardization

<b>EMPLOYER</b>	Smith Barney/ Citigroup (New York)	<b>YEARS</b>	Feb 2005 – Jun 2005
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### Technical Lead

- Established and cultivated strong professional relationships with retail branch senior staff, in order to facilitate and organize the timely deployment of NextGen IV project hardware and software up-grade.
- Project planning, purchasing, and documentation for 21 retail sales sites in all of the 50 United States.
- Supervised installation technicians groups varying in size from 5-35 technicians.
- Acted as technical support for the remote sites through the installation process.

<b>EMPLOYER</b>	Learning Network (Pearson Publishing) (San Francisco, CA)	<b>YEARS</b>	2000 – 2001
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### Business Systems Analyst

- Performed ongoing systems engineering, network design, and infrastructure administration services, working closely with cross-functional business and technical teams throughout all phases of large-scale projects to continually improve network operations.
- Managed all aspects of Hyperion 4.3--5.1 Migration, also managed all Hyperion daily operations for executive offices and financial departments, including application upgrades and user support.
- Produced and maintained concise technical documentation, streamlining operations while clearly articulating network topography, and applications design.
- Migrated the finance department to MAS 90, from In-House application.
- Managed the Migration of the HR / Payroll single user application to the ADP-HRIS multi-user Oracle based application.
- Planned system to manage telecommunications and network assets company-wide.

<b>EMPLOYER</b>	Various	<b>YEARS</b>	
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### R&D / Medical Device Development

1989 – 1991 / 1993 – 1996

- Baxter Novacor Healthcare – Artificial Heart R&D Technician
- Peripheral Systems Group – CADD Design and Drafting R&D, Angioplasty Catheter Research
- Cybex Systems – R&D Robotics Technician
- LTD Ceramics – Quality Engineer Alumina, IC Manufacturing Engineering

## Mary (Brigit) Perpam, Hyperion Developer

### EDUCATION

Bachelors in Mechanical Engineering, Lakehead University (Ontario, Canada) – 1999

### Qualifications Summary

- 7 plus years of IT experience in design, analysis, development and administration of various applications in Client/Server OLAP environment using Hyperion Essbase, Hyperion Planning, Hyperion Integration Services, Hyperion Reports, and Hyperion Business Rules.
- Hyperion Smart View Add-In, Hyperion Reports, Hyperion SQR, Hyperion Analyzer, Financial Reporting Studio environments Scripts, MDX scripts in BSO and ASO cubes.
- Strong experience in system 9.x and 11.x Hyperion suite products such as Hyperion Essbase, Hyperion Planning, Smart view for office, Web Analysis and Financial Reporting, Interactive Reporting, EPMA & EIS.
- Experience in developing ESSBASE cubes using Block/Aggregate storage technologies.
- Substantial experience in creating, maintaining and supporting all application objects including outlines, calculation scripts, rules files for dimension building and data loading, creation and optimization of transparent partitions, and security objects through executing calculation, using MaxL, MDX queries, and ESSCMDs for Data Loading.
- Widespread experience in Hyperion Planning Forms, Security, Metadata Maintenance, Business Rules and ESSBASE Excel Add-In.
- Hyperion Planning, Enterprise Performance Management Architecture EPMA, Financial Data Management (FDM) V9.3/11.1, HAL
- Extensive experience in application designing and development using Oracle EPM system 11.1, Calculation Manager, Rules Editor, Hyperion Essbase 9.x/7.x/6.x
- Hands on experience in installation, configuration and maintenance of Hyperion Shared services 9.x/11.x, Hyperion Essbase 9.x/11.x, Administration Services 9.x/11.x.
- Good experience in migrating Hyperion 7.x/9.x to Hyperion 11.1.
- Proficient in dynamically building Dimensions, Attributes using rule files and loading Fact data in an ESSBASE Applications by means of several build methods such as generation, level and parent-child references.
- Expertise in performing regular Database backups, Dense/Sparse settings, Partitioning (using Transparent, Replication and Linked Techniques) and ESSCMD scripts, MAXL scripts, MDX scripts.
- Experience in Hyperion System 9 modules (Planning, Capital Expense Planning, Workforce Planning, interactive Reporting, Financial Reports, and Dashboards).
- Expertise in building Financial Budgeting and Forecasting OLAP applications with ESSBASE and Planning.
- Extensive experience in generating monthly/quarterly financial reports (Balance sheet Statement, cash flow statement) using Hyperion Intelligence, Hyperion Analyzer, Hyperion Reports and Hyperion Essbase Spreadsheet Add-in.
- Thorough Knowledge of entire life cycle of Data Warehouse Design, development and implementation and Testing
- Expertise in Star Schema Modeling in Essbase Integration Services (EIS), E-R modeling for RDBMS Data Sources, and various tools for automation of OLAP.
- Good experience in performing several administrative tasks like installing and troubleshooting of ESSBASE Administrative services, Shared Services and Planning on server machines.
- Proficient in writing Stored Procedures and Triggers using SQL and PL/SQL on Oracle, SQL Server, DB2 databases.
- Loading Meta data in Planning using Informatica ETL Tool.
- Good understanding of coding in PL/SQL and very strong in performance tuning and database design expert level Oracle 10g/9i/8i/7.x.
- Ability to meet deadlines and handle pressure in coordinating multiple tasks in a work/project environment. Versatile team player with excellent analytical, presentation and inter-personal skills
- Excellent communication skills with proficient expression, transmission and interpretation of knowledge and ideas.

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OLAP EXPANSION TOOL	Hyperion System 11.1.1.x, 9.x (Essbase, Reporting and Analysis, Smart View, Analytic Services), Essbase 6.x, 7, Hyperion Application Link (HAL) 7.0, Hyperion Planning 3.x/9.x/11.x, Hyperion Reports 3.x/7.x Hyperion System 9 BI+ Analytic Administration Services, Hyperion Planning System 9.3.1/9.3.0/4.0/3.5.1 and Hyperion suite Hyperion Shared Services 9.3, Web Forms, Hyperion Essbase 9.3.1/7.X/6.X, Essbase Integration Services 7.X/6.X (EIS), Hyperion System 9 Smart View, Essbase Excel Add In, ESSCMD, MAXL, MDX, Hyperion Reports 7.2/7.0, Hyperion Financial Reporting Studio 9.3, HAL 7.3/7.1, Hyperion Analyzer 7.2/7.0, Hyperion Performance Suite, Hyperion Intelligence 8.3
REPORTING TOOLS	Web Analysis, Hyperion Analyzer, Hyperion Spreadsheet Add-in, Hyperion System 9 Smart View, Hyperion Financial Reporting Studio, Hyperion Reports
DATABASES	ESSBASE 9 BI+, Oracle 9i/10g, DB2, Informatica, SQL Server 2000, MS Access, ESP
WEB & APPLICATION SERVERS	Apache Tomcat, WebLogic 8.1.2, Web Sphere 6.1
LANGUAGES	C, C++, SQL, PL/SQL, Java
OPERATION SYSTEMS	Windows 9x/NT 4.0/XP/2000/2003

## Assignment History

ASSIGNMENT	Accenture, Atlanta, GA	YEARS	May 2011 – present
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### Hyperion EssBase developer/ Admin

Accenture It is a global management consulting, technology services and outsourcing company, with more than 244,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. Designed and set up the SSO scripts to handle single sign on for FDM from Hyperion Planning.

- Created, modified and maintained the BSO and ASO cubes in Essbase and followed the Hour-Glass model for the dimension order on Dense/Sparse dimensions based on end users' requirement.
- Developed outlines, cal scripts, data rules for loading, Ess Cmd Scripts
- Created Essbase outline formulas and cal scripts using advanced cal script functions
- Created Business Rules in AAS according to the business requirements
- Developed Batch files using MAXL, PERL and ESSCMDs and Rules files to upload data from financial systems database to Essbase cube.
- Resolved issues with Hyperion Planning not being able to create applications due to configuration issues, by troubleshooting Shared Services, Works pace, Hyperion Planning and other related DLLs and components.
- Set up SSO script to handle single sign on for FDM from Hyperion Planning, and for drill through from Hyperion Planning to FDM.
- Configured users and access rights in FDM.
- Installed and configured Hyperion Financial Data Management (FDM), including configuring IIS and Windows Server 2003 group policy.
- Set up locations, control tables and import formats, including import scripts for FDM.
- Configured users and access rights in FDM.
- Extensively involved in performing tuning the Calc scripts, database tuning, and taking the Essbase backups
- Involved in performing Administrative tasks like user authentication, creating new users for the Essbase cube using EAS options.
- Involved in doing analysis and gathering the information in migrating from Hyperion Essbase 9.3.1 to Hyperion Essbase 11.1.1
- Produced ad-hoc reports by dynamic on-line querying in Analyzer
- Planning and coding complex reports developed in Excel using Visual Basic for Applications and the Essbase API
- Prepared quarterly forecasts, annual budget, ad-hoc reporting and management reporting by working with the business managers

Environment: Hyperion System 11.1.13/9.3.1, Hyperion Planning 11.1.13/9.3.1, Analytical Admin. Services 11.1.13/9.3.1, Analytical Integration Services 11.1.13/9.3.1, BI+ (Financial Reports, Web Analysis), SQL Server, Windows NT

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ASSIGNMENT Standard Chartered, Newark, NJ

YEARS Jun 2010 – May 2011

### Essbase Developer

Standard Chartered operates a network of over 1,700 branches and outlets (including subsidiaries, associates and joint ventures). It is a universal bank and has operations in consumer, corporate and institutional banking and treasury services. Despite its British base around 90% of its profits come from Africa, Asia and the Middle East.

- Designed and build centralized standard reporting format that could be used for entire Reporting team to track their Budgets, Actual and Forecast information in Essbase. The reports produced in financial reporting tool and Smart view. In this project the manual process was replaced by Essbase cubes with smart view and financial reporting as front end. Block Storage cube was built to capture the dimensions.
- Involved in creating new Essbase cubes and restructure and redesigning of existing cubes.
- Involved in the performance tuning and optimization of data files, dimensions and calc scripts for ASO and BSO cubes.
- Extensively used MaxL, ESSCMDs for creating automation scripts and batch files. Scheduled these batch files for complete automation process for nights and weekend's cube refresh and backups.
- Prepared Relational Data Sources, Consolidating Relation data & developed the OLAP model & Meta -Outlines, Implemented Star Schema and used EIS to interface with the companies existing Oracle data warehouse.
- Extensively involved in designing and modifying the outlines for ESSBASE Cubes.
- Developed Calc Scripts, Rule files and Report Scripts for data loads and dimension builds.
- Developed batch scripts using MaxL and ESSCMDs to load data from relational systems database to ESSBASE cube.
- Developed the Calc scripts to calculate complex values like Acquisition Cost, Gross Margin / Inventory Turn, Revenue / Payroll Hr, Total Head Count, Revenue per QTY, Revenue per Square Foot, Return on Assets, Property, Plant & Equipment, Cash Cost per User and YTD Commitment & Variance.
- Involved in Performance Tuning to minimize data load time.
- Analyzed all dimensions and members in the ESSBASE outline.
- Performed tuning by using the Dense/Sparse settings and developed the required alternate rollups for reports.
- Responsible for Performance Monitoring, Backup and Recovery of the cube.
- Implemented various troubleshooting procedures to recover databases.
- Developed the PL/SQL stored procedures for implementing the business logic.
- Constructed Oracle Database Triggers and Indexes.
- Responsible for Code Reviews and PL/SQL Code Tuning.
- Automated the weekly calculation process using batch script file.
- Supported users with excel add-in, Essbase databases and data issues.
- Involved in performing Administrative tasks like user authentication, creating new users for the Essbase cube using EAS options.

Environment: OLAP Data Warehousing using Hyperion Essbase 7.1/6.5.4, Hyperion Planning 3.3.1, EIS 6.5, PeopleSoft DB2, Hyperion Reports 7.0, Hyperion Analyzer 7.0, Oracle 8.1.7, Essbase Excel Add-In, MS- Excel, MS Access Oracle Hyperion Essbase 11.1.1, Hyperion Planning 11.1.1, Hyperion Web Analysis, SmartView, Oracle 10g, Windows 2003 R2 server

ASSIGNMENT Capital One Financial, Richmond, VA

YEARS Feb 2008 – May 2010

### Essbase Developer

Capital One is a diversified financial services company offering a broad array of credit, savings and loan products to customers in the United States, UK, and Canada. I extensively worked with a team to provide data to the end users across the country and to Europe through our Essbase cubes. Developing Perl Scripts, MaxL scripts, Esscmd scripts and Calculation scripts depending on the accounting business logic was one of the various challenges in the project. Intensive troubleshooting was one of the requirements since the data load was dependent on various processes and the cubes were supposed to be available to the users 24/7.

- Interacted with end user for requirement specifications.
- Involved in creating cubes that meet the end user requirements.
- Automated the data loads using ESSCMD in both interactive and batch modes
- Developed Report scripts, and implemented Calc scripts to calculate complex values
- Developed and maintained Rule files, Calc Scripts, MaxL Scripts & Reports.
- Generated Reports related to strategy, fraud, collections and accounts receivables using Hyperion Analyzer 7.0

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- Developed the Financial Reports and Sales Reports using Hyperion Reports 7.0.
- Involved in Performance Tuning to minimize data load time
- Performed tuning by using the Dense/Sparse settings and developed the required alternate rollups for reports
- Responsible for Performance Monitoring, Backup and Recovery of the cube
- Implemented various troubleshooting procedures to recover databases
- Investigated and resolved consolidation and metadata design issues
- Extensively Used Visual Basic API for Essbase to develop an application to export the dimensions and members into excel files

Environment: OLAP Data Warehousing using Hyperion Essbase 7.1/6.5.4, Hyperion Planning 3.3.1, EIS 6.5, PeopleSoft DB2, Hyperion Reports 7.0, Hyperion Analyzer 7.0, Oracle 8.1.7, Essbase Excel Add-In, MS- Excel, MS Access

**ASSIGNMENT** Ford Motor Co. Detroit, MI

**YEARS** Sep 2006 – Jan 2008

### Hyperion Essbase/ Hyperion Planning Developer

The aim of this project is to developed new 12 cube's and migrate cube from old production Essbase server 7.1.3 on window2000 server to Essbase System 9 version 9.3.1 on AIX environment with the historical data. For cube balancing process create report scripts to export data in txt files from Essbase cubes to compare with PeopleSoft materialize view and financial view.

- Developed DIM build rules and Load Rules using flat files.
- Generate the control M jobs to build dim and load full and increment data in ASO and BSO cubes.
- Prepared report scripts to create flat file to compare the flat file and Informatica extract for cube balance.
- Performed Optimization using Hour glass design technique for BSO cubes.
- Create documents for smart view installation, stop and restart the all Essbase services.
- Support business user to make connection retrieve data in the smart view from the different environment like Development, testing, Disaster recovery and Production server.
- Install, configure, and fine-tune Hyperion System 9 environment, Shared services, Analytical Provider services and smartview.
- Involved in making the Essbase backups and restores of Essbase application.
- Developed Load Rules, Calc Scripts, Report scripts and Batch Scripts using Esscmd and MaxL.
- Create Report scripts to export data in file and compare the exported file with the informatica file.
- Maintain the user and group in the Shared services.
- Refreshed security form shared services.
- Create and modify the .Property and .CFG file in the Essbase and Provider services.
- Create and Modify report scripts to extract and send the data for cube balancing.
- Migrate cubes from Essbase 7.1.3 to System9 using the migration wizard.
- Export data in level0, Input data and all data in the text file.
- Create instances and datasource for the planning application using configuration utility.
- Create HAL jobs to load members and data to planning application.
- Create web forms, Business rules and sequences for the users.
- Prepared Maxl scripts to rename the application and provisioning the users.
- Copy and move the exported and extracted data in the different environment.
- Load the exported data in the system9 on AIX 5.1 and windows 2000 server.

Environment: AIX 5.1, Windows 2000, SYSTEM 9 BI +(9.3), Essbase 7.1.3, MS-Excel 2000 Spreadsheet Add-In, Smart View, BOXI, Oracle 10g, Tomcat Apache and IBM Web Sphere , SecureCRT and Winscp

**ASSIGNMENT** Chicago Tribune, Chicago, IL

**YEARS** Mar 2004 – Aug 2006

### Hyperion Developer

The Chicago Tribune has more than 40 cubes in some of the cube they have more than 10,000 members. This project is mainly for optimization and performance tuning of different cubes. Profitability and expenses are compared and calculated depending on sale of NEWS papers made during various Regions, cities, and publications. Sales per quarter, average budget per quarter was determined. Overheads including salary of employees, damaged goods, total colors used were taken into account for calculating the yield per year/ quarter/ month/day.

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*SQL\*Loader, EIS Process, and Products*

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- Created dimension building load rule and data load Rule for dynamic dimension building, attribute dimension building and data loading in Essbase.
- Involved in installation of EIS, configuration and Migrating from Essbase version 6.5 to 7.1.
- Involved in performing DBA activities like create users, password setting, group and filters.
- Involved in making the Essbase backups and restores of Essbase application. Implemented robust data-access security and user management.
- Performed Optimization using Hour glass design technique, during Data Loads and while calculating.
- Performed Performance tuning by using the dense/spares settings and developed the required alternate rollups for reports.

Environment: Hyperion Essbase 6.5.1, EIS 7.0, Microsoft Excel 2000, Oracle 8i, PL/SQL, SQL\*Loader, MS SQL Server 7.0, Windows NT 4.0

## Raj Bhanushali, Hyperion Developer

**EDUCATION**

Bachelor's in Commerce, Mumbai University

### Qualifications Summary

- Over 6 plus years of IT experience in design, analysis, development and administration of various applications in Client/Server OLAP environment using wide range of Hyperion products including Essbase, Planning, Integration Services, Reports, Spreadsheet Add-In and Business Rules.
- A Good know-how on Hyperion System 9 EPM Suite of products.
- Experience with Essbase Database Administration including Database backups, Performance tuning, Optimization, Dense/Sparse settings and Partitioning.
- Fairly experienced with Hyperion Data Relationship Management in creating Version, Hierarchies and Nodes and adding properties respectively.
- Hands on experience in creating, maintaining, and supporting application objects including outlines, calculation scripts, rules files for dimension builds and data loads, Error and Variance Reporting and transparent partitions.
- Good experience in developing MAXL, ESSCMD and windows Batch scripting.
- Knowledge of Ctrl+M
- Proficient in Data Modeling Techniques using Star Schema, Snowflake Schema, Fact and Dimension tables, OLAP models, RDBMS, and Physical and Logical data modeling for Data Warehousing and Data Mart.
- Expertise in using Reporting tools like Hyperion Visual Explorer, Hyperion Web Analysis, and Hyperion Financial Reporting.
- Skilled in developing and populating planning applications using Hyperion System 9 Planning, Hyperion Application Link, MS Access and Hyperion System 9 Planning Desktop.
- Responsible for security groups and access for the users in Hyperion Reports and System 9 Planning and Shared Services.
- Strong conceptual, business and analytical skills.
- Highly motivated team player with immense ability to grasp new concepts and apply them.

<b>HYPERION TOOLS</b>	Hyperion Essbase 11/ 9/7.x/6.x Hyperion Shared Services 11/9, EAS 11/9/7.x, Hyperion Planning 11/9/4.x, Hyperion Workspace, Hyperion DRM 11.x, Smart View for Hyperion, Financial Reporting, MS Excel Spreadsheet Add-in (Hyperion System 9), Hyperion Performance Scorecard 11/9 and Hyperion Visual Explorer
<b>DATABASE SYSTEMS</b>	Hyperion Essbase 6.x/7.x/9.x, Hyperion Analyzer6.5, Hyperion Reports 7.2, SQL Server 7.0, Oracle 8i, 9i, 10G, Hyperion Planning 4.x & 9.x
<b>REPORTING TOOLS</b>	Hyperion Reports 7.x, Web Analysis, Workspace, Hyperion Essbase 6.x/7.x/9.x/11.x, EAS6.5/7.0, EIS6.5/7.0, Smart View, Excel Spreadsheet Add-In
<b>LANGUAGES</b>	MDX, MaxL, Java, ESSCMD, Perl, SQL, PL/SQL Scripting, C, C++, SQL
<b>OPERATING SYSTEMS</b>	MS Windows NT /XP/2000/98/95, UNIX, Linux
<b>DATA MODELING</b>	Dimensional Modeling, Star-Schema Modeling, Snow-Flake Modeling, Fact and Dimensions Tables, Physical and Logical data modeling
<b>COMPUTER SOFTWARE</b>	Microsoft Word, Excel, PowerPoint, Access, Outlook, Stat graphics

### Professional References

<b>COMPANY</b>	
<b>CONTACT</b>	<b>PHONE</b>

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*IT Leader in IT Process and Productivity*

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RELATIONSHIP		EMAIL	
PROJECT DESCRIPTION			
COMPANY			
CONTACT		PHONE	
RELATIONSHIP		EMAIL	
PROJECT DESCRIPTION			

**Assignment History**

ASSIGNMENT	C&S Wholesale Grocers, Keene, NH	YEARS	Jul 2011 – present
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**Sr. Hyperion Essbase and Planning Consultant**

C&S is the largest wholesale grocery supply company in the U.S. and the lead supply chain company in the food industry. At C&S, I support production applications both Essbase and Planning by loading the data with rule files and MAXL scripts from different sources into Essbase cubes as a part of daily maintenance. Also solving user tickets and developing new cubes for business needs and managing user security.

- Participated in gathering requirements from the users with the Business Analyst during the inception stage.
- Translated end user requirements into application design specifications.
- Created and maintained Planning applications.
- Migrated Metadata from one version to another using Hyperion DRM.
- Created numerous Planning web forms in Hyperion Planning Workspace.
- Wrote Hyperion Business rules for Budget, Actual and rolling Forecast and Design; build, enhance and support web based data entry forms within the Hyperion planning application.
- Created Business Rules in ASO according to the business requirements.
- Migrated application from Essbase v 9.3.1 to v 11.1
- Managed development and designing of Planning application and Essbase cubes using Essbase Integration Services.
- Managed system upgrades and client installations based on user's requirements.
- Developed Batch files using MAXL and ESSCMDs and Rules files to upload data from financial systems database to Essbase cube.
- Handled performance tuning, weekly back-ups and monthly consolidations of data and automated monthly/quarterly/annual report generation.
- Developed Analyzer OLAP views and sophisticated what-if scenarios for the end users.
- Documented and issued procedures pertaining to Essbase applications.
- Provided business analysts with advice and options on opportunities to leverage the tool and increase usage.

Environment: Hyperion System 11.1.2.1/9.3.1, Hyperion Planning 11.1.2.1/9.3.1, Analytical Admin. Services 11.1.2.1/9.3.1, Hyperion DRM 11.1.2.1, Analytical Integration Services 11.1.2.1/9.3.1, BI+ (Financial Reports, Web Analysis), SQL Server, Windows NT

ASSIGNMENT	Verizon Communications, Irving, TX	YEARS	Aug 2010 - Jun 2011
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**Hyperion Admin**

- Developed Planning Workflow and task flows.
- Supported Loading of Metadata.
- Developed Planning Web Forms.
- Supported several Business rules for Allocations, eliminations, drivers and other calculations.
- Managed Essbase reporting cube on top of planning cube.
- Defined and setup the application security in Hyperion Planning, Hyperion Essbase, and Essbase Integration Services.
- Developed OLAP Model, Meta-outline for building various Essbase cubes.
- Analyzed all the dimensions and members in the Essbase database using Essbase Administration Services.
- Setup automated scripts for weekly backup of the application.

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- Created and automated aggregation scripts in ESSCMD and MAXL to run at the specific times that the business required.
- Provided technical guidance and support to end-users by developing the documentation required.
- Performed unit testing and USER ACCEPTANCE TESTING (UAT) the final step before Rolling out of the Application.
- Worked with Hyperion Support on a number of issue resolutions.
- Developed the documentation required to transfer knowledge for the users and support.

Environment: Hyperion Essbase 11.1.1.3, Hyperion Planning 11.1.1.3, Hyperion workspace 11.1.1.3, Hyperion Shared Services 11.1.1.3, DIM, BEA Weblogic 8.1/9.1, Essbase Excel Add-in, Smart View for Hyperion, Oracle 10g

<b>ASSIGNMENT</b>	BMC Software, Boston, MA	<b>YEARS</b>	Jan 2010 – Jul 2010
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### Essbase Developer

BMC offers a comprehensive approach and unified platform that helps IT organizations cut cost, reduce risk and drive business profit. BMC offers solutions across entire IT organization - mainframe to distributed systems, physical to virtual, operations to support. Developed tool for BMC Finance department known as BRM Tool set that builds cubes for analyzing the data using Hyperion Essbase. The Essbase interface takes the data from different data sources like Mainframe, Oracle etc. and builds the data cubes.

- Analyzed user/business requirements to design and develop new Essbase applications.
- Automated various processes (i.e. load and calc) using Essbase scripts.
- Participated in the design, development and support of multiple applications.
- Simplified data analyze process for users by developing screens using VBA.
- Implemented MaxL, EssCMD, Report and Calc Scripts.
- Responsible to manage the monthly financial consolidation process of the company and coordinate data load process using various ERP systems.
- Reduced calc time by using appropriate Performance tuning method.
- Partitioned cubes/database to improve data retrieval efficiency.
- Responsible for the administration of Essbase and Maintaining Essbase Databases.
- Successfully generated reports using Essbase Report Analyzer.
- Created users and security level and filter for each user.

Environment: ESSBASE 7.x, SQL Server 7.0 MS-Access, Load rules, Essbase Report Analyzer, MS-Excel VBA, and Windows NT

<b>ASSIGNMENT</b>	Wells Fargo, San Francisco, CA	<b>YEARS</b>	Apr 2009 – 2009
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### Hyperion Essbase Developer

- Responsibilities included developing and optimizing outlines, calc scripting, rule files creation, data load and extraction, data testing, validation and database settings optimization.
- Translated end user requirements into application design specifications.
- Assured optimal match between cube design and report specifications.
- Optimized structure and calculations through appropriate dense and sparse settings of dimensions, storage allocations and by dynamic calculations and debugging.
- Managed system upgrades and client installations based on users requirements.
- Extensively worked with Hyperion reports and Analyzer; Developed reports for forecasting monthly expenditures, expense management and control, comparing actual vs. planned expenditure, etc.
- Responsible for taking weekly backups.
- Involved in the upgrading Hyperion tools from 6.0 to 6.5.4

Environment: Hyperion Essbase 6.5, Hyperion Reports 2.3, Essbase Excel Add-in, SQL\*Plus, and SQL\*Loader in Oracle 9i, Windows 2000

<b>ASSIGNMENT</b>	Blue Chip Corporation, Mumbai, India	<b>YEARS</b>	Oct 2006 – Feb 2008
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## Computer Aid, Inc.

Computer Aid, Inc. IT Services and Products

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### Essbase Developer

Blue Chip Corporation is a leading emerging IT hardware technology provider of vertical business management solution serving Transcend in distribution technology.

- Involved in Outline modifications, optimization, creation of batch scripts, scheduling runs, developing report scripts and calc scripts.
- Designed and created cubes for OLAP in Hyperion Essbase using rule files.
- Created cubes and automation of data loads using batch scripts.
- Called the batch processes, stored procedures and script commands.
- Developed and maintained Rule Files, Calc Scripts.
- Responsible for Performance Monitoring, Backup and Recovery.
- Handled and completed change requests for various already functional cubes.

Environment: Hyperion Essbase 6.x, Oracle 8i, Windows XP/2000

<b>ASSIGNMENT</b>	Trigyn Technologies, Mumbai, India
-------------------	------------------------------------

<b>YEARS</b>	Apr 2005 – Sep 2006
--------------	---------------------

### Programmer/Analyst

- Developed the billing transaction and integrated with the order processing system which includes order confirmation, deliveries, goods issued and billing.
- Involved in coding of stored procedures and Functions.
- Developed various reports to display the sales orders, deliveries pending bills from customers shipped orders and outstanding dues.
- Involved in writing source code using SQL, PL/SQL.
- Worked on Oracle and SQL Server databases.
- Worked on PL/SQL for writing Stored Procedures, Packages, Functions and Database Triggers.
- Developed PL/SQL scripts for back end validation/ updates.

Environment: Oracle 7.3 Forms 4.5, Reports2.5, PL/SQL and Win NT

# Appendix

## Financial Capability

The following documents are included in this section in response to RFP page 3, C. Financial Information.

- A. Certified Financial Statements
- B. Statement of Work which CAI has on hand, including any work on which a bid and/or response has been submitted, containing a description of the work, the annual dollar value, the location by City and State, the current percentage of completion, the expected date for completion, and the name of an individual most familiar with CAI's work on these jobs.
- C. CAI's Banking Institution provided below with all required information.

NAME & ADDRESS OF BANKING INSTITUTION	Wells Fargo Bank, NA Stabler Corporate Center 3701 Corporate Parkway, Suite 210 Center Valley, PA 18034
CHIEF BANKING REPRESENTATIVE	Charles Pulver, Vice President (610) 791-6912
FEIN	
DUN & BRADSTREET	07-372-7919
CREDIT SERVICE	None

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**CAI**  
Computer Aid, Inc. ®

"World Leader in IT Process and Productivity."

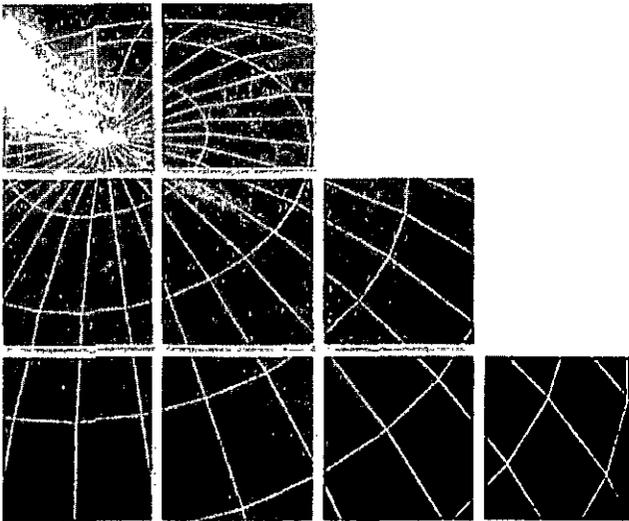


# FINANCIAL STATEMENTS

December 31, 2009

December 31, 2010

**CONFIDENTIAL**



**CAI**  
*Computer Aid, Inc.*®

*World Leader in IT Process and Productivity.*

***Computer Aid, Inc.  
and Subsidiaries***

***December 31, 2010 and 2009***

***Consolidated Financial Statements and Auditors' Report***



**CONTENTS**

	<b><u>Page(s)</u></b>
<b>Independent Auditors' Report</b>	2
<b>Consolidated Financial Statements</b>	
Consolidated Balance Sheets	3
Consolidated Statements of Operations and Comprehensive Income	4
Consolidated Statements of Retained Earnings	5
Consolidated Statements of Cash Flows	6-7
Notes to Consolidated Financial Statements	8-18
<b>Supplementary Information</b>	
Independent Auditors' Report on Supplementary Information	19
Consolidating Balance Sheet	20-21
Consolidating Statement of Operations and Comprehensive Income	22-23
Consolidating Statements of Retained Earnings	24-25
Consolidating Statement of Cash Flows	26-27

**INDEPENDENT AUDITORS' REPORT**

To the Stockholders  
Computer Aid, Inc. and Subsidiaries

We have audited the accompanying consolidated balance sheets of Computer Aid, Inc. and Subsidiaries as of December 31, 2010 and 2009 and the related consolidated statements of operations and comprehensive income, retained earnings, and cash flows for the years then ended. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Computer Aid, Inc. and Subsidiaries as of December 31, 2010 and 2009, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

*Concannon, Miller & Co., P.C.*

Bethlehem, PA  
July 29, 2011

-2-

1525 Valley Center Parkway, Suite 300, Bethlehem, PA 18017-2285  
Phone 610-433-5501 Fax 610-433-5001 Web [www.concannonmiller.com](http://www.concannonmiller.com)

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**

**CONFIDENTIAL  
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	<u>December 31,</u>	
<u>ASSETS</u>	<u>2010</u>	<u>2009</u>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$12,949,616	\$ 7,318,651
Investments	383,371	193,290
Investments – other	20,983	21,514
Accounts receivable, net	46,508,111	42,736,793
Notes and other receivables	357,752	321,042
Prepaid expenses and other assets	3,133,718	2,574,184
Total Current Assets	<u>63,353,551</u>	<u>53,165,474</u>
<b>OTHER ASSETS</b>		
Notes and other receivables	31,143	53,517
Property and equipment, net	14,272,336	13,036,118
Goodwill, net	3,393,572	3,393,572
Total Assets	<u>\$81,050,602</u>	<u>\$ 69,648,681</u>
<b><u>LIABILITIES AND STOCKHOLDERS' EQUITY</u></b>		
<b>CURRENT LIABILITIES</b>		
Notes payable – current portion	\$ 316,141	\$ 297,549
Notes payable – line of credit	11,786,476	7,619,048
Capital lease obligations	334,124	420,739
Accounts payable	17,569,313	20,029,007
Cash overdraft	5,329,978	435,797
Accrued expenses and other liabilities	1,596,476	1,810,363
Accrued compensation	3,405,818	2,443,041
Payroll tax liabilities	169,496	21,920
Total Current Liabilities	<u>40,507,822</u>	<u>33,077,464</u>
<b>LONG-TERM LIABILITIES</b>		
Notes payable	7,518,801	7,834,942
Other long-term liabilities	600,000	800,000
Capital lease obligations	0	366,230
Total Liabilities	<u>48,626,623</u>	<u>42,078,636</u>
<b>STOCKHOLDERS' EQUITY</b>		
Common stock, \$.002 par value, 500,000 shares authorized; 98 shares issued and outstanding	100	100
Nonvoting common stock, \$.002 par value, 4,500,000 shares authorized, 4,802 issued and outstanding	10	10
Additional paid-in capital	203,987	203,987
Minority interest	405,933	384,569
Noncontrolling interest in VIE	105,121	387,289
Retained earnings	31,423,093	26,998,457
Accumulated other comprehensive income		
Unrealized gains (losses) on marketable securities	13,845	(4,580)
Cumulative interest rate swap loss	(306,700)	(254,169)
Cumulative foreign currency hedge gain	685,443	180,233
Cumulative translation adjustment	(106,853)	(325,851)
Total Stockholders' Equity	<u>32,423,979</u>	<u>27,570,045</u>
Total Liabilities and Stockholders' Equity	<u>\$81,050,602</u>	<u>\$ 69,648,681</u>

The accompanying notes are an integral part of the consolidated financial statements.

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**COMPUTER AID, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF OPERATIONS**  
**AND COMPREHENSIVE INCOME**

**CONFIDENTIAL  
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	<b>Years Ended</b>	
	<b>December 31,</b>	
	<b>2010</b>	<b>2009</b>
<b>REVENUE</b>	\$252,338,602	\$244,275,550
<b>COST OF REVENUE</b>	188,630,812	182,678,809
<b>GROSS PROFIT</b>	63,707,790	61,596,741
<b>OPERATING EXPENSES</b>		
Selling, general and administrative	48,195,592	47,726,425
Research and development	3,538,102	4,378,579
Bad debts	60,045	183
Depreciation and amortization	1,864,315	1,988,089
Total Operating Expenses	53,658,054	54,093,276
<b>INCOME FROM OPERATIONS</b>	10,049,736	7,503,465
<b>OTHER INCOME (EXPENSE)</b>		
Interest income	123,972	28,534
Interest expense	(920,532)	(1,005,542)
Other income	241,555	112,256
Total Other Income (Expense)	(555,005)	(864,752)
<b>NONCONTROLLING INTEREST IN INCOME OF          CONSOLIDATED VARIABLE INTEREST ENTITIES</b>	(560,670)	(524,142)
<b>MINORITY INTEREST IN INCOME OF CONSOLIDATED          SUBSIDIARIES</b>	(70,471)	(34,436)
<b>NET INCOME</b>	<b>\$ 8,863,590</b>	<b>\$ 6,080,135</b>

**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**

<b>NET INCOME</b>	\$ 8,863,590	\$ 6,080,135
<b>OTHER COMPREHENSIVE INCOME (EXPENSE)</b>		
Unrealized gain on marketable securities	18,425	78,362
Increase (decrease) in fair value of interest rate swap	(422,862)	167,122
Increase in fair value of foreign currency hedge	452,679	683,366
Cumulative translation adjustment	218,999	488,167
<b>COMPREHENSIVE INCOME</b>	<b>\$ 9,130,831</b>	<b>\$ 7,497,152</b>

The accompanying notes are an integral part of the consolidated financial statements.

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**COMPUTER AID, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF RETAINED EARNINGS**

	Years Ended	
	December 31,	
	<u>2010</u>	<u>2009</u>
RETAINED EARNINGS, JANUARY 1	\$ 26,998,457	\$ 23,592,484
NET INCOME	8,863,590	6,080,135
DISTRIBUTIONS TO STOCKHOLDERS	<u>(4,438,954)</u>	<u>(2,674,162)</u>
RETAINED EARNINGS, DECEMBER 31	<u>\$ 31,423,093</u>	<u>\$ 26,998,457</u>

The accompanying notes are an integral part of the consolidated financial statements.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

**CONFIDENTIAL  
PROPRIETARY**

	Years Ended	
	December 31,	
	<u>2010</u>	<u>2009</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	\$ 8,863,590	\$ 6,080,135
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation and amortization	1,864,315	1,988,089
Loss (gain) on disposition of property and equipment	(1,760)	362
Noncontrolling interest/VIE	(282,168)	1,000,445
Minority interest in subsidiary	21,364	(69,097)
Changes in operating assets and liabilities		
Accounts receivable	(3,771,318)	2,397,767
Notes and other receivables	(14,336)	32,139
Prepaid expenses and other assets	(541,561)	756,018
Accounts payable	(2,007,015)	2,339,320
Cash overdraft	4,894,181	(4,689,921)
Accrued expenses and other liabilities	(213,887)	(106,813)
Accrued compensation	962,776	(150,064)
Payroll tax liabilities	147,576	(60,885)
Other long-term liabilities	(200,000)	(389,342)
Net Cash Provided by Operating Activities	<u>9,721,757</u>	<u>9,128,153</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisition of property and equipment	(3,207,224)	(1,008,085)
Proceeds from disposition of property and equipment	90,478	7,000
Purchase of investments, net	(171,125)	70,016
Net Cash Used by Investing Activities	<u>(3,287,871)</u>	<u>(931,069)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Net increase (decrease) in line of credit	4,167,428	(1,428,571)
Payment of notes payable	(297,549)	(381,405)
Net decrease in capital lease obligations	(452,845)	(396,021)
Distributions to stockholders	(4,438,954)	(2,674,162)
Net Cash Used by Financing Activities	<u>(1,021,920)</u>	<u>(4,880,159)</u>
<b>EFFECT OF EXCHANGE RATE CHANGES ON CASH</b>	<u>218,999</u>	<u>488,167</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	5,630,965	3,805,092
<b>CASH AND CASH EQUIVALENTS, JANUARY 1</b>	<u>7,318,651</u>	<u>3,513,559</u>
<b>CASH AND CASH EQUIVALENTS, DECEMBER 31</b>	<u>\$ 12,949,616</u>	<u>\$ 7,318,651</u>

The accompanying notes are an integral part of the consolidated financial statements.

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**COMPUTER AID, INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS (Continued)**

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**ADDITIONAL CASH FLOW INFORMATION**

	Years Ended December 31,	
	<u>2010</u>	<u>2009</u>
<b>INTEREST PAID</b>	<b>\$ 914,073</b>	<b>\$ 995,493</b>

The accompanying notes are an integral part of the consolidated financial statements.

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**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**CONFIDENTIAL  
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**DECEMBER 31, 2010 AND 2009**

**NOTE 1 Description of Business and Summary of Significant Accounting Policies**

**Principles of Consolidation**

The accompanying consolidated financial statements include the accounts of the Company, its wholly-owned subsidiaries, CAI Canada, Compworks, Inc., CAI Asia Pacific, CAI APAC Singapore and Professional Resource Group, Inc., its majority-owned subsidiary, CAI Europe, its 50% owned joint venture CAI – STA Philippines, Inc., CAI-STA Systems, and Ridgeview Limited Partners and TCS Systems, Inc., variable interest entities. All material intercompany transactions have been eliminated.

**Business Operations**

Computer Aid, Inc. (the "Company"), a Pennsylvania corporation, was incorporated on August 24, 1981. The Company is a full service information technology consulting firm specializing in strategic outsourcing to Fortune 1000 organizations. Its service offerings are divided into the following areas: strategic information technology consulting, application development, legacy systems outsourcing, information technology help desk services, systems integration and implementation, and staff augmentation. The Company operates throughout the United States and internationally from 23 locations which are aligned into four operating regions.

**Cash and Cash Equivalents**

For the purposes of the consolidated statements of cash flows, the Company considers cash on hand and deposits in banks as cash and cash equivalents. Cash in bank consists primarily of cash held by regional banks in money market sweep arrangements and business checking accounts.

**Valuation of Investments in Securities at Fair Value**

The Company adopted the provisions of FASB ASC Topic 820, *Fair Value Measurements and Disclosures*, effective January 1, 2008. Under ASC 810, fair value is defined as the price that would be received to sell an asset or paid to transfer a liability (i.e., the "exit price") in an orderly transaction between market participants at the measurement date.

ASC 810 establishes a fair value hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. Observable inputs are those that market participants would use in pricing the asset or liability based on market data obtained from sources independent of the Company. Unobservable inputs reflect the Company's assumption about the inputs market participants would use in pricing the asset or liability developed based on the best information available in the circumstances.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**  
**DECEMBER 31, 2010 AND 2009**

**CONFIDENTIAL  
PROPRIETARY**

**NOTE 1 Description of Business and Summary of Significant Accounting Policies  
(Continued)**

**Valuation of Investments in Securities at Fair Value (Continued)**

The fair value hierarchy is categorized into three levels based on the inputs as follows:

**Level 1** – Valuations based on unadjusted quoted prices in active markets for identical assets or liabilities that the Company has the ability to access. Valuation adjustments and block discounts are not applied to Level 1 securities. Since valuations are based on quoted prices that are readily and regularly available in an active market, valuation of these securities does not entail a significant degree of judgment.

**Level 2** – Valuations based on quoted prices in markets that are not active or for which all significant inputs are observable, either directly or indirectly.

**Level 3** – Valuations based on inputs that are unobservable and significant to the overall fair value measurement.

**Revenue Recognition**

Revenue related to professional services rendered under time-and-materials type contracts is recognized as the work is performed. Revenue from maintenance contracts is recognized proportionally, each month, over the contract period.

**Accounts Receivable**

The Company uses the reserve method to account for potentially uncollectible receivables. The balance in the reserve at December 31, 2010 and 2009 was \$1,266,643 and \$1,273,277, respectively.

**Depreciation Expense**

Depreciation is provided on a straight-line basis over the estimated useful lives of the assets which is typically five to thirty-nine years. Depreciation on buildings under capital leases is provided on a straight-line basis over the terms of the leases.

**Goodwill**

Goodwill represents the excess of the cost of companies acquired over the fair value of their net assets at date of acquisition. At December 31, 2010 and 2009, the gross carrying amount of goodwill was \$3,575,404, and accumulated amortization was \$181,832 for each year.

In accordance with FASB ASC Topic 350, *Intangibles – Goodwill and Others*, the Company tests the goodwill value on an annual basis. The Company has determined the goodwill has not been impaired; therefore, no impairment loss has been recognized.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**  
**DECEMBER 31, 2010 AND 2009**

**CONFIDENTIAL  
PROPRIETARY**

**NOTE 1 Description of Business and Summary of Significant Accounting Policies  
(Continued)**

**Research and Development**

Research and development costs are expensed as incurred.

**Income Taxes**

The Company has elected to file in the United States as an S Corporation for federal tax purposes. Therefore, no provision for federal income taxes has been reflected in these consolidated financial statements as the tax effect of its activities accrues to the stockholders. The Company's wholly-owned subsidiary, CAI Canada, is subject to Canada's federal income tax as well as provincial taxes. These income tax expenses are included in selling, general and administrative expenses on the consolidated statements of operations and comprehensive income. The Company files tax returns in numerous states. In certain states, the Company has elected to file as an S Corporation and, accordingly, no provision for income taxes for these states has been reflected in these consolidated financial statements. Income tax expense for those states in which the Company has not elected S Corporation status is insignificant and is included in selling, general and administrative expenses on the consolidated statements of operations and comprehensive income.

Effective January 1, 2009, the Company implemented the accounting guidance for uncertainty in income taxes using the provisions of FASB ASC Topic 740, *Income Taxes*. Using that guidance, tax positions initially need to be recognized in the consolidated financial statements when it is more-likely-than-not the position will be sustained upon examination by the tax authorities. Such tax positions initially and subsequently need to be measured at the largest amount of tax benefit that has a greater than 50% likelihood of being realized upon ultimate settlement with the tax authority assuming full knowledge of the position and relevant facts. The Company believes that it has appropriate support for the income tax positions taken and that its accruals for tax liabilities are adequate for all open tax years based on an assessment of many factors including experience and interpretations of tax laws applied to the facts of each matter.

The adoption of ASC 740 did not have a material impact on the Company's consolidated financial statements. The Company has concluded that there are no significant uncertain tax positions requiring disclosure, and there are no material amounts of unrecognized tax benefits.

**DECEMBER 31, 2010 AND 2009**

**NOTE 1 Description of Business and Summary of Significant Accounting Policies  
(Continued)**

**Use of Estimates**

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Derivative Instruments**

The Company accounts for derivative instruments in accordance with FASB ASC Topic 815, *Derivatives and Hedging*. ASC 815, requires that all derivative instruments be recorded on the consolidated balance sheet at fair value as either assets or liabilities. The Company reports the fair value of its foreign currency hedges on the consolidated balance sheet and unrealized gains or losses are reported in other comprehensive income.

**Concentrations**

For the year ended December 31, 2009, 18% of the Company's sales were from one customer. The Company does not expect that the revenue from these customers will be lost in the near term. There was no such concentration of sales to any one customer for the year ended December 31, 2010.

The Company occasionally maintains deposits in excess of federally-insured limits. FASB ASC Topic 275, *Risks and Uncertainties*, identifies these items as a concentration of credit risk requiring disclosure, regardless of the degree of risk. The risk is managed by maintaining all deposits in high-quality financial institutions. At times the amount on deposit at the bank exceeds the insurance limits of the Federal Deposit Insurance Corporation. Uninsured cash balances were approximately \$6,948,300 and \$4,595,000 at December 31, 2010 and 2009, respectively.

**Advertising**

Advertising costs are expensed as incurred. Advertising expense was \$16,543 and \$3,565 for the years ended December 31, 2010 and 2009, respectively.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)** **CONFIDENTIAL  
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**DECEMBER 31, 2010 AND 2009**

**NOTE 2 Investments**

The Company classifies its investments in marketable securities as available for sale securities and reports them at fair value, determined by quoted market prices, with unrealized gains and losses excluded from earnings and reported as a separate component of equity. Based upon a fair value hierarchy, in accordance with ASC 820 (see Note 1), all investments held at December 31, 2010 and 2009 are considered Level 1 instruments.

At December 31, 2010 and 2009, the cost, estimated fair value and unrealized gains and losses on marketable securities are as follows:

	<b>December 31, 2010</b>		
	<b>Cost</b>	<b>Unrealized Gains</b>	<b>Fair Value</b>
Equity Securities	\$ 369,526	\$ 13,845	\$ 383,371
	<b>December 31, 2009</b>		
	<b>Cost</b>	<b>Unrealized Losses</b>	<b>Fair Value</b>
Equity Securities	\$ 197,870	\$ (4,580)	\$ 193,290

Investment securities are exposed to various risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the value of investment securities will occur in the near term and that such change could materially affect the amounts reported in the consolidated financial statements.

**NOTE 3 Property and Equipment**

	<b>December 31,</b>	
	<b>2010</b>	<b>2009</b>
Land	\$ 1,217,895	\$ 1,217,895
Land improvements	601,874	601,874
Buildings	8,098,542	8,191,037
Leased buildings	3,109,084	3,109,084
Leasehold improvements	3,069,109	3,101,408
Computer equipment	11,904,178	16,129,340
Transportation equipment	382,603	330,232
Office furnishing and fixtures	1,950,514	2,901,270
	30,333,799	35,582,140
Less accumulated depreciation and amortization (including \$2,875,872 and \$2,564,964, respectively, of accumulated amortization of leased buildings)	(16,061,463)	(22,546,022)
	<b>\$ 14,272,336</b>	<b>\$ 13,036,118</b>

Depreciation and amortization expense for the years ended December 31, 2010 and 2009 was \$1,864,315 and \$1,988,089, respectively. Included in this amount for both 2010 and 2009 was capital lease amortization of approximately \$310,900.

**COMPUTER AID, INC. AND SUBSIDIARIES**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

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**DECEMBER 31, 2010 AND 2009**

**NOTE 4 Line of Credit**

The Company has a line of credit with a bank in the amount of \$19,857,143 with interest payable monthly at LIBOR plus 1.75% (2.0106% at December 31, 2010). This line is structured into two components, Tranche A and Tranche B. Tranche A is a revolving line in the amount of \$12,000,000. Tranche B consists of advances already made to the Company in the amount of \$7,857,143. Principal payments made against Tranche B cannot be reborrowed. The line of credit is secured by accounts receivable and is payable on demand. The outstanding balance at December 31, 2010 and 2009, respectively, was \$11,786,476 and \$7,619,048.

Subsequent to year end, the Company renegotiated the Tranche A component of the line of credit which increased the maximum borrowings to \$22,000,000 and lowered the interest rate to LIBOR plus 1.5%. In addition, the Company converted the remaining principal balance of the Tranche B component into a separate promissory note in the amount of \$5,595,238 with an interest rate of LIBOR plus 1.75%. An interest rate swap agreement is related to this note. Please see Note 5 – Term Debt for further details. Both the line of credit and promissory note mature December 31, 2011.

**NOTE 5 Term Debt**

	<u>December 31,</u>	
	<u>2010</u>	<u>2009</u>
Note payable, interest at LIBOR plus 1.0% (1.2606% at December 31, 2010), secured by real estate, due February 2016, due in varying monthly installments	\$ 7,834,942	\$ 8,132,491
Less current portion	<u>(316,141)</u>	<u>(297,549)</u>
	<u>\$ 7,518,801</u>	<u>\$ 7,834,942</u>

Scheduled maturities of long-term debt are as follows:

2011	\$ 316,141
2012	334,571
2013	354,551
2014	380,366
2015	403,959
Thereafter	<u>6,045,354</u>
	<u>\$ 7,834,942</u>

These loan agreements contain certain covenants to maintain specific financial ratios and to meet certain non-financial requirements. As of December 31, 2010, the Company was not in compliance with one of the non-financial covenants. The bank has waived those requirements at December 31, 2010.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**  
**DECEMBER 31, 2010 AND 2009**

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**NOTE 5    Term Debt (Continued)**

The Company uses variable-rate debt to finance its operations. The debt obligations expose the Company to fluctuations in interest payments due to changes in interest rates. Management believes it is prudent to limit the variability of a portion of its interest payments, and to meet this objective, entered into interest rate swap agreements to manage fluctuations in cash flow. Under the swap agreements, the Company receives variable interest rate payments and makes fixed interest payments, thereby creating the equivalent of fixed rate debt.

The Company is a party to an interest rate swap agreement for interest rate risk exposure management purposes. This interest rate swap agreement effectively converts \$9,020,292 notional amount and involves the payment of fixed rate (6.00%) amounts in exchange for floating interest rate (LIBOR plus 1.0%) receipts over the life of the agreement which matures in 2016.

In 2008, the Company entered into another interest rate swap agreement for interest rate risk exposure management purposes. This interest rate swap agreement effectively converts \$10,000,000 notional amount and involves the payment of fixed rate (4.58%) amounts in exchange for floating interest rate (LIBOR plus 1.25%) receipts over the life of the agreement which matures in 2015. This agreement is related to the line of credit disclosed in Note 4 – Line of Credit.

FASB ASC Topic 815, *Derivatives and Hedging*, requires that at inception, and on an ongoing basis, the Company assess whether the derivatives are expected to be highly effective in offsetting changes in fair value hedged items. If and when a derivative is no longer expected to be highly effective, hedge accounting is discontinued. Hedge ineffectiveness, if any, is included in current period earnings. The Company's ineffective amounts, which represent the present value liability of terminating the agreements using short-term treasury rates, were \$306,700 and \$254,169 at December 31, 2010 and 2009, respectively.

**NOTE 6    Commitments**

In accordance with the Company's Key Employee Stock Sale and Redemption Agreement, the Company has an obligation to repurchase stock from minority stockholders in certain circumstances. Payment shall be made, at the sole discretion of the Corporation, either in cash or a promissory note payable in monthly payments, including interest at prime plus 1%, over a period not exceeding 24 months. At December 31, 2010, the aggregate purchase price would have been \$1,810,216.

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**COMPUTER AID, INC. AND SUBSIDIARIES**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

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**DECEMBER 31, 2010 AND 2009**

**NOTE 6 Commitments (Continued)**

The Company leases certain equipment and its executive and operating offices under capital and operating leases (see Note 7 for leases with related parties). Minimum future lease payments are as follows:

	<u>Capital Leases</u>	<u>Operating Leases</u>
2011	\$ 857,379	\$ 3,615,071
2012	0	4,660,589
2013	0	3,489,992
2014	0	2,781,458
Thereafter	0	8,981,196
	<u>857,379</u>	<u>\$25,528,306</u>
Less amount representing executory costs	(505,143)	
Less amount representing interest	<u>(18,112)</u>	
Present value of minimum lease payments	334,124	
Less current portion	<u>334,124</u>	
Noncurrent Portion	<u>\$ 0</u>	

Rent expense for all property and equipment was approximately \$1,346,311 and \$1,431,500 for the years ended December 31, 2010 and 2009, respectively.

**NOTE 7 Related Party Transactions**

Through December 31, 2007, the Company leased property from Tecport Partners Limited Partnership, a partnership 50% owned by the majority stockholder, members of his family and several employees of the Company, at an annual rate of \$855,192 plus costs. This lease had been capitalized. In December 2007, Tecport Partners Limited Partnership sold this property to an unrelated third party. As a condition to the property's sale, the Company extended the term of the lease agreement for an additional ten years. In accordance with FASB ASC Topic 840, *Leases*, the Company will continue to account for the lease as a capital lease through the original term date of the lease, October 2011. After that time, the lease will be accounted for as an operating lease.

TecPort Solutions, Inc. (TecPort) is a corporation that provides consulting and subcontract work to the Company. The majority shareholder of the Company owns 35% of TecPort. During 2010 and 2009, the Company purchased services from TecPort valued at \$133,427 and \$38,320, respectively. In addition the Company contracts with TecPort to provide administrative and marketing support, subcontractor services and office supplies. Total revenues for these services were \$1,344,624 and \$1,203,589 for 2010 and 2009, respectively.

**COMPUTER AID, INC. AND SUBSIDIARIES**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

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**DECEMBER 31, 2010 AND 2009**

**NOTE 7 Related Party Transactions (Continued)**

A summary of notes and other receivables due from related parties is as follows:

	<u>December 31,</u>	
	<u>2010</u>	<u>2009</u>
Notes and other receivables – employees and other related parties	\$ 240,634	\$ 247,076
Less current portion	<u>213,884</u>	<u>208,297</u>
Noncurrent Portion	<u>\$ 26,750</u>	<u>\$ 38,779</u>

For the years ended December 31, 2010 and 2009, \$65,015 and \$80,766, respectively, of accounts payable represented amounts due to related parties.

**NOTE 8 Pension and Employee Benefit Plans**

The Company has a 401(k) Profit Sharing Plan. The 401(k) feature is available to all employees upon employment and after attaining 18 years of age. Participants may elect to contribute up to 30% of their total gross pay. Additional catch up contributions may be made subject to annual IRS limitations. The profit sharing feature of the Plan is available only to salaried employees who are 18 years of age and have completed one year of service. Vesting in the Company's contributions is based on years of continuous service with participants becoming fully vested after five years of credited service. The Company did not elect to make a contribution for the years ended December 31, 2010 and 2009.

Computer Aid, Inc. has a self-insured medical expense reimbursement plan which covers those employees of the Company who meet the participation requirements described in the Plan. Under the Plan, the Company is responsible for \$175,000 per claim for eligible participants and has stop loss insurance to cover any expenses exceeding the \$175,000 limit. Expense related to the Plan was \$5,764,095 and \$7,168,094 for the years ended December 31, 2010 and 2009, respectively. At December 31, 2010 and 2009, the Company had prepaid expenses related to the Plan of \$1,984,353 and \$1,580,275, respectively. These amounts are included in other assets. Plan assets are maintained in a Trust established on January 1, 1990 to fund future medical benefits as defined by the Plan. Accrued expenses related to the Plan at December 31, 2010 and 2009 were \$452,614 and \$526,502, respectively.

**NOTE 9 Variable Interest Entities**

In accordance with FASB ASC Topic 810, *Consolidation*, certain entities known as "Variable Interest Entities" ("VIE") must be consolidated by the "primary beneficiary" of the entity. The primary beneficiary is generally defined as having the majority of the risks and rewards arising from the VIE. For VIEs in which a significant (but not majority) variable interest is held, certain disclosures are required.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**  
**DECEMBER 31, 2010 AND 2009**

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**NOTE 9 Variable Interest Entities (Continued)**

The Company is a beneficiary in Ridgeview Limited Partners (Ridgeview), which owns and operates commercial real estate and is the owner of the Company's main office facility. The Company is a co-borrower on the debt of Ridgeview. Based on the guidance in ASC 810, the Company concluded that Ridgeview is a VIE and the Company is the primary beneficiary of Ridgeview's expected cash flows. Accordingly, the Company has included Ridgeview's financial results in the consolidated financials.

At December 31, 2010, the consolidation of Ridgeview increased the Company's consolidated assets by \$8,880,046 and consolidated liabilities by \$8,884,963, prior to eliminations. Ridgeview's 2010 net income of \$531,758 was recorded as noncontrolling interest and included on the consolidated statements of operations.

At December 31, 2009, the consolidation of Ridgeview increased the Company's consolidated assets by \$9,245,838 and consolidated liabilities by \$8,939,674, prior to eliminations. Ridgeview's 2009 net income of \$508,735 was recorded as noncontrolling interest and included on the consolidated statements of operations.

The Company is also a beneficiary in TCS Systems, Inc. (TCS), which owns and leases computer equipment and automobiles, the majority of which are used by the Company. The Company has loaned funds to TCS to acquire these assets. Based on the guidance in ASC 810, the Company concluded that TCS is a VIE and the Company is the primary beneficiary of TCS's expected cash flows. Accordingly, the Company has included TCS's financial results in the consolidated financials.

At December 31, 2010, the consolidation of TCS increased the Company's consolidated assets by \$206,762 and consolidated liabilities by \$96,724, prior to eliminations. TCS's 2010 net income of \$28,912 was recorded as noncontrolling interest and included on the consolidated statements of operations.

At December 31, 2009, the consolidation of TCS increased the Company's consolidated assets by \$194,939 and consolidated liabilities by \$113,813, prior to eliminations. TCS's 2009 net income of \$15,407 was recorded as noncontrolling interest and included on the consolidated statements of operations.

**COMPUTER AID, INC. AND SUBSIDIARIES**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**  
**DECEMBER 31, 2010 AND 2009**

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**NOTE 10 Foreign Currency Hedge**

The Company has a forward foreign currency exchange contract in Philippine pesos to manage foreign currency exposure on intercompany transactions. The Company accounts for this financial instrument in accordance with FASB ASC Topic 815, *Derivatives and Hedging*. As such, this forward contract specifies a fixed U.S. dollar forward rate that is applied on a monthly basis to a quantity of Philippines pesos, as noted in the contract. The Company then receives or makes payments based on the difference between the fixed U.S. dollar forward rate and the actual exchange rate on the monthly valuation date.

At December 31, 2010, the fair value of the forward foreign currency contract asset was \$685,443 of which \$190,941 and \$494,502 have been classified as current and non-current, respectively. The change in fair value of the forward contract during 2010 was a gain of \$505,210 and is recorded in accumulated other comprehensive income.

At December 31, 2009, the fair value of the forward foreign currency contract liability was \$180,233, of which \$126,771 and \$53,462 was classified as current and non-current, respectively. The change in fair value of the forward contract during 2009 was a gain of \$683,366 and was recorded in accumulated other comprehensive income.

**NOTE 11 Subsequent Events**

The Company has evaluated events and transactions for potential recognition or disclosure in the consolidated financial statements through July 29, 2011. Except as described in Note 4 – Line of Credit, no events or transactions occurred subsequent to this date that would require recognition or disclosure in the consolidated financial statements.

**INDEPENDENT AUDITORS' REPORT ON SUPPLEMENTARY INFORMATION**

To the Stockholders  
Computer Aid, Inc. and Subsidiaries

Our report on our audit of the consolidated balance sheets of Computer Aid, Inc. and Subsidiaries as of December 31, 2010 and 2009 and the related consolidated statements of operations and comprehensive income, retained earnings, and cash flows for the years then ended appears on page 2. The audits were conducted for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The following supplementary information is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the consolidated financial statements, and, accordingly, we express no opinion on it.

*Concannon, Miller & Co., P.C.*

Bethlehem, PA  
July 29, 2011

-19-

**COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING BALANCE SHEET  
DECEMBER 31, 2010 WITH SUMMARIZED TOTALS FOR DECEMBER 31, 2002**

ASSETS	Computer Aid, Inc.	CAI Canada	Compworks, Inc.	CAI Asia-Pacific	CAI APAC Singapore	Professional Resource Group, Inc.	Total Computer Aid Inc. and Wholly Owned Subsidiaries
<b>CURRENT ASSETS</b>							
Cash and cash equivalents	\$ 5,972,301	\$ 3,958,621	\$ 0	\$ 35,010	\$ 0	\$ 753,674	\$ 10,719,606
Investments	194,661						194,661
Investments - other	4,854,204						4,854,204
Accounts receivable, net	45,364,556	427,857	4,500	9,515		686,131	46,478,544
Notes and other receivables	288,619	35,239					337,873
Due from related party	5,748,279		2,489,105				8,237,384
Prepaid expenses and other assets	2,793,593	125,679		4,136			2,923,408
Total Current Assets	65,216,213	4,547,396	2,493,605	48,661	0	1,439,805	73,745,680
<b>OTHER ASSETS</b>							
Notes and other receivables	14,738						14,738
Property and equipment, net	5,478,277	41,584		5,894			5,525,755
Goodwill, net	733,165						733,165
Total Assets	\$ 71,444,393	\$ 4,588,980	\$ 2,493,605	\$ 54,555	\$ 0	\$ 1,439,805	\$ 80,021,338

**LIABILITIES AND STOCKHOLDERS' EQUITY**

<b>CURRENT LIABILITIES</b>							
Notes payable - current portion	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Notes payable - line of credit	11,786,476						11,786,476
Capital lease obligations	334,124						334,124
Accounts payable	17,309,457	163,073	9,610	11,168		855	17,494,163
Cash overdraft	5,329,978						5,329,978
Due to related party		16,701		857,839	6,769	22,279	886,887
Accrued expenses and other liabilities	94,482				2,943		114,126
Accrued compensation	3,352,669						3,352,669
Payroll tax liabilities	167,963					1,533	169,496
Total Current Liabilities	38,378,149	179,774	9,610	869,007	9,712	24,667	39,470,919
<b>LONG-TERM LIABILITIES</b>							
Notes payable	600,000						600,000
Other long-term liabilities							0
Capital lease obligations							0
Total Liabilities	38,978,149	179,774	9,610	869,007	9,712	24,667	40,070,919

**STOCKHOLDERS' EQUITY**

Common stock, \$.002 per value, 500,000 shares authorized; 98 shares issued and outstanding	100	770	1,000	69	71	2,000	4,010
Nonvoting common stock, \$.002 per value, 4,500,000 shares authorized, 4,502 issued and outstanding	10	(43,128)					10
Treasury stock		399,505					(43,128)
Additional paid-in capital	203,987					13,249	616,741
Minority interest							0
Noncontrolling interest in VIE							0
Retained earnings	33,370,169	3,614,550	2,482,995	(672,708)	(9,269)	1,399,889	40,185,626
Accumulated other comprehensive income							
Unrealized gain on marketable securities	13,845						13,845
Cumulative interest rate swap loss	(306,700)						(306,700)
Cumulative foreign currency hedge gain	685,443						685,443
Cumulative translation adjustment	(1,500,610)	437,509		(141,813)	(514)		(1,205,428)
Total Stockholders' Equity	32,466,244	4,409,206	2,483,995	(814,452)	(9,712)	1,415,138	39,950,419
Total Liabilities and Stockholders' Equity	\$ 71,444,393	\$ 4,588,980	\$ 2,493,605	\$ 54,555	\$ 0	\$ 1,439,805	\$ 80,021,338

**COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING BALANCE SHEET  
DECEMBER 31, 2010 WITH SUMMARIZED TOTALS FOR DECEMBER 31, 2009**

ASSETS	2010					2009		
	Total Computer Aid Inc. and Wholly Owned Subsidiaries	CAI Europe	CAI-STA Philippines, Inc.	CAI-STA Systems, Inc.	Ridgeriver Limited Partners	TCS Systems, Inc.	Eliminations	Total Consolidated
<b>CURRENT ASSETS</b>								
Cash and cash equivalents	\$ 10,719,606	\$ 15,702	\$ 1,673,228	\$ 0	\$ 525,048	\$ 16,032	\$ 0	\$ 12,949,616
Investments	194,661				188,710			383,371
Investments - other	4,854,204					(7,596)		20,983
Accounts receivable, net	46,478,544		25,497			668		46,508,111
Notes and other receivables	337,873					19,879		357,752
Due from related party	8,237,384						(8,237,384)	0
Prepaid expenses and other assets	2,923,408	3,174	188,109		19,027			3,133,718
Total Current Assets	73,745,680	18,876	1,886,834	0	732,785	28,983	(13,059,607)	63,553,551
<b>OTHER ASSETS</b>								
Notes and other receivables	14,738					16,405		31,143
Property and equipment, net	5,525,755		437,946		8,147,261	161,374		14,272,336
Goodwill, net	735,165						2,638,407	3,393,572
Total Assets	\$ 80,021,338	\$ 18,876	\$ 2,324,780	\$ 0	\$ 8,880,046	\$ 206,762	\$ (10,401,200)	\$ 81,050,602

**LIABILITIES AND STOCKHOLDERS' EQUITY**

<b>CURRENT LIABILITIES</b>								
Notes payable - current portion	\$ 11,786,476	\$ 0	\$ 0	\$ 0	\$ 316,141	\$ 0	\$ 0	\$ 316,141
Notes payable - line of credit	334,124							11,786,476
Capital lease obligations	17,494,163	13,333	63,416		1,803		(3,402)	334,124
Accounts payable	5,329,978	6,387,436	868,140		94,921			17,569,313
Cash overdraft	114,126		432,329					5,329,978
Due to related party	886,887		50,149				(8,237,384)	0
Accrued expenses and other liabilities	3,355,669				1,050,021			1,596,476
Accrued compensation	169,496							3,405,818
Payroll tax liabilities	39,470,919	6,400,769	1,414,034	0	96,724		(8,240,786)	21,920
Total Current Liabilities	60,000	6,400,769	1,414,034	0	1,366,162	96,724	(8,240,786)	40,507,822
<b>LONG-TERM LIABILITIES</b>								
Notes payable	0				7,518,801			7,518,801
Other long-term liabilities	600,000							600,000
Capital lease obligations	0							0
Total Liabilities	40,070,919	6,400,769	1,414,034	0	8,884,963	96,724	(8,240,786)	48,626,623

**STOCKHOLDERS' EQUITY**

Common stock, \$ .002 per value, 500,000 shares authorized; 98 shares issued and outstanding	4,010	1,610				100	(5,620)	100
Nonvoting common stock, \$ .002 per value, 4,500,000 shares authorized, 4,802 issued and outstanding	10							10
Treasury stock	(43,128)						43,128	0
Additional paid-in capital	616,741		391,516	2,963			(807,233)	203,987
Minority interest	0						405,933	384,569
Noncontrolling interest in VIE	0						105,121	105,121
Retained earnings	40,185,626	(7,279,884)	420,003	(2,963)	1,045,104	109,938	(3,054,731)	31,423,093
Accumulated other comprehensive income								
Unrealized gain (loss) on marketable securities	13,845							13,845
Cumulative interest rate swap loss	(306,700)				(1,050,021)			(306,700)
Cumulative foreign currency hedge gain	685,443							685,443
Cumulative translation adjustment	(1,205,428)	896,381	99,227	0	(4,917)		102,967	(106,853)
Total Stockholders' Equity	39,950,419	(6,381,893)	910,746	0	8,880,046	110,038	(2,160,414)	32,423,979
Total Liabilities and Stockholders' Equity	\$ 80,021,338	\$ 18,876	\$ 2,324,780	\$ 0	\$ 8,880,046	\$ 206,762	\$ (10,401,200)	\$ 81,050,602

**COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME  
YEAR ENDED DECEMBER 31, 2010 WITH SUMMARIZED TOTAL FOR THE YEAR ENDED DECEMBER 31, 2009**

	Computer Aid, Inc.	CAI Canada	Compworks, Inc.	CAI Asia-Pacific	CAI Singapore	Professional Resource Group, Inc.	Total Computer Aid Inc. and Wholly Owned Subsidiaries
<b>REVENUE</b>	\$ 235,125,800	\$ 4,925,436	\$ 10,656,206	\$ 52,442	\$ 0	\$ 2,390,128	\$ 253,150,012
<b>COST OF REVENUE</b>	175,301,246	3,610,176	9,396,739			1,333,666	189,641,827
<b>GROSS PROFIT</b>	59,824,554	1,315,260	1,259,467	52,442	0	1,056,462	63,508,185
<b>OPERATING EXPENSES</b>							
Selling, general and administrative	48,016,437	709,324	10,891	316,876		300,864	49,354,392
Research and development	3,338,102						3,338,102
Bad debts	60,045						60,045
Depreciation and amortization	1,414,269	7,780		2,713			1,424,762
Total Operating Expenses	53,028,853	717,104	10,891	319,589	0	300,864	54,377,301
<b>INCOME FROM OPERATIONS</b>	6,795,701	598,156	1,248,576	(267,147)	0	755,598	9,130,884
<b>OTHER INCOME (EXPENSE)</b>							
Interest income	121,835	12,735		1,160		279	136,009
Interest expense	(432,949)		(7)	(4,308)	(17)		(438,281)
Other income	1,258,093			109,111	(9,252)	(14,204)	1,343,748
Total Other Income (Expense)	945,979	12,735	(7)	105,963	(9,269)	(13,925)	1,041,476
<b>NONCONTROLLING INTEREST IN INCOME OF CONSOLIDATED VARIABLE INTEREST ENTITIES</b>							0
<b>MINORITY INTEREST IN INCOME OF CONSOLIDATED SUBSIDIARIES</b>							0
<b>NET INCOME (LOSS)</b>	\$ 7,741,680	\$ 610,891	\$ 1,248,569	\$ (161,184)	\$ (9,269)	\$ 741,673	\$ 10,172,360

**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**

<b>NET INCOME (LOSS)</b>	\$ 7,741,680	\$ 610,891	\$ 1,248,569	\$ 0	\$ (9,269)	\$ 741,673	\$ 10,172,360
<b>OTHER COMPREHENSIVE INCOME (EXPENSE)</b>							
Unrealized gain (loss) on marketable securities	18,425						18,425
Increase (decrease) in fair value of interest rate swap	(180,023)						(180,023)
Increase (decrease) in fair value of foreign currency hedge	452,679						452,679
Cumulative translation adjustment	(1,223,674)	156,562		(94,448)	(514)		(1,163,874)
<b>COMPREHENSIVE INCOME (LOSS)</b>	\$ 6,807,287	\$ 767,453	\$ 1,248,569	\$ (94,448)	\$ (9,783)	\$ 741,673	\$ 9,295,567

**COMPUTER.AID, INC. AND SUBSIDIARIES  
CONSOLIDATING STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME  
YEAR ENDED DECEMBER 31, 2010 WITH SUMMARIZED TOTAL FOR THE YEAR ENDED DECEMBER 31, 2009**

	Total Computer Aid Inc. and Wholly Owned Subsidiaries	CAI Europe	CAI-STA Philippines, Inc.	CAF-STA Systems, Inc.	Ridgeview Limited Partners	TCS Systems, Inc.	Eliminations	Total Consolidated 2010	2009
<b>REVENUE</b>	\$ 253,150,012	\$ 94,750	\$ 3,360,840	\$ 0	\$ 1,630,430	\$ 0	\$ (5,897,430)	\$ 252,338,602	\$ 244,275,550
<b>COST OF REVENUE</b>	189,641,827	311,591	3,123,575				(4,446,181)	188,630,812	182,678,809
<b>GROSS PROFIT</b>	63,508,185	(216,841)	237,265	0	1,630,430	0	(1,451,249)	63,707,790	61,596,741
<b>OPERATING EXPENSES</b>									
Selling, general and administrative	49,354,392	23,745	2,277		345,457	31,747	(1,562,026)	48,195,592	47,726,425
Research and development	3,538,102							3,538,102	4,378,579
Bad debts	60,045							60,045	183
Depreciation and amortization	1,424,762		111,803		269,806	57,944		1,864,315	1,988,089
Total Operating Expenses	54,377,201	23,745	114,080	0	615,263	89,691	(1,562,026)	53,658,054	54,093,276
<b>INCOME FROM OPERATIONS</b>	9,130,884	(240,586)	123,185	0	1,015,167	(89,691)	110,777	10,049,736	7,503,465
<b>OTHER INCOME (EXPENSE)</b>									
Interest income	136,009	4	25,459		3,104	1,746	(42,350)	123,972	28,534
Interest expense	(438,281)	(37,347)			(486,513)	(741)	42,350	(920,532)	(1,005,542)
Other income	1,343,748	(180,024)	(7,702)		117,598	117,598	(1,032,065)	241,555	112,256
Total Other Income (Expense)	1,041,476	(217,367)	17,757	0	(483,409)	118,603	(1,032,065)	(555,005)	(864,752)
<b>NONCONTROLLING INTEREST IN INCOME OF CONSOLIDATED VARIABLE INTEREST ENTITIES</b>	0				(531,758)	(28,912)		(560,670)	(524,162)
<b>MINORITY INTEREST IN INCOME OF CONSOLIDATED SUBSIDIARIES</b>	0		(70,471)					(70,471)	(34,436)
<b>NET INCOME (LOSS)</b>	\$ 10,172,360	\$ (457,953)	\$ 70,471	\$ 0	\$ 0	\$ 0	\$ (921,288)	\$ 8,863,590	\$ 6,080,135
<b>NET INCOME (LOSS)</b>	\$ 10,172,360	\$ (457,953)	\$ 70,471	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,863,590	\$ 6,080,135
<b>OTHER COMPREHENSIVE INCOME (EXPENSE)</b>									
Unrealized gain (loss) on marketable securities	18,425							18,425	78,362
Increase (decrease) in fair value of interest rate swap	(180,023)				(242,839)			(422,862)	167,122
Increase (decrease) in fair value of foreign currency hedge	452,679							452,679	683,366
Cumulative translation adjustment	(1,163,874)	180,668	(63,798)				1,266,003	218,999	488,167
<b>COMPREHENSIVE INCOME (LOSS)</b>	\$ 9,299,567	\$ (277,285)	\$ 6,673	\$ 0	\$ (242,839)	\$ 0	\$ 1,266,003	\$ 9,130,831	\$ 7,497,152

COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING STATEMENTS OF RETAINED EARNINGS  
YEARS ENDED DECEMBER 31, 2010 AND 2009

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	Computer Aid, Inc.	CAI Canada	Compworks, Inc.	CAJ Asia-Pacific	CAI APAC Singapore	Professional Resource Group, Inc.	Total Computer Aid Inc. and Wholly Owned Subsidiaries
RETAINED EARNINGS, JANUARY 1, 2009	\$ 28,206,793	\$ 2,318,713	\$ 463,788	\$ (349,786)	\$ 0	\$ 1,311,724	\$ 31,951,232
2009 NET INCOME (LOSS)	4,534,812	684,946	770,638	(161,738)		596,492	6,425,150
DISTRIBUTIONS TO STOCKHOLDERS	(2,674,162)					(750,000)	(3,424,162)
RETAINED EARNINGS, DECEMBER 31, 2009	\$ 30,067,443	\$ 3,003,659	\$ 1,234,426	\$ (511,524)	\$ 0	\$ 1,158,216	\$ 34,952,220
NONCONTROLLING INTEREST IN INCOME OF CONSOLIDATED VARIABLE INTEREST ENTITIES							0
MINORITY INTEREST IN INCOME OF CONSOLIDATED SUBSIDIARIES							0
2010 NET INCOME (LOSS)	7,741,680	610,891	1,248,569	(161,184)	(9,269)	741,673	10,172,360
DISTRIBUTIONS TO STOCKHOLDERS	(4,438,954)					(500,000)	(4,938,954)
RETAINED EARNINGS, DECEMBER 31, 2010	<u>\$ 33,370,169</u>	<u>\$ 3,614,550</u>	<u>\$ 2,482,995</u>	<u>\$ (672,708)</u>	<u>\$ (9,269)</u>	<u>\$ 1,399,889</u>	<u>\$ 40,185,626</u>

**CONFIDENTIAL  
 PROPRIETARY**

**COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING STATEMENTS OF RETAINED EARNINGS  
YEARS ENDED DECEMBER 31, 2010 AND 2009**

	Total Computer Aid Inc. and Wholly Owned Subsidiaries	CAI Europe	CAI-STA Philippines, Inc.	CAI-STA Systems, Inc.	Ridgeview Limited Partners	TCS Systems, Inc.	Eliminations	Total
2009 NET INCOME	\$ 31,951,232	\$ (7,177,916)	\$ 417,469	\$ (2,963)	\$ 704,611	\$ 65,618	\$ (2,365,567)	\$ 23,592,484
RETAINED EARNINGS, JANUARY 1, 2009	6,425,150	355,985	68,871		508,735	15,408	(1,294,014)	6,080,135
DISTRIBUTIONS TO STOCKHOLDERS	(3,424,162)		(103,532)		(100,000)		953,532	(2,674,162)
RETAINED EARNINGS, DECEMBER 31, 2009	\$ 34,952,220	\$ (6,821,931)	\$ 382,808	\$ (2,963)	\$ 1,113,346	\$ 81,026	\$ (2,706,049)	\$ 26,998,457
NONCONTROLLING INTEREST IN INCOME OF CONSOLIDATED VARIABLE INTEREST ENTITIES					531,758	28,912	(560,670)	0
MINORITY INTEREST IN INCOME OF CONSOLIDATED SUBSIDIARIES			70,471				(70,471)	0
2010 NET INCOME (LOSS)	10,172,360	(457,953)	70,471				(921,288)	8,863,590
DISTRIBUTIONS TO STOCKHOLDERS	(4,938,954)		(103,747)		(600,000)		1,203,747	(4,438,954)
RETAINED EARNINGS, DECEMBER 31, 2010	\$ 40,185,626	\$ (7,279,884)	\$ 420,003	\$ (2,963)	\$ 1,045,104	\$ 109,938	\$ (3,054,731)	\$ 31,423,093

**COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING STATEMENT OF CASH FLOWS  
YEAR ENDED DECEMBER 31, 2010 WITH SUMMARIZED TOTALS FOR THE YEAR ENDED DECEMBER 31, 2009**

	Computer Aid, Inc.	CAI Canada	Compworks, Inc.	CAI Asia-Pacific	CAI APAC Singapore	Professional Resource Group, Inc.	Total Computer Aid Inc. and Wholly Owned Subsidiaries
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
Net income (loss)	\$ 7,741,680	\$ 610,891	\$ 1,248,569	\$ (161,184)	\$ (9,269)	\$ 741,573	\$ 10,172,360
Adjustments to reconcile net income to net cash provided by operating activities							
Depreciation and amortization	1,414,269	7,780		2,713			1,424,762
Loss (gain) on dispositions of property and equipment	(18,144)						(18,144)
Noncontrolling interest/VIE							0
Minority interest in subsidiary							0
Changes in operating assets and liabilities							
Accounts receivable	(9,839,844)	63,694		2,947		5,914	(3,767,289)
Notes and other receivables	(2,123)	(25,098)		2,922			(24,299)
Prepaid expenses and other assets	(407,468)	(118,679)		(502)		(350)	(527,999)
Accounts payable	(1,318,619)	59,982	6,000	(4,907)		(16,327)	(1,273,871)
Cash overdraft	4,894,181						4,894,181
Due to/from related party	286,490		(1,254,569)	180,607	6,769	22,279	(738,424)
Accrued expenses and other liabilities	(526,378)	(5,289)			2,943	(48,359)	(577,083)
Accrued compensation	1,115,962	(126,624)					989,338
Payroll tax liabilities	139,242					8,334	147,576
Other long-term liabilities	(200,000)						(200,000)
Net Cash Provided by Operating Activities	9,279,248	466,657	0	22,596	443	712,964	10,481,908
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
Acquisition of property and equipment	(2,998,148)	(22,063)		(4,576)			(3,025,787)
Proceeds from disposition of property and equipment	94,478						94,478
Purchase of investments, net	(257,732)						(257,732)
Net Cash Used by Investing Activities	(3,161,402)	(22,063)	0	(4,576)	0	0	(3,193,041)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
Net increase (decrease) in line of credit	4,167,428						4,167,428
Payment of notes payable	0						0
Net decrease in capital lease obligations	(452,845)						(452,845)
Issuance of common stock					71		71
Distributions to stockholders	(4,438,954)					(500,000)	(4,938,954)
Net Cash Provided by (Used by) Financing Activities	(724,371)	0	0	0	71	(500,000)	(1,224,300)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	(1,225,474)	156,562		(94,448)	(314)		(1,163,674)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	4,163,901	601,156	0	(76,428)	0	212,964	4,900,693
CASH AND CASH EQUIVALENTS, JANUARY 1	3,809,300	3,337,465	0	111,438	0	540,710	5,818,913
CASH AND CASH EQUIVALENTS, DECEMBER 31	\$ 5,972,301	\$ 3,938,621	\$ 0	\$ 35,010	\$ 0	\$ 753,674	\$ 10,719,606

**COMPUTER AID, INC. AND SUBSIDIARIES  
CONSOLIDATING STATEMENT OF CASH FLOWS  
YEAR ENDED DECEMBER 31, 2010 WITH SUMMARIZED TOTALS FOR THE YEAR ENDED DECEMBER 31, 2009**

	CAI Europe	CAI-STA Philippines, Inc.	CAI-STA Systems, Inc.	Ridgeview Limited Partners	TCS Systems, Inc.	Eliminations	Total Consolidated 2010	2009
<b>Total Computer Aid Inc. and Wholly Owned Subsidiaries</b>								
\$	10,172,360	\$ 70,471	\$ 0	\$ 0	\$ 0	\$ (921,288)	\$ 8,863,590	\$ 6,080,135
Net income (loss)	1,424,762	111,803		269,806	57,944		1,864,315	1,988,089
Adjustments to reconcile net income to net cash provided by operating activities	(18,144)				16,384		(1,760)	362
Depreciation and amortization					24,912		(282,168)	1,000,445
Loss (gain) on disposition of property and equipment		70,471		531,758			21,364	(69,097)
Noncontrolling interest/VIE								
Minority interest in subsidiary								
Changes in operating assets and liabilities								
Accounts receivable	22,653	(29,416)			(668)	3,402	(3,771,318)	2,397,767
Notes and other receivables					9,963		(14,336)	32,139
Prepaid expenses and other assets	100	(13,817)		(645)			(541,561)	756,018
Accounts payable	(96,480)	351,000			1,263	(1,048,957)	(2,007,015)	2,339,320
Cash over/short	4,894,181						4,894,181	(4,689,971)
Due to/from related party	196,164	580,519			(18,259)		0	0
Accrued expenses and other liabilities	(577,083)	230,912				172,284	(213,887)	(106,813)
Accrued compensation	989,338	(26,562)					962,776	(130,064)
Payroll tax liabilities							147,576	(60,885)
Other long-term liabilities	(200,000)						(200,000)	(380,342)
Net Cash Provided by (Used in) Operating Activities	10,481,908	1,345,411	0	800,919	95,539		9,721,757	9,128,153
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>								
Acquisition of property and equipment	(3,025,787)	(76,966)		(5,290)	(99,181)		(3,207,224)	(1,008,085)
Proceeds from disposition of property and equipment	90,478						90,478	7,000
Purchase of investments, net	(257,732)				1,438		(171,125)	70,016
Net Cash Used by Investing Activities	(3,193,041)	(76,966)	0	(176,940)	(97,743)	256,825	(3,208,371)	(931,069)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>								
Net increase (decrease) in line of credit	4,167,428			(297,549)			4,167,428	(1,428,571)
Payment of notes payable	(452,845)						(297,549)	(381,405)
Net decrease in capital lease obligations	71					(71)	(452,845)	(396,021)
Issuance of common stock	(4,938,954)	(103,747)		(600,000)			0	0
Distributions to stockholders	(1,224,300)	(103,747)		(607,549)		1,203,747	(4,638,954)	(3,574,162)
Net Cash Used by Financing Activities	(1,163,874)	(63,798)	0	(607,549)	0	1,268,003	(1,021,920)	(4,800,159)
<b>EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b>							218,999	488,187
<b>CASH AND CASH EQUIVALENTS, JANUARY 1</b>	4,900,693	1,100,900	0	(273,576)	(2,204)		5,630,865	3,805,092
<b>CASH AND CASH EQUIVALENTS, DECEMBER 31</b>	5,818,913	1,100,900	0	798,624	18,236		7,318,651	3,513,559
	\$ 10,719,606	\$ 15,702	\$ 1,673,228	\$ 525,048	\$ 16,032	\$ 0	\$ 12,949,616	\$ 7,218,651

**PRICE FORMS**

**1A. One-Year Base Period; Fixed Price (Lump Sum)**

Description	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
(1) Operation Support	\$ 153,648.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 1940 hrs
(2) Application Maintenance and Support	\$ 153,648.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 1940 hrs
(3) Database Administration	\$ 252,200.00	Hourly rated based upon GSA Advantage, Computer Aid, Inc. (GS-35F-0256N) Data Base Administrator rate of \$130.00/hour. Team Lead and DBA role.
<b>TOTAL</b>	<b>\$ 559,496.00</b>	

**1B. Miscellaneous Tasks (see note 3):**

Category of Personnel	Total Estimated Hours		Hourly Rate		Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
Trainer	40	x	\$ 80.00	=	\$ 3,200.00	Trainer / Transition Manager \$80/hour, CAI rate
Application Specialist	500	x	\$ 79.20	=	\$ 39,600.00	Yes, as noted above
Project Manager	60	x	\$ 130.00	=	\$ 7,800.00	Yes, as noted above
<b>Total</b>					<b>\$ 50,600.00</b>	

**1C. Disaster Recovery Tests; Fixed Price (Lump Sum):** Cost to participate, as needed, in disaster recovery tests, in accordance with Section 3.8 of Attachment C, Scope of Work. Assume no more than three (3) tests per year

Year	Price per Test	x	Three Tests per Year	=	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
One	\$ 6,921.60	x	3	=	\$ 20,764.80	Pricing based on CAI team rates for each of the three resources

**1D. Transition Costs; Fixed Price (Lump Sum):**

Total one-time cost for an orderly transition from the existing vendor: \$ 38,400.00

Timeframe: 6 weeks

**1E. Total cost for base period**

Sections 1A + 1B + 1C + 1D = \$ 669,260.80

**2. One-YEAR OPTION PERIOD**

**2A. One-Year Option Period; Fixed Price (Lump Sum)**

Description	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
(1) Operation Support	\$ 150,480.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 1900 hrs
(2) Application Maintenance and Support	\$ 150,480.00	Hourly rate based upon Metro-North Railroad Information Technology Consulting Services Master Agreement #00000 70816, Category 14-Hyperion Developer. Total based upon 1900 hrs
(3) Database Administration	\$ 247,000.00	Hourly rated based upon GSA Advantage, Computer Aid, Inc. (GS-35F-0256N) Data Base Administrator rate of \$130.00/hour. Team Lead and DBA role.
<b>TOTAL</b>	<b>\$ 547,960.00</b>	

**2B. Miscellaneous Tasks (see note 3):**

Category of Personnel	Total Estimated Hours		Hourly Rate		Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
Trainer	40	x	\$ 80.00	=	3,200.00	Trainer / Transition Manager \$80/hour, CAI rate
Application Specialist	500	x	\$ 79.20	=	39,600.00	Yes, as noted in 1A.
Project Manager	60	x	\$ 130.00	=	7,800.00	

50,600.00

**2C. Disaster Recovery Tests; Fixed Price (Lump Sum):** Cost to participate, as needed, in disaster recovery tests, in accordance with Section 3.8 of Attachment C, Scope of Work. Assume no more than three (3) tests per year

Year	Price per Test	x	Three Tests per Year	=	Total	Prices based on Respondent's Govt. Contract -- Yes or No? And identify the Government Contract and the Contract #
One	\$ 6,921.60	x	3	=	\$ 20,764.80	Pricing based on CAI team rates for each of the three resources (Estimated 24 hours)

**2D. Total cost for Option period**

Sections 2A + 2B + 2C = \$ 619,324.80

**3. TOTAL COST OF THE CONTRACT**

Sections 1E + 2D = \$ 1,288,585.60

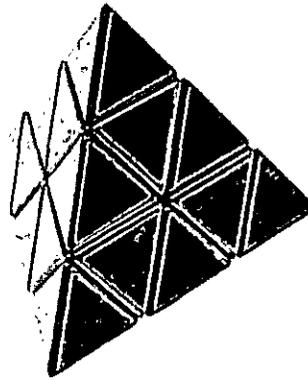
**4. ASSUMPTIONS & NOTES**

Provide assumptions or notes to clarify or explain the cost structure submitted. Use additional sheets/pages if necessary.

Attachment	Contractor's Assumptions/Notes/Clarifications
<b>SAMS: Base &amp; Option Periods</b>	Base and Option pricing will remain consistent. No increase for year two.
<b>Transition</b>	Transition to begin in mid-May, 2012 and be completed in early July, 2012. Planned to occur over a six-week period while team is supporting the production environment. Transition Manager and support staff to provide delivery of transition activities with team (\$80/hour for two resources for six weeks)
<b>Disaster Recovery</b>	Disaster Recovery effort is estimated at 24 hours per person per test - based upon hourly rates for CAI team resources
<b>Miscellaneous Tasks</b>	Rates established are consistent with team in place. Trainer and Transition Manager rates are \$80/hour.
<b>Other (including tasks to be compensation that are not specified herein)</b>	Major enhancements will be handled as desired by the Port Authority.



ENTERPRISE PERFORMANCE MANAGEMENT



# THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

## The Port Authority of NY & NJ - Budget PRO Support

April 17, 2012

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## Table of Contents

Table of Contents .....	2
A. Letter of Transmittal .....	3
B. Executive Summary .....	6
C. Agreement of Terms of Discussion .....	8
D. Certifications With Respect to the Contractor’s Integrity Provisions.....	9
E. Documentation of Respondent Prerequisites .....	10
F. Response.....	11
1. Cost Response .....	11
2. Technical Response.....	14
3. Staffing Plan .....	22
4. Management Plan/Structure:.....	22
G. Acknowledgement of Addenda .....	25
H. Acceptance of General Contract Provisions .....	26
I. M/WBE Plan.....	27
ATTACHMENT 1: Supporting Documentation .....	29
1. Zanett’s Certification of Incorporation .....	29
2. Zanett’s M/WBE Plan .....	29
3. Zanett’s Financial Statements (2008 – Sept. 2011) .....	29
4. Zanett’s Statement of Work.....	29
ATTACHMENT 2: Addendums.....	30
ATTACHMENT 3: Resumes for Core Support Team.....	31

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## A. Letter of Transmittal

April 17, 2012

The Port Authority of New York & New Jersey  
Procurement Department  
2 Montgomery Street, 3<sup>rd</sup> Floor  
Jersey City, NJ 07302

Thank you for allowing Zanett to provide the Port Authority of NY & NJ (“Port Authority”) with our response to Hyperion Application Management Services for the overall BudgetPro System.

Zanett, a highly innovative leader in the Public Sector industry and the Oracle consulting services market, commits to addressing the Port Authority’s Hyperion application management needs. We bring with us, our vast experiences from a wide variety of previous Hyperion engagements, key to our success at the *City of Indianapolis*. Our unique combination of public sector experiences and deep Hyperion expertise ensures that our customers achieve sustainable value from their Oracle Hyperion investments.

Over the course of reviewing NY & NJ Port Authority’s Process Selection Document and Capabilities Discussion onsite with the Port Authority, Zanett has gained an appreciation of the intricacies, challenges and opportunities this statement of work and service level agreements mean to the Port Authority. As a result, we have assembled the Hyperion Application Management Services for the BudgetPro System that combines our Public Sector industry knowledge with our expert team of Zanett’s Hyperion certified consultants, with specific focus on the following key service areas:

- Operational Support
- Application Maintenance and Support
- Database Administration

For Zanett’s response to the Port Authority’s Hyperion Process Selection Document, please find below requested information for this transmittal letter.

- 
- a. Name, physical address, and URL address of the Respondent and an original signature on the Letter of Transmittal by an authorized representative on behalf of the Respondent;
- 

Kevin Teder  
Sr. Vice President – Zanett  
635 Madison Ave., 15<sup>th</sup> Floor  
New York, NY 10022

- 
- b. Name(s), title(s), email addresses and telephone number(s) of the individuals(s) who are authorized to negotiate and execute the Contract;
- 

<b>Executive Management</b>	<b>Sales Leadership</b>	<b>Delivery Leadership</b>
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Chuck Deskins President <a href="mailto:chuck.deskins@zanett.com">chuck.deskins@zanett.com</a> (248) 739-0414	Kevin Teder Senior Vice President - Sales <a href="mailto:kevin.teder@zanett.com">kevin.teder@zanett.com</a> (317) 250-1536	Darrell Barr Executive Director <a href="mailto:darrell.barr@zanett.com">darrell.barr@zanett.com</a> 336-918-4985
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c. Name, title, email address and telephone number of two contact persons (primary & backup) to which the Port Authority can address questions or issues related to the Selection Process Document;

Darrell Barr  
Executive Director, Hyperion – Zanett  
[darrell.barr@zanett.com](mailto:darrell.barr@zanett.com)  
(336) 918-4985

Nancy Rich  
Director, Public Sector – Zanett  
[nancy.rich@zanett.com](mailto:nancy.rich@zanett.com)  
(239) 285-1964

d. Name and address of proposed subcontractors, if any;

Cenosystems, Inc. (MBE)  
82-59 172<sup>nd</sup> St.  
Jamaica, NY 11432

Infinity Tech Group Inc. (WBE)  
292 Main Street Suite # 6  
Hackensack NJ 07601

e. If a corporation: (a) a statement of the names and residences of its officers, and (b) a copy of its Certification of Incorporation, with a written declaration signed by the secretary of the corporation, with the corporate seal affixed thereto, that the copy furnished is a true copy of the Certificate Incorporation as of the date of the opening of the Responses;

Chuck Deskins  
President – Zanett  
45685 S Lake Dr.  
Novi, MI. 48377

Dennis Harkins  
Chief Financial Officer – Zanett  
635 Madison Ave., 15<sup>th</sup> Floor  
New York, NY 10022

*Please see Selection Process Document – Attachment 1: Supporting Documentation for Zanett's Certification of Incorporation.*

Zanett is financially capable of performing the contract resulting from this Selection Process Documentation. Zanett exemplifies our financial stability by providing the following information, as requested by the Port Authority.

A. Certified Financial Statements, including application notes, reflecting the Respondent's assets, liabilities, net worth, revenues, expenses, profit or loss and cash flow for the most recent year or Respond most recent fiscal year.

*Please see Selection Process Document – Attachment 1: Supporting Documentation for Zanett's Financials Statements (2008 – Sept. 2011).*

B. A statement of work which the Respondent has on hand, including any work on which a bid and/or response has been submitted, containing a description of the work, the annual dollar value, the location by City and State, the current percentage of completion, the expected date for completion, and the name of an individual most familiar with the Respondent's work on these jobs.

*Please see Selection Process Document – Attachment 1: Supporting Documentation for Zanett's Statement of Work.*

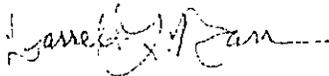
- C. The name and address of the Respondent's banking institution, chief banking representative handling the Respondent's account, the Respondent's Federal Employer Identification Number (i.e., the number assigned to firms by the Federal Government for tax purposes), the Respondent's Dun and Bradstreet number, in any, the name of any credit service to which the Respondent furnished information and the number, if any, assigned to such service to the Respondent's account.

<b>Banking Institution</b>	<b>FEIN Number</b>	<b>Dun and Bradstreet Number</b>
PNC Bank, N.A. 350 East Devon Avenue Itasca, IL 60143	Ex. 1	79-672-9155

Bottom line, Zanett feels confident we have the most comprehensive application management services for the Port Authority of NY & NJ's BudgetPro System. Zanett will make sure that we maximize the business value of your Hyperion application while ensuring that the Port Authority of NY & NJ's service levels agreements are met, quite possibly, exceeded.

We thank you for the opportunity to share our information and the potential to work with you.

Sincerely,



**Darrell Barr – Executive Director  
Zanett**

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## B. Executive Summary

The Zanett Enterprise Performance Management (EPM) practice is made up of an elite team of consultants and leaders with substantial business depth and technical skill. Our team consists of consultants with an average of 12 years of direct BI/EPM experience and brings a “been there, done that” level of experience and knowledge to every project. Our team size will typically be smaller than our competitors, which also typically contributes to lower total costs. Regardless of title or leadership level, hands-on skills with real world experience characterize our team.

Zanett’s Hyperion application management services revolve around our EPM capabilities with Public Sector experience and strategic focus on our clients’ ROI, described as follows:

- **Enterprise Performance Management.** Zanett is a leading provider of Oracle Hyperion, Essbase, and OBIEE solutions as an Oracle Platinum Partner.
- **Public Sector Experienced Team.** Zanett’s Hyperion application support and maintenance team combines actual Public Sector experiences and Oracle Hyperion design, implementation, optimization and support public sector client successes.
- **Return on Investment Realized Through REV™ (Real Enterprise Value).** Zanett takes very seriously the need for our clients to realize tangible ROI as a result of these types of projects. Our REV™ approach has been hailed by Oracle as THE GOLD STANDARD APPROACH for ensuring true measurable ROI results from our client’s Oracle initiatives.

We showcase our exemplary level services with our key Public Sector reference, *City of Indianapolis*:



***City of Indianapolis.*** Modernized the City’s manually intensive and error prone planning and budgeting process with streamlined models to evaluate and project the impact of employee compensation and benefits, capital projects, and revenue forecasting, delivering enhanced analytics and reporting capabilities to the Office of Finance and providing capabilities to the City never previously available.

Our budget and planning solution and follow-on application support services included:

- Installed and implemented a High Availability solution centered upon Oracle’s Hyperion Enterprise Performance Management Public Sector Planning and Budgeting System.
- 11.1.x Integrated with PeopleSoft Financials and HCM 9.1 utilizing Zanett’s hosting capabilities through its Managed Services arm to provide all physical infrastructure, system administration, high availability architecture for the next three years.
- Leveraged Zanett’s Accelerator solution to deploy Oracle Hyperion Public Sector Planning and Budgeting provides to support position and employee budgeting, capital expense planning, and revenue forecasting models across all agencies.
- Modernized the City’s manually intensive and error prone planning and budgeting process with streamlined models to evaluate and project the impact of employee compensation and benefits, capital projects, and revenue forecasting.
- Delivering enhanced analytics and reporting capabilities to the Office of Finance and Management providing capabilities to the City never previously available.

### Core Capabilities by the Port Authority’s Requirement Categories

Zanett has gained a clear understanding of the Port Authority’s Application Management Service requirements. We believe to meet and exceed these requirements with our core capabilities shown in Table 1 below.

**Table 1. Core Capabilities by NY & NJ Port Authority’s Requirement Categories.**

Core Requirement Category	Zanett Capability & Experience
Operational Support, includes: Production Support, Security, Computer Operations and End User Support	Zanett consultants have worked with hundreds of large organizations, including local governments and transit authorities, to design security, implement production support protocols, provide production support on an ongoing basis, assist with computer operations and provide end user support across Windows, Unix and Linux environments.
Application Maintenance & Support	Zanett consultants have significant experience ensuring system integrity by quickly grasping application designs and details. Priority is on responsiveness in providing fixes for data integrity (data loads, calc scripts, formulas, business rules) and/or process control (batch control scripting).
Database Administration	Zanett consultants understand the data architecture and performance characteristics of both OLAP (Essbase multidimensional, BSO and ASO) cubes and relational databases. Disciplined administration is a core strength and focus of our support services.
Troubleshooting	Zanett consultants are experienced troubleshooters with depth of experience in complex, distributed environments with data integration across multiple platforms. We have helped many large organizations create, test, and maintain operational support and recovery approaches.
Capacity Management	Zanett consultants have worked with monitoring, tuning, and upgrade forecasting in both large and small operations to ensure that adequate capacity exists in current systems with a roadmap to avoid bottlenecks as data requirements and the overall user base grows over time.
Change Management	Zanett consultants have a track record of helping large organizations manage version releases and change management on Hyperion and Essbase platforms.
Application System Documentation	From original requirements, through design, build, testing and ongoing support, Zanett has a reputation of providing clear and thorough documentation for all supported systems.
Coaching & User Assistance	A key philosophy in engaging clients is that of ongoing, real-time knowledge transfer for system administrators, developers, and end users. Zanett consultants have provided user assistance coverage for domestic and international operations with experience in remote and cross-cultural support.

Simply stated, Zanett strives to consistently deliver high quality services to meet our clients Oracle Hyperion design, implementation, optimization and support requirements – exemplified by our *City of Indianapolis* reference. Specifically, as it relates to the Port Authority’s Hyperion application management requirements, we will commit to deliver on with the capabilities indicated above and focused throughout aligning the Port Authority’s service levels.

### C. Agreement of Terms of Discussion

*The Respondent shall submit a copy of the "Agreement on Terms of Discussion," signed by an authorized representative of the Respondent, which is included as Attachment A and shall be submitted by the Respondent without any alterations or deviations. Any Respondent who fails to sign the Port Authority's "Agreement on Terms of Discussion" will not have its response reviewed. If the Respondent is a joint venture, an authorized representative of each party must sign the Agreement.*

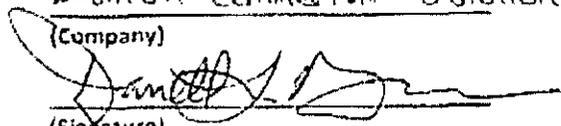
#### Zanett's Response:

An image of the executed Agreement on Terms of Discussion is shown below. A PDF copy or hardcopy with original signatures can be supplied upon request.

#### ATTACHMENT A: AGREEMENT ON TERMS OF DISCUSSION

The Port Authority's receipt or discussion of any information (including information contained in any response, presentation, vendor qualification, ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Port Authority or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Port Authority and us). Any such information given to the Port Authority before, with or after this Agreement on Terms of Discussion ("Agreement"), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Port Authority rights to any matter, which is the subject of valid existing or potential letters patent. The foregoing applies to any information, whether or not given at the invitation of the Authority.

Notwithstanding the above, and without assuming any legal obligation, the Port Authority will employ reasonable efforts, subject to the provisions of the Port Authority's Freedom of Information Policy and Procedure adopted by the Port Authority's Board of Commissioners on November 20, 2008, which may be found on the Port Authority website at: <http://www.panynj.gov/corporate-information/pdf/Freedom-of-Information-Policy-and-Procedure.pdf>, not to disclose to any competitor of the undersigned, information submitted which are trade secrets or is maintained for the regulation or supervision of commercial enterprise which, if disclosed, would cause substantial injury to the competitive position of the enterprise, and which information is identified by the Respondent as proprietary, which may be disclosed by the undersigned to the Port Authority as part of or in connection with the submission of a response.

Zanett Commercial Solutions  
(Company)  
  
(Signature)  
Executive Director  
(Title)  
4/11/2012  
(Date)

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DO NOT RETYPE.

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## D. Certifications With Respect to the Contractor's Integrity Provisions

*The Respondent, by signing the Letter of Transmittal, makes the certification in the "Contractor's Integrity Provisions," included as Section 37 of Attachment B to this Selection Process Document. If the Respondent cannot make any such certifications, it shall enclose an explanation of that inability ("Certification Statement").*

**Zanett's Response:**

Zanett makes the certification in the "Contractor's Integrity Provisions" by signing the Letter of Transmittal.

## E. Documentation of Respondent Prerequisites

*Using Attachment D, the Respondent shall submit documentation to demonstrate that it meets all prerequisites included herein.*

### Zanett's Response:

The following tables provide the required references for this response. Additional references can be made available upon request. The non-governmental references listed were chose based on relevance to proposed resources covering the required continuous timeframe with attention to availability of reference contacts as current employees of their respective firms.

#	Government Entity & Contract #	Description of Services Provided	Contract Commenced (MM/YYYY)	Contract Terminated (MM/YYYY)	Contact Information, Name, Email Address, Phone #
1	City of Indianapolis	Hyperion Planning design and implementation as primary support vendor.	09/2011	Active	Aaron V. Hood Project Director <a href="mailto:aaron.hood@indy.gov">aaron.hood@indy.gov</a> 317-327-3502

#	Client	Description of Services Provided	Contract Commenced (MM/YYYY)	Contract Terminated (MM/YYYY)	Contact Information, Name, Email Address, Phone #
1	Rady Children's Hospital (San Diego)	Hyperion Planning design and implementation as primary support vendor.	09/2011	03/2012	Priti Pal Budget Manager <a href="mailto:ppal@rchsd.org">ppal@rchsd.org</a> 858-518-5164
2	MISO Energy (Indianapolis, IN) *	Hyperion Planning design and implementation as primary support vendor. (Mark Haddad)	08/2009	12/2011	Ann Kotz Senior Applications Manager <a href="mailto:akotz@misoenergy.org">akotz@misoenergy.org</a> 317-249-5622
3	GMAC Insurance Personal Lines * (now Ally)	Hyperion Planning design and implementation as primary support vendor. (Darrell Barr)	02/2007	03/2010	Craig Johnson Director of FP&A <a href="mailto:craig.johnson@gmacinsurance.com">craig.johnson@gmacinsurance.com</a> 336-435-3670

**Please note, the clients marked with an asterisk (\*) above represent pre-Zanett experience for the Zanett EPM team members indicated in "Description of Services Provided".**

## F. Response

### 1. Cost Response

**Zanett's Response:**

The contract pricing is contained in the tables below per the instructions provided in the RFP.

**1A. One-Year Base Period; Fixed Price (Lump Sum)**

Description	Total	Prices based on Respondent's Govt. Contract - Yes or No? And Identify the Government Contract and the Contract #
(1) Operation Support	\$ 461,760	Yes - * City of Indianapolis (see reference section)
(2) Application Maintenance and Support	\$ 461,760	Yes *
(3) Database Administration	\$ 230,880	Yes *
<b>TOTAL</b>	<b>\$ 1,154,400</b>	

**1B. Miscellaneous Tasks**

Category of Personnel	Total Estimated Hours		Hourly Rate		Total	Prices based on Respondent's Govt. Contract - Yes or No? And Identify the Government Contract and the Contract #
Trainer	40	X	\$ 195.00	=	\$ 7,800	Yes - * City of Indianapolis (see refs)
Application Specialist	500	X	\$ 195.00	=	\$ 97,500	Yes *
Project Manager	60	X	\$ 205.00	=	\$ 12,300	Yes *
<b>TOTAL</b>					<b>\$ 117,600</b>	

**1C. Disaster Recovery Tests; Fixed Price (Lump Sum)**

Year	Price per Test		Three Tests Per Year		Total	Prices based on Respondent's Govt. Contract - Yes or No? And identify the Government Contract and the Contract #
One	\$ 11,840	X	3	=	\$ 35,520	Yes - * City of Indianapolis (see refs)

**1D. Transition Costs; Fixed Price (Lump Sum)**

Total one-time cost for orderly transition from the existing vendor: \$ 59,200

Timeframe in Weeks: 2

**1E. Total cost for base period**

Sections 1A + 1B + 1C + 1D = \$ 1,366,720

**2A. One-Year Base Period; Fixed Price (Lump Sum)**

Description	Total	Prices based on Respondent's Govt. Contract - Yes or No? And Identify the Government Contract and the Contract #
(1) Operation Support	\$ 461,760	Yes - * City of Indianapolis (see reference section)
(2) Application Maintenance and Support	\$ 461,760	Yes *
(3) Database Administration	\$ 230,880	Yes *
<b>TOTAL</b>	<b>\$ 1,154,400</b>	

**2B. Miscellaneous Tasks**

Category of Personnel	Total Estimated Hours		Hourly Rate		Total	Prices based on Respondent's Govt. Contract - Yes or No? And Identify the Government Contract and the Contract #
Trainer	40	X	\$ 195.00	=	\$ 7,800	Yes - * City of Indianapolis (see refs)
Application Specialist	500	X	\$ 195.00	=	\$ 97,500	Yes *
Project Manager	60	X	\$ 205.00	=	\$ 12,300	Yes *
<b>TOTAL</b>					<b>\$ 117,600</b>	

**2C. Disaster Recovery Tests; Fixed Price (Lump Sum)**

Year	Price per Test		Three Tests Per Year		Total	Prices based on Respondent's Govt. Contract - Yes or No? And Identify the Government Contract and the Contract #
One	\$ 11,840	X	3	=	\$ 35,520	Yes - * City of Indianapolis (see refs)

**2D. Total cost for base period**

Sections 1A + 1B + 1C + 1D = \$ 1,307,520

**3. TOTAL COST OF THE CONTRACT**

Sections 1E + 2D = \$ 2,674,240

Section/Topic	Contractor's Assumptions/Notes/Clarifications
<b>SAMS: Base &amp; Option Periods</b>	The base year pricing for Support and Application Maintenance and Support (SAMS) is calculated using 40 hour weeks for each of three onsite resources to be charged at the inclusive rate of \$185 per hour. This pricing is consistent with that conveyed during our earlier capabilities meeting. The option year is calculated at the same rate (no increase)
<b>Transition</b>	Transition costs were calculated by applying the hourly support rate for all three support resources plus the Zanett project manager for two full 40-hour weeks each. Even if the current vendor cannot be made available for a full two-week transition, this pricing
<b>Disaster Recovery</b>	Disaster recovery pricing is based on two weekend days (16 hours total) per test with involvement of all four team resources (three full-time support resources plus the Zanett
<b>Miscellaneous Tasks</b>	Miscellaneous tasks are calculated at slightly higher rates than support rates as listed in the pricing forms above. Please note that while the project management task is calculated at the requested 60 hours for comparison purposes, the Zanett staffing model calls for an average of 24 hours per week for project management, quality assurance and oversight. Application enhancement and training tasks will be charged based on actual
<b>Other (including tasks to be compensated that are not specified herein)</b>	No additional tasks have been identified at the time of this proposal other than those already estimated herein. If such tasks are identified, Zanett will charge the actual time spent performing such tasks at the application specialist rate documented in the pricing forms above.

**ASSUMPTIONS FOR LIQUIDATED DAMAGES ON SERVICE LEVELS** – Zanett understands the purpose of the Port Authority's use of financial penalties to underscore the importance of responsiveness to documented problems. However, we believe it is important to recognize (and allow for) the possibility that technical or scheduling circumstances sometimes render it impossible to meet the resolution target timing for a problem of any severity type. One example would be a bug found in Hyperion Planning which keeps users from completing a needed task (perhaps by crashing the system upon repeated attempts). In this case, while Zanett team members may be entirely responsive and involved, the resolution may require reporting of the problem to Oracle subject to the priorities and service level targets of Oracle Customer Support. Another example would be the discovery of an issue with and Essbase database indicating the need to reboot the Essbase server. While being properly attentive to the problem, it may be beyond Zanett's control to ensure that such a server reboot can be accomplished during the required times due to other production availability requirements for that server.

Possible reasons for such exceptions include (but are not limited to) the following:

- Software bugs for which an Oracle Service Request (SR) must be submitted
- Fixes which require a scheduled reboot of one or more servers
- Fixes which require a scheduled stop/re-start of any or all Hyperion services
- Acceptance of short-term workarounds until more complete resolution can be accomplished
- Fixes legitimately require a level of work effort that exceeds the normal resolution time target

Reason codes should be developed that allow problems to be closed or downgraded (e.g., from High to Medium or Low severity) based on a timely assessment as to whether or not a resolution is possible in a particular time frame. It is requested that the Port Authority agree to maintain a list of acceptable conditions and protocols under which liquidated damages are waived. The intent of this request is *not* to avoid responsibility to good customer service; rather it is to address reasonable exceptions to service level policy in a manner that is fair to any support vendor.

## 2. Technical Response

### A. *A description of the Respondent's experience in implementation, using, and supporting Hyperion*

#### **Zanett's Response:**

The Zanett BI/EPM practice is made up of an elite team of consultants and leaders with substantial business depth and technical skill. Our team consists of consultants with an average of 12 years of direct BI/EPM experience and brings a "been there, done that" level of experience and knowledge to every project. Our team size will typically be smaller than our competitors, which also typically contributes to lower total costs. Regardless of title or leadership level, hands-on skills with real world experience characterize our team. We have strong references for both project implementations and ongoing support services.

Zanett's Hyperion application management services revolve around our Enterprise Performance Management (EPM) capabilities with Public Sector experience and strategic focus on our clients' ROI, described as follows:

- **Enterprise Performance Management.** Zanett is a leading provider of Oracle Hyperion, Essbase, and OBIEE solutions as an Oracle Platinum Partner.
- **Public Sector Experienced Team.** Zanett's Hyperion application support and maintenance team combines actual Public Sector experiences and Oracle Hyperion design, implementation, optimization and support public sector client successes.

### B. *Identification of the processes/tools that will be used to measure performance regarding the Service Levels stipulated in the Scope of Work;*

#### **Zanett's Response:**

Zanett stands ready to adapt to any accepted approaches or tools currently in use for this purpose by the Port Authority or the existing Budget Pro support vendor. We assume that your IT call center and support operations include a ticket tracking system. Whether or not this is the case, as the Zanett team accepts support work from Level 1 triage, all items will be tracked in an Excel database to include the following information which is critical for managing to expected service levels:

- Unique Item Identifier (as assigned in PA systems or added by Zanett)
- Reporting/requesting person and contact information
- SLA Status: High, Medium, or Low
- Time stamps for problem Open and Close
- Acceptance or Reason Codes for closure or withdrawal of items
- Short description of the problem
- Detailed description of the problem (w/references to supporting docs or images)
- Traffic Light Alerts for Green/Yellow/Red flagging in terms of Zanett team performance against contracted service levels
- Booking of liquidated damages amounts as applicable with comments

Zanett team project management and assigned coordinators to actively track open items with daily review and weekly reporting to the Port Authority.

See additional comments on managing this in assumptions section below.

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*C. A detailed description of the Respondent's ability to provide the Authority with maximum flexibility in terms of services provided;*

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**Zanett's Response:**

As can be seen in the staffing and management plans in Section I below, the Port Authority will benefit from the consistent onsite presence of three expert Hyperion resources with the half-time involvement of an experienced Zanett project manager to ensure quality results and timely performance. The entire team stands ready to respond to critical needs remotely outside of business hours both during the week and on weekends.

Since the overall team includes two resources based in the NYC area, the flexibility exists to respond onsite if the need should arise over any given weekend. Beyond this, the identified Port Authority team from Zanett is back up by a significant set of consulting service resources from which additional flexibility and richness of experience can be provided under extreme circumstances such as in true disaster management and recovery.

The Zanett approach to project management allows increased flexibility by involving three managing resources who will work in tandem to provide consistent communications and coordination for a rotating schedule of onsite and offsite backup leadership support. This approach adds depth and responsiveness to Zanett's support of the Port Authority's priorities and needs.

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*D. A transition plan for beginning and ending the assignment described in the SOW. The successful Respondent (i.e., Contractor) shall implement the Transition Plan for entering the engagement within the first week of execution of the Contract;*

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**Zanett's Response:**

The ideal transition plan for beginning the assignment would provide two weeks of parallel onsite time with the outgoing support vendor with the entire Zanett team present. Priorities during this time will include:

- Current systems technical review for :
  - Hyperion Planning applications by Plan Type
  - Stand-alone Essbase databases
  - Standard reporting in HFR, web forms, and Excel
  - SDR
- Identification and review of all system documentation
- Support items:
  - Review recent history including service level performance
  - Review and assist with active open items
- Application enhancements:
  - Review all three enhancements executed last year
  - Discuss upcoming requirements
  - Review methodologies in play and adapt for Zanett takeover

In the event that the timing of Zanett onboarding will not allow two weeks (or any) transition time in parallel with the current support vendor, an equal amount of time will still be utilized in full by the

entire Zanett team to examine current systems and prepare the way to take over support based on the above considerations.

In terms of outgoing transition, the same coverage as noted above will be provided “in reverse” to benefit the next service provider.

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E. *A documented methodology for the activities described in the SOW. The methodology shall include mechanisms for improving the performance of said activities;*

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**Zanett’s Response:**

Zanett employs our proven **Real Enterprise Value™ (REV™) Methodology**, which creates alignment between your measurable business objectives and your technology investments. REV™ is more than just a methodology; it defines how we think about the business value of technology.

**Please reference Section H below for more information on Zanett’s REV™ Methodology Overview.**

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F. *A description (confirmation) on how the System complies with the IT Controls Checklist (Attachment H), Standards & Guidelines for Port Authority Technology (Attachment J), and the Port Authority Information Security Handbook (<http://www.panynj.gov/business-opportunities/pdf/Corporate-Information-Security-Handbook.pdf>);*

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**Zanett’s Response:**

Zanett’s priority is to ensure compliance with all Port Authority IT Controls per published Standards and Guidelines. The aim of Zanett’s operational management approach is to monitor and verify that all aspects of the EPM System are operational and in compliance. The EPM System support and implementation project team will focus in on the following testing and monitoring areas as applicable to performance, capacity, disaster planning and recovery and overall system testing and acceptance:

- **System Monitoring & Testing** - The execution of all standard business processes, following the typical order of workflow across functional areas. Business processes will be tested from beginning to end, ensuring that the entire process works as anticipated.
- **Integration Monitoring & Testing** - The execution of interface processes that receive or send data between internal modules and external systems. This testing confirms that the interface data processes through PeopleSoft v9.1 successfully.
- **Security Monitoring & Testing** - The validation of the 9.1 system security configuration by logging onto the application as a user in each security group. Verification of access to specific pages (screens), ability to execute processes, and run reports will be included.
- **Performance Monitoring & Testing** – This testing ensures that system performance metrics are defined and achieved.
- **User Acceptance Testing** – When Application Enhancements are developed, this approach (coupled with necessary user orientation and training, shows EPM System users how their business processes have changed and gets them familiar with the new environment in order to approve functionality that meets documented requirements.

**Steps**

- Develop a Testing Plan
- Perform System Test
- Perform Integration Test

- Perform Security Test
- Perform User Acceptance Test
- Perform Performance Test
- User acceptance and sign-off testing

#### Task Deliverables

- Monitoring Summaries
- Test Plans
- Test Scripts (as applicable)
- User Acceptance and System sign-offs (as applicable)

#### Hyperion Security & System Control

Hyperion authenticates users based on their network security identification. Hyperion Planning security is based on establishing security classes and assigning users and group access to each class, as follows:

- A security class is a set of dimension members (Account, Entity, Scenario, and/or Version) and data entry forms that an assigned user can access.
- Users will be defined as the Active Directory structure with Port Authority Technology
- Groups will be maintained within Shared Services.
- Each application will have specific security associated when the application has progressed and the Port Authority has provided a list of each user to each application.
- Any reports written against each application will be synchronized with the Port Authority's security policies and directives already in place.

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*G. A documented application management methodology for recording changes made, new programs, documenting modifications, enhancements, upgrades, fixes and updates made to the application or underlying software, managing the development/production/ secondary environment, putting new applications or new software into production and keeping users of the application and/or software informed;*

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#### **Zanett's Response:**

The purpose of Application Change Management as part of any project is to facilitate and enhance end-user acceptance of process changes/improvements as well as system changes. Full collaboration with key Port Authority process owners and system managers is requested and anticipated

Change Management is a key component of our project management methodology and is weaved throughout all project phases and across all project team members. Project managers perform numerous activities related to implementation of the EPM System and, along with Port Authority approved participants, provide important inputs into change management processes, including without limitation formal and informal knowledge transfer, conference room pilot processes that facilitate end-user acceptance of the EPM System, and management of testing.

The goals of Change Management activities are as follows:

- Identify challenges associated with change and minimize their impact
- Periodically compile and distribute appropriate project related information (process and/or system changes) across the enterprise
- Obtain and address both positive and negative feedback obtained from the user community throughout the EPM System implementation project lifecycle

- Support end-user training initiatives

Specific Change Management tasks will include the following:

- Provide guidance and leadership for Application Change Management to Port Authority change management resource(s)
- Direct development of or review and revise change management materials
- Assure the quality of deliverables and their completion on time and on budget
- Execute formal status and management milestone reviews
- Facilitate change enablement workshops and team-building sessions
- Set priorities as it relates to change management activities in coordination with Port Authority resources
- Track and resolve change management feedback issues
- Develop and manage readiness assessment survey processes and results reporting
- Document issues, activities, and communication improvements and challenges
- Create appropriate change management deliverables
- Integrate change management objectives in core EPM System implementation project team
- Provide periodic status report of activities and results

The following summarizes typical Change Management deliverables:

- Communication Strategy and Action Plans
- Periodic Project Announcements in coordination with the Port Authority resources
- Change Readiness Assessment
- Executive and Leadership Interviews
- EPM System implementation project team and User Community Interviews
- Change Readiness Survey Report (initial, plus follow-up)
- Change Enablement Workshops in coordination with the Port Authority resources
- Team Building Sessions
- Feedback Issue Summary and Related Resolution

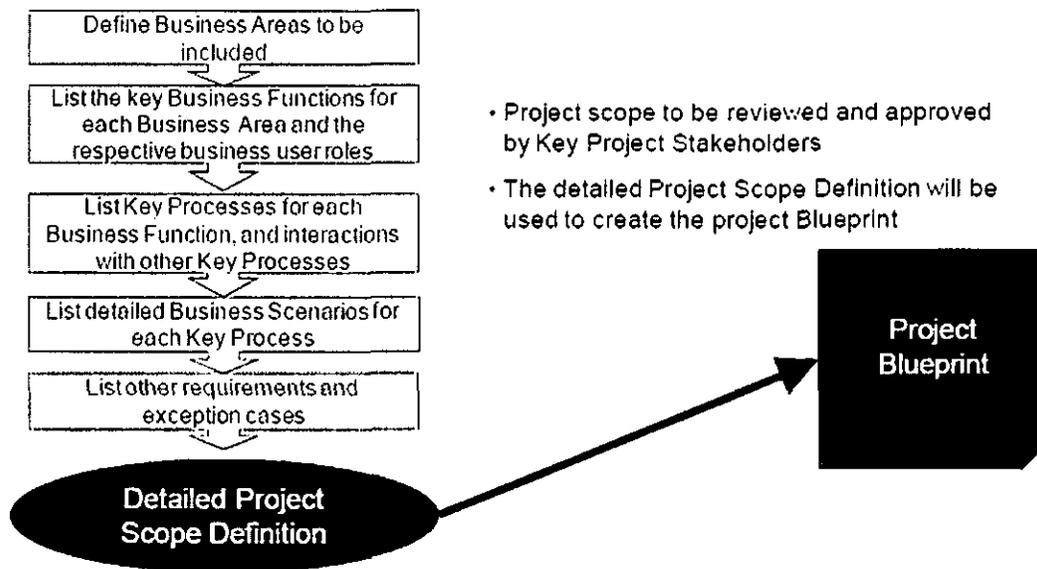
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H. *A documented methodology for the development and issuance of annual customer plans. These plans will be used to determine the viability of software and hardware use of the Budget PRO System. The Authority will use such plans during its annual Budget process, for establishing both the Authority's corporate user expense budgets; and*

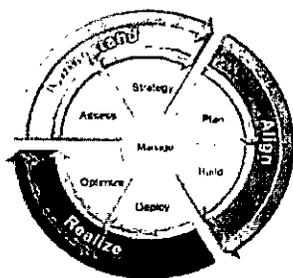
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**Zanett's Response:**

The following shows how Zanett uses a top down business definition approach to identifying and managing detailed requirements and to defining the detailed scope which becomes the basis for both the ongoing support plan Blueprint as well as interim Application Enhancement Blueprints.



This section describes our approach in managing our client’s Hyperion design and implementation projects. The methodology is comprised of teaming with our clients to achieve the overall project goals and objectives, meeting deliverable requirements, and completing project milestones. For the purposes of this proposal, the framework will be used to drive the assessment, planning, and execution of the Port Authority’s annual software and hardware needs.



**Zanett’s Methodology.** Zanett takes very seriously the need for our clients to realize tangible ROI as a result of these types of projects. Our Real Enterprise Value™ (REV™) approach has been hailed by Oracle as THE GOLD STANDARD APPROACH for ensuring true measurable ROI results from an Oracle Hyperion design and implementation. Bottom line, we will make sure that you maximize the business value of the design and implementation and also ensure that the project objectives are achieved.

The result, a scorecard will be provided that tracks and measures the success of the either application enhancement projects or ongoing support including the results of service level tracking.

Zanett’s industry-best Oracle Hyperion project management and functional and technical professionals use Zanett’s Real Enterprise Value™ (REV™) methodology – it provides the necessary proven approach, structured phases and proven tools to exceed our customers’ business objectives – it’s the Zanett Methodology for supporting, optimizing, implementing and upgrading Oracle’s Hyperion application suite. REV™ creates alignment between our clients’ business goals and technology initiatives through: Understanding, Aligning and Realizing.

**REV™ Methodology Stage - Understand**

**Understand – Associated with Strategy and Assess delivery phases:** Zanett strives to understand client business objectives at both a strategic and tactical level. Specifically, developing an understanding of how a project ultimately supports the client’s overall business goals and objectives is paramount to generating real value. Beginning with discovery and assessment activities, and moving through the formulation of a strategic direction, Zanett establishes the foundation for project success through a deep understanding of your needs.

Objectives	Checkpoints
<ul style="list-style-type: none"> <li>• <b>Requirements Definition</b> – business-focused approach to gathering requirements, sets stage for user acceptance</li> <li>• <b>Gap Analysis</b> – recognizes the out-of-box capabilities and maps these to requirements</li> <li>• <b>Define Business Drivers</b> – based on business strategy, regulatory inputs</li> <li>• <b>Creation of a REV Scorecard</b> – the scorecard is used to ensure that the strategic goals are identified and then met in a quantifiable manner.</li> <li>• <b>Requirements Definition</b> – business-focused approach to gathering requirements, sets stage for user acceptance</li> <li>• <b>Gap Analysis</b> – recognizes the out-of-box capabilities and maps these to requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Documented client’s business objectives and business drivers (captured and supported by requirements analysis, system/process flow and/or fit-gap deliverables)</li> <li>• Initiated draft of REV delivery scorecard, completing goals and target performance criteria</li> <li>• Incorporated business objectives and business drivers into project plan and project charter</li> </ul>

**REV™ Methodology Stage – Align**

**Align – Associated with Design and Build delivery phases:** Zanett consistently aligns its activities to best support client needs. Upon achieving a deep understanding of our client’s business objectives, Zanett delivers the best solution through the right combination of people, process and technology. Truly understanding the project’s business impact facilitates continuous alignment of design and development activities with client objectives, further building the foundation for success.

Objectives	Checkpoints
<ul style="list-style-type: none"> <li>• <b>Sponsorship</b> – executive sponsorship is critical to ensuring business alignment and organizational acceptance</li> <li>• <b>Role Definition</b> – define roles and provide support for affected individuals, sets understandable expectations</li> <li>• <b>Iterative Checkpoints</b> – Incremental development and input is a central part of our delivery methodology providing multiple Conference Room Pilots and early project involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Validated client’s business objectives and business drivers documented to date</li> <li>• Refined REV delivery scorecard as needed</li> <li>• Incorporated business objectives and drivers into solution design</li> <li>• Validated successful incorporation of business objectives and drivers into solution build during testing</li> </ul>

**REVTM Methodology Stage - Realize**

**Realize – Associated with Deploy and Optimize delivery phases:** Zanett is committed to ensuring clients realize their business objectives following every engagement. Zanett’s approach is focused on validating and confirming that project solutions effectively deliver targeted business value. Moreover, checkpoints throughout the lifecycle of the engagement ensure our efforts are consistently focused on realization of client objectives. The result is the successful deployment and optimization of a solution that delivers Real Enterprise Value.

**Objectives**

- **User Adoption** – involve business users early, identify key concerns and communicate plan for addressing
- **Deploy Software Components** – experience and best-practices ensure that deployment is done right and performance measures are met
- **Validation** – QA processes throughout project lifecycle, not just at the end; end-user involvement in testing process
- **Training** – Timely and appropriate training for users and support team

**Checkpoints**

- Confirmed project deliverables reviewed during client sign-off fulfilled business objectives
  - Incorporated feedback during lessons learned and overall optimization activities into delivered solutions as appropriate
  - Initiated completion of actual performance data in REV delivery scorecard
  - Established approach to follow-up on actual performance data as appropriate
- The end product is enhanced organizational effectiveness, flexibility to respond to changing business dynamics and delivery of an on time and on budget project.

In summary, the primary focus of the Zanett methodology is geared toward supporting our professionals with the objective of successfully delivering solutions. Our methodology provides proven approaches, templates, and testing plans. Throughout our engagements we employ disciplined project management to strategize/assess, design, build, deploy and optimize systems. This effort, coupled with business solutions, maximizes business value to the client and allows for control over project scope, risk, timeline, and budget.

*1. A statement of the Respondent’s ability and prior experience in working with complex IT corporate environments.*

**Zanett’s Response:**

All members of the proposed Zanett EPM support team for the Port Authority has significant experience implementing and support Hyperion applications for large organizations including city governments, large utilities, and many Fortune 500 companies. The staffing and management plans provided below show specific resources planned for this project along with a summary of experience and certification levels. Detailed resumes are provided as separate attachments.

**3. Staffing Plan**

**Zanett’s Response:**

The core support team proposed by Zanett will be made up of the following three full-time, onsite resources.

Resource Name	Role	Experience	Certification
	Ex. 2.B		

*Please reference Attachment 3 for the resumes of Zanett’s proposed core support team.*

All resources listed above have or have pending certification for the latest Hyperion Planning and Essbase “implementation specialist” roles. Oracle grants this certification after passing “expert” level developer and architect tests. Where certification is pending, it is an update to existing equal certification at the prior Hyperion 9.3 level.

**4. Management Plan/Structure:**

**Zanett's Response:**

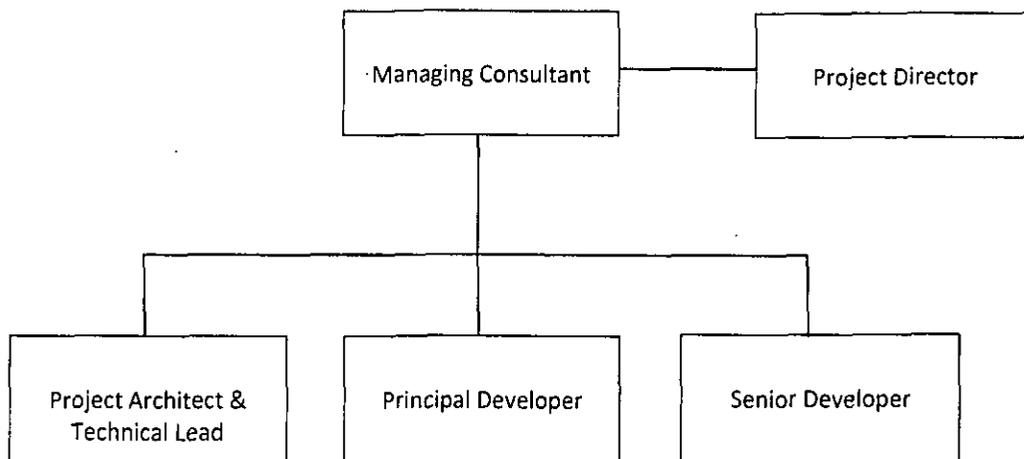
Zanett will provide lead project management and quality assurance coverage by Zanett practice lead, and Senior Consultant, acting in a direct managing consultant role. The following table shows experience levels and capabilities for these resources.

Resource Name	Role	Experience	Certification
	Ex. 2.B		

All resources listed above have or have pending certification for the latest Hyperion "implementation specialist" roles listed. Oracle grants this certification after passing "expert" level developer and architect tests. Where certification is pending, it is an update to existing equal certification at the prior Hyperion 9.3 level.

Project management is planned for an average of 24 hours per week (onsite) which includes the priority tracking and resolution of open support items to ensure that the Port Authority's required service levels are met.

The following chart highlights the working relationships for the Zanett team in the above roles. Escalation protocols and contacts are listed on the next page.



The EPM system support project Management Task is performed concurrently with the other project tasks. The tasks and activities around Project Management include:

- Provides quality assurance to overall project by performing assessments during key project milestones.
- Working with the Port Authority and Zanett project teams in order to complete all project tasks in a timely and fiscally responsible manner.
- Working to resolve project issues that may arise from time to time and which may impact the successful completion of the EPM System implementation project.
- Coordinating the timely delivery of Port Authority and Zanett resources.
- Striving for a successful on-time and on-budget project completion.

**Steps**

- Task management
- Risk mitigation and issue reporting and resolution
- Status reporting
- Resource planning
- Project plan maintenance
- Budget management

**Task Deliverables**

- Updates to Detailed Project Dashboard
- Detailed Project Plan Input/Updates
- Project Status Reports

**Escalation Procedures**

Should the Port Authority need to address any special requests, concerns, or issues relative to the Zanett team and/or the services being provided under this contract, the following order of escalation is recommended:

1.	
2.	
3.	Ex . 2 . B
4.	
5.	
6.	

---

## G. Acknowledgement of Addenda

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*If any Addenda are posted or sent as part of this Selection Process Document, the Respondent shall complete, sign and include with its Response the addenda form(s). In the event any Respondent fails to confirm to these instructions, its response will nevertheless be construed as though the Addenda had been acknowledged.*

---

**Zanett's Response:**

Please reference Attachment 2 for Zanett's signed Addendums, as follows:

- ADDENDUM #1
- ADDENDUM #2

---

## H. Acceptance of General Contract Provisions

---

*The Port Authority has attached to this Selection Process Document as Attachment B, "General Contract Provisions" governing the Contract. The Respondent is expected to agree with these General Contract Provisions. However, if the Respondent has any specific exceptions, such exceptions should be set forth in a separate letter included with its response to this Selection Process Document. After the Response Due Date, the Respondent will be precluded from raising any exceptions unless such exceptions are justified by and directly related to substantive changes in the business or technical requirements and are agreed to by the Respondent and the Port Authority.*

---

**Zanett's Response:**

Zanett has no exceptions to the proposed General Contract Provisions.

## I. M/WBE Plan

*The Respondent shall submit an M/WBE Plan in accordance with the M/WBE Subcontracting Provisions herender.*

**Zanett's Response:**

Zanett understands the Port Authority's requirement of **MBE 12% - WBE 5%** participation. We intend to engage the following M/WBE IT Consulting Services firms: Infinity Tech Group, Inc. and Cenossystems, Inc. – **both are Port Authority certified MBE vendors. Cenossystems is MBE and Infinity Tech Group is MBE/WBE.**

A brief description of each's capabilities is provided below.



INFINITY TECH  
GROUP INC

Infinity Tech Group headquartered in NJ is a leading IT services provider creating, implementing and integrating software applications for their clients. Infinity is focused on helping enterprises leverage technology to achieve their business goals. Their portfolio includes: IT consulting, Systems integration, Package implementation, Application development and maintenance, IT infrastructure outsourcing.



Cenossystems Inc. <sup>12</sup>  
"The Source"

The Cenossystems headquartered in NY brings their experience to assist organizations in addressing mission-critical project deployment. They employ an experienced team of consulting professionals who utilize proven best practices to provide powerful solutions in Project Management, Relocation Initiatives, Risk Management, Forensic, Accounting/Valuation, IT Governance and Financial Infrastructure. They understand the risks and challenges of the current business climate, IT environments and the use of emerging technologies.

Based on the Port Authority's Hyperion application management service requirements to and Zanett's "good faith effort" to fulfill the required M/WBE participation, Zanett has developed the M/WBE plan shown on the next page.

**M/WBE Plan**

THE PORT AUTHORITY OF NY & NJ

**PROCUREMENT M/WBE PARTICIPATION PLAN**

PA 3749B / 12-11

Office of Business Diversity and Civil Rights

PAGE: 1 OF 1

NOTE: The Proposer/Bidder shall submit to the Manager, One Facility Dept. Form PA 3749B - MODIFIED PLAN for any changes to the original plan; list subcontractor, dollar amount of work performed. If more than 1 page is used, complete totals on last page.

Purchase Order #: N/A Contract Description: PANYSJ Original Proposed Baseline Support Contract  
 Proposer/Bidder Name: Zanett Commercial Solutions, Inc.  
 Mailing Address: 635 Madison Ave, 15<sup>th</sup> Floor, New York, NY 10022 Contract Amount: \$2,674,210  
 Telephone Number: 212-593-0300 or 306-916-4985 Contract Goals: MBE 12% WBE 5%

Name, Address, Phone Number of PA Certified M/WBE subcontractor (including name of contact person)	Indicate MBE or WBE	Description of Work, Services to be provided. When applicable, specify, "supply" or "install" or both "supply" and "install"	Anticipated date work will start and finish	Approximate amount of M/WBE Subcontract	M/WBE % of Total Contract Amount
Cenossystems, Inc. 82-59 172nd St. Jamaica, NY 11432  Contact: Louis Ciarelli Phone: 732.556.8953 Email: keirelli@cenossystems.com	WBE	Supply portion of onsite Hyperion support staffing and SLA tracking coordination.	3-11-2012 to 2-13-2014	\$268,000	10%
Infinity Tech Group, Inc. 292 Main Street Suite # 6 Hickensack NJ 07601  Contact: Kamlesh Runka Phone: 201.459.3500 ext. 307 Email: runka@infigroup.com	WBE	Supply portion of onsite Hyperion support staffing.	3-14-2012 to 5-13-2014	\$134,000	5%

TOTAL:

Signature of Contractor:

Print Name: Darrell L. Harr

Title: Executive Director

Date: 6-11-2012

FOR OFFICIAL USE ONLY

Contract Goals:  Approved  Waived  Rejected

Reviewed by:

OBDR Business Development Representative

Print Name:

Date:

Distribution: Original – OBDR; Copy 2 – Manager, One Facility Department; Copy 3 – Proposer/Bidder; Copy 4 – Procurement Dept – Award File

**Please note, the above M/WBE plan is also provided in Attachment 1 – Supporting Documentation.**

---

## **ATTACHMENT 1: Supporting Documentation**

Zanett has included the following supporting documentation in this ATTACHMENT 1:

1. Zanett's Certification of Incorporation
2. Zanett's M/WBE Plan
3. Zanett's Financial Statements (2008 – Sept. 2011)
4. Zanett's Statement of Work

---

## **ATTACHMENT 2: Addendums**

Zanett has included the following in this **ATTACHMENT 2**:

- Signed ADDENDUM #1
- Signed ADDENDUM #2





Presented To:

The Port Authority of NY & NJ  
Procurement Department  
2 Montgomery Street, 3rd Floor  
Jersey City, NJ 07302

Submitted By:

Marialana DeRossi  
VP Business Development - Public Sector  
Linium, LLC  
187 Wolf Road, Suite 210  
Albany, New York 12205  
P: 518.689.3191  
E: [marialana.derossi@linium.com](mailto:marialana.derossi@linium.com)

**The Port Authority of NY & NJ**

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***RFP for  
Managed Services Support for the Port Authority's  
Hyperion-Based Budget PRO System***

April 17, 2012

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**Statement of Confidentiality**

*The material contained in this Response represents proprietary, confidential information pertaining to Linium, LLC ("Linium") methods. By accepting Linium's submission of this Request for Response, The Port Authority of NY & NJ ("Port Authority") hereby agrees that the information in this Response shall not be disclosed outside of the Port Authority and shall not be duplicated, used, or disclosed for any purpose other than to evaluate this Response. If, however, a contract is awarded to Linium for this Response as a result of, or in conjunction with, the submission of this information, the Port Authority will have the right to duplicate, use or disclose the material contained herein to the extent provided for in the resulting contract. This restriction does not limit the Port Authority's right to use information contained in this Response if it is obtained from another source.*

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## TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>1</b>
<b>A. Letter of Transmittal</b> .....	<b>2</b>
<b>B. Executive Summary</b> .....	<b>1</b>
<b>C. Agreement on Terms of Discussion</b> .....	<b>2</b>
<b>D. Certifications with Respect to the Contractor's Integrity Provisions</b> .....	<b>2</b>
<b>E. Documentation of Respondent Prerequisites</b> .....	<b>3</b>
<b>F. Response</b> .....	<b>7</b>
1. Cost Response .....	7
2. Technical Response .....	7
Linium Provides Services to Align People, Process & Technology .....	7
Linium's Product Expertise for Oracle Hyperion Performance Management Applications.....	8
Hyperion Practice Background.....	8
Linium Offers On-going Client Education.....	9
Linium's EPM Leadership .....	9
Linium's Eric Helmer, Oracle ACE Director .....	9
Linium Innovations.....	10
Transition Plan .....	12
<b>INCEPTION</b> .....	<b>15</b>
<b>BUILD/CONSTRUCTION</b> .....	<b>16</b>
<b>TRANSITION</b> .....	<b>18</b>
Case Studies .....	20
3. Staffing Plan .....	23
4. Management Plan .....	23
<b>G. Acknowledgement of Addenda</b> .....	<b>26</b>
<b>H. Acceptance of General Contract Provisions</b> .....	<b>27</b>
<b>I. M/WBE Plan</b> .....	<b>27</b>
<b>Appendix A – Articles of Incorporation</b> .....	<b>28</b>
<b>Appendix B – Financial Information</b> .....	<b>29</b>
<b>Appendix C – PANYNJ Attachment E Cost Response</b> .....	<b>30</b>
<b>Appendix D – Resumes</b> .....	<b>31</b>
<b>Appendix E – Procurement M/WBE Participation Plan</b> .....	<b>32</b>

## A. Letter of Transmittal



The Port Authority of NY & NJ  
Procurement Department  
2 Montgomery Street, 3rd Floor  
Jersey City, NJ 07302

RE: Support for the Port Authority's Hyperion-Based Budget PRO System

Thank you for the opportunity to respond to The Port Authority of NY & NJ's ("Port Authority") Request for Response (RFP). Linium, LLC ("Linium") offers to provide managed services support for the Port Authority's Hyperion-Based Budget PRO System to meet the requirements in the RFP document.

Linium focuses on high quality results delivered with each of our Enterprise Performance Management solutions that are purposely built to be the most efficiently operating and most readily owned solutions for our customers. We are uniquely qualified to achieve these goals for the following reasons:

- **Commitment to Customer Success** – The Linium Oracle practice is a world class consulting group that has delivered hundreds of customer successes. Linium provides a proven methodology for ensuring customer success and empowering our customers through enterprise class Performance Management solutions. We understand the benefits of having an extremely reference-able customer base and approach each project with the customer's needs in mind.
- **Experienced Resources** – Our consultants AVERAGE 9 years solely dedicated to working with the Oracle Hyperion product suite. A majority of our consultants come from functional Accounting and Finance backgrounds and have worked in a variety of industries. They possess both the technical and functional skills to work efficiently with client Finance and IT project teams. The leader of the practice was the very first Hyperion Planning since its inception.
- **World-Class Infrastructure Team** - Linium employs the top technical talent to deliver our Oracle EPM solutions, including Eric Helmer who is currently the only Infrastructure Oracle Ace Director in the United States. In our experience, a successful software installation is one of the main drivers for a successful deployment.
- **Local Presence** – Linium has approximately fifty (50) US-based consulting resources on its Oracle Hyperion practice team. Many of our consultants, including our Executive Management, are local to the Port Authority. Due to the close proximity of our consultants to the Port Authority, all travel-related expenses have been included as part of the bid. In addition, all resources assigned to the project will be Linium employees and not subcontractors.

As requested, Linium has included our Articles of Incorporation as Appendix A to this response. I, Joseph Burke, declare the copy furnished is a true copy of the Certificate of Incorporation as of the date of the

opening of the response.

Linium's officials and principal owners, along with their residence are as follows:

Joseph Burke Managing Partner and CEO Ex. 1	David Howard Chief Technology Officer
---	--

Should you have questions regarding the Response, please reach out to Marialana DeRossi, Vice President of Public Sector Business Development, directly. Marialana's contact information is 518.281.9276 or [marialana.derossi@linium.com](mailto:marialana.derossi@linium.com). In the event that Marialana is unavailable, please reach out to Don Brandt, Senior Vice President for Sales, 518.209.8296 or [don.brandt@linium.com](mailto:don.brandt@linium.com).

As to the authorization of commitment by Linium, I, Joseph Burke, am that individual.

We look forward to working with the Port Authority on this important project.

Sincerely,



Joseph Burke  
Managing Member and CEO

VISIT US ONLINE AT [WWW.LINIUM.COM](http://WWW.LINIUM.COM)

## B. Executive Summary

Based upon conversations Linium has had with the Port Authority of NY/NJ (PANYNJ) as part of the vendor selection process for this engagement, and upon a thorough review of the RFP, Linium understands that PANYNJ seeks to partner with a company who will provide managed services for the BudgetPro system. We understand that PANYNJ needs a partner like Linium that has a deep, experienced technical bench of consultants who will "own" support and enhancements for the BudgetPro system. We know that PANYNJ does not seek a staff augmentation arrangement with a company who simply recruits and offers resumes of consultants to provide support in an unmanaged fashion, putting the onus on PANYNJ to coordinate the consultants.

Linium's response will demonstrate that Linium is uniquely qualified to provide PANYNJ with the managed services it requests. We highlight below some Linium differentiators that are especially important for a managed services engagement with PANYNJ:

- Linium has over 50 Oracle Hyperion consultants located throughout the United States with many located on the east coast, in close proximity to PANYNJ
- All Linium Oracle Hyperion consultants are Linium employees
- Linium also certifies our consultants both through Oracle, and internally through our national training program on new features, and functionality testing.
- Linium consultants are all well-versed in Linium's implementation methodology for Hyperion support and enhancements, and work together as a cohesive team. The team meets regularly to discuss current projects, challenges, successes, best practices, and lessons learned. Sharing a common methodology and the ongoing exchange of information among our consultants forms the basis of continual service improvements for the Linium delivery team translating into *MAXIMUM FLEXIBILITY AND CONSISTENCY* in the support we will provide to PANYNJ. Our team-centered approach preserves the value and expertise that our consultants bring throughout this support engagement and is especially useful when there is a need to backfill consultants due to illness, vacation, or uncontrolled absence.
- Linium consultants follow a proven methodology for managing scheduled, unscheduled and emergency changes.
- Linium consultants communicate effectively both orally and via the written word
- Linium consultants are both Hyperion experts and subject matter experts. Because most of our consultants have had several years of operational experience in budgeting, planning and finance prior to joining the consulting ranks, they understand the business tasks that BudgetPro is meant to address as well as how to support the BudgetPro tool itself. Such experience will provide PANYNJ with a more valuable support experience and potentially lower the cost of support required for the BudgetPro system by reducing the iterations required to properly translate business requirements into technical requirements. Our broad perspective results in a richer experience for PANYNJ's Management and Budget departments when defining desired enhancements and process changes to the BudgetPro system during the support period.

Finally, Linium is aware that SAIC, the current support vendor for BudgetPro is withdrawing from its business in New York State ("NYS") government. When SAIC made the decision to cease its business operations with NYS, the Albany, NY division of SAIC chose Linium to receive its consultants, who were providing services to Albany-based NYS agencies, and the contract vehicles via which those consultants were providing services. This action was approved by the appropriate governing entities in NYS and

allowed uninterrupted services to the customer agencies, resulting in service continuity, retention of institutional knowledge and costs that did not increase.

Linium is very willing to consider entering into a similar agreement with the consultants that SAIC provided to PANYNJ if PANYNJ seeks to maintain the services of those consultants. It would be Linium's goal to add these consultants to Linium's delivery team and as a result, they would be trained in Linium's delivery methodology, benefit from being part of a larger group of Hyperion experts, and continue to provide services to PANYNJ.

Please note that it is Linium's policy to finalize the resources assigned to an engagement only upon receipt of a customer PO, or a Statement of Work.

### **C. Agreement on Terms of Discussion**

Please see the attached signed "Agreement on Terms of Discussion," signed by Linium's authorized representative without any alterations or deviations.

### **D. Certifications with Respect to the Contractor's Integrity Provisions**

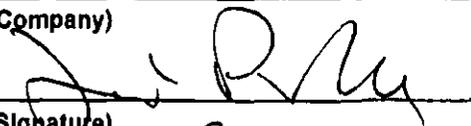
By signing the Letter of Transmittal, Linium confirms the certifications in the "Contractor's Integrity Provisions," included as Section 37 of Attachment B to the Selection Process Document.

**ATTACHMENT A: AGREEMENT ON TERMS OF DISCUSSION**

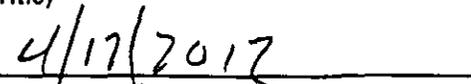
The Port Authority's receipt or discussion of any information (including information contained in any response, presentation, vendor qualification, ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Port Authority or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Port Authority and us). Any such information given to the Port Authority before, with or after this Agreement on Terms of Discussion ("Agreement"), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Port Authority rights to any matter, which is the subject of valid existing or potential letters patent. The foregoing applies to any information, whether or not given at the invitation of the Authority.

Notwithstanding the above, and without assuming any legal obligation, the Port Authority will employ reasonable efforts, subject to the provisions of the Port Authority's Freedom of Information Policy and Procedure adopted by the Port Authority's Board of Commissioners on November 20, 2008, which may be found on the Port Authority website at: <http://www.panynj.gov/corporate-information/pdf/Freedom-of-Information-Policy-and-Procedure.pdf>, not to disclose to any competitor of the undersigned, information submitted which are trade secrets or is maintained for the regulation or supervision of commercial enterprise which, if disclosed, would cause substantial injury to the competitive position of the enterprise, and which information is identified by the Respondent as proprietary, which may be disclosed by the undersigned to the Port Authority as part of or in connection with the submission of a response.

\_\_\_\_\_  
(Company)

  
\_\_\_\_\_  
(Signature)

  
\_\_\_\_\_  
(Title)

  
\_\_\_\_\_  
(Date)

**ORIGINAL AND PHOTOCOPIES OF THIS PAGE ONLY.  
DO NOT RETYPE.**

**E. Documentation of Respondent Prerequisites**

Linium provides all implementation services around the Oracle Hyperion Enterprise Performance Management Suite. Linium is a Partner specialized in both Planning and Essbase. Additionally, Linium has a strong infrastructure practice focused on the foundation of these products. Linium provides a manager services offering for supporting both HP Software customers and our Oracle Hyperion customers.

1. The Respondent shall have an active (i.e. not expired) contract with another governmental entity in the United States under which it can provide support of Hyperion-based products. Examples of governmental entities include the State of New York, the State of New Jersey, New York City, and the U.S. General Services Administration (GSA), as well as other State, Local, and Public municipalities and agencies.

#	Govt. Entity Name & Contract #	Description of Services Provided	Contract Commenced (MM/YYYY)	Contract Terminated (MM/YYYY)	Contact Information, name, email address, phone#
1	U.S. General Services Administration (GSA) Schedule 70	<ul style="list-style-type: none"> <li>• SIN 132-34 - MAINTENANCE OF SOFTWARE</li> <li>• SIN 132-51 - INFORMATION TECHNOLOGY (IT) PROFESSIONAL SERVICES                             <ul style="list-style-type: none"> <li>○ FPDS Code D302 IT Systems Development Services</li> <li>○ FPDS Code D306 IT Systems Analysis Services</li> <li>○ FPDS Code D307 Automated Information Systems Design and Integration Services</li> <li>○ FPDS Code D308 Programming Services</li> <li>○ FPDS Code D311 IT Data Conversion Services</li> <li>○ FPDS Code D399 Other Information Technology Services, Not Elsewhere Classified</li> </ul> </li> </ul>	July 27, 2007	July 26, 2012 <i>Contract renewal is in process</i>	Keith A. George Senior Contracting Officer GSA/FAS, Schedule Contracts (QTFADA) 100 N.E. Loop 410, Suite 1400 San Antonio, TX 78216 Phone: 210-340-1781 Fax: 210-341-8304 Cell:

2. The Respondent shall have had at least five (5) years of continuous experience immediately prior to the date of the submission of its response as a business actually engaged in providing application management services for Oracle/Hyperion/Essbase Systems.

The Respondent may fulfill this prerequisite if it can demonstrate that the person(s) or entity(ies) owning and controlling the Respondent have had a cumulative total of at least the same number of years of experience in the provision of similar services immediately prior to the submission of its response or has owned and controlled other entities that meet the requirement.

<b>The University of Nevada, Las Vegas (UNLV)</b>	
<b>Name</b>	The University of Nevada, Las Vegas (UNLV) is a comprehensive research university of approximately 28,000 students and 2,900 faculty and staff.
<b>Hyperion products</b>	Hyperion Planning v11.1.2.1 Hyperion Public Sector Budgeting & Planning v11.1.2.1 Oracle Data Integrator
<b>Term</b>	January 2012 to present

<b>Federal Reserve Bank - St Louis</b>	
<b>Name</b>	Federal Reserve Bank St Louis, MO
<b>Hyperion products</b>	Products: Hyperion Planning 11.1.2.1 ODI 11.1.1.5 OBIEE 11.1.1.5
<b>Term</b>	2010 to present

<b>University of Pennsylvania Health System</b>	
<b>Name</b>	The University of Pennsylvania Health System's, The Hospital of the University of Pennsylvania
<b>Hyperion products</b>	Hyperion Planning v11.1.2.1 Oracle Data Integrator Hyperion Reports v11.1.2.1 Hyperion Essbase
<b>Term</b>	July 2010 to present

<b>Wichita Public Schools USD 259</b>	
<b>Name</b>	Wichita Public Schools USD 259 Wichita, KS
<b>Hyperion products</b>	Oracle Hyperion Planning version 11.1.1.3 Workforce
<b>Term</b>	December 2008 to July 2011

<b>Federal Reserve Bank - Richmond</b>	
<b>Name</b>	Federal Reserve Bank Richmond, VA
<b>Hyperion products</b>	Hyperion Planning

Federal Reserve Bank - Richmond	
	Capital Planning module Employee Planning module Operating Expense module
<b>Term</b>	2008 to present

Liquor Control Board of Ontario	
<b>Name</b>	Liquor Control Board of Ontario (LCBO) Public/Private Liquor Toronto, Canada
<b>Hyperion products</b>	Hyperion Planning 11.1.2.1 Essbase Financial Reporting
<b>Term</b>	2008 to 2011

BAE Systems	
<b>Name</b>	BAE Systems (1) BAE – Platform Solutions, Johnson City, NY & Rochester, UK (2) BAE – Information Solutions, Herndon, VA (3) BAE – Electronic Solutions, Nashua, NH (4) BAE – Land & Armaments, York, PA (5) BAE – US Combat Systems, Minneapolis, MN
<b>Hyperion products</b>	Hyperion Planning/Budgeting - Fully Integrated Income Statement & Resource Planning Planning v11 Essbase v11
<b>Term</b>	2006 to present

3. Respondents are encouraged to provide at least three additional references from firms (public or private) to which the Respondent provides support of their Hyperion-based products:

#	Client	Description of Services Provided	Contract Commenced (MM/YYYY)	Contract Terminated (MM/YYYY)	Contact Information, name, email address, phone#
1	Federal Reserve Bank of Richmond	Hyperion Planning/Budgeting v.9 Implementations and Support Services	2008	to present	Kimberly Fretwell Manager of Financial Management Information Systems 804-697-3782 <a href="mailto:Kimberly.Fretwell@frit.frb.org">Kimberly.Fretwell@frit.frb.org</a>

#	Client	Description of Services Provided	Contract Commenced (MM/YYYY)	Contract Terminated (MM/YYYY)	Contact Information, name, email address, phone#
2	University of Pennsylvania Health System	Implementation of: Hyperion Planning v11.1.2.1 Oracle Data Integrator Hyperion Reports v11.1.2.1 Hyperion Essbase	July 2010	to present	David Honma, CPA Director - Finance & Systems (267) 414-2249 <a href="mailto:david.honma@uphs.upenn.edu">david.honma@uphs.upenn.edu</a>
3	Liquor Control Board of Ontario	Implementation of: Hyperion Planning 11.1.2.1 Essbase Financial Reporting	December 2008	August 2011	Elaine Lee Financial Analyst, Financial Planning 416-365-5915 <a href="mailto:elaine.lee@lcbo.com">elaine.lee@lcbo.com</a>
4	PepsiCo	Remote application infrastructure support for the Oracle Hyperion Financial Management and Planning Application	August 2011	to present	Steve Cioffi Senior Application Manager (914) 253-2451 <a href="mailto:steven.cioffi@pepsi.com">steven.cioffi@pepsi.com</a>

**F. Response**

**1. Cost Response**

Linium has provided its cost information on the Attachment E, located in Appendix C to this document.

**2. Technical Response**

**A. Description of the Respondent's experience in implementing, using, and supporting Hyperion:**

Linium understands the business of implementing software solutions and standardizing for businesses. Linium's strong track record makes us uniquely positioned to partner with the Port Authority. Linium has helped clients deploy numerous multi-product solutions requiring cross-functional resources to ensure the highest ROI from the technology investment. This, coupled with a long history of providing technical and application support for implementations and on-going Hyperion platform engagements, makes Linium the highest value, lowest risk provider of Oracle Hyperion services and support.

Linium has a mature EPM/BI practice that has achieved certification status with the Oracle product suite. We provide professional services, managed services, strategic planning, educational training, and complete IT outsourcing solutions. As a vendor certified partner, we have completed over 200 successful Hyperion projects across a wide array of organizations - primarily Fortune 1000.

Linium's experienced consulting staff has produced a collection of automated tools, templates, and reusable knowledge assets that have proven to enhance the delivery of packaged solution implementations. For the client, these proprietary tools enable speed and value with reduced project risk.

We believe the only way to achieve our vision is to create synergies among talented people who thrive on meeting challenges and aim for continuous improvement. At Linium, we employ experienced consultants who are subject matter experts in their field of expertise, ranging from enterprise performance planning to IT asset management to business process re-engineering.

Linium is both a legacy Oracle partner and a Hyperion specialized partner with experience in a variety of Oracle enterprise product applications and reporting tools, including third party enabling products. Linium consultants are adept in migrating non-Oracle legacy systems to Hyperion, including Excel spreadsheets. The methodology for any type of migration from a legacy system to Hyperion follows the same principles.

***Linium Provides Services to Align People, Process & Technology***

<b>Analyze</b> <small>IDENTIFY, ALIGN, ENVISION.</small>	<b>Define</b> <small>PLAN, PROCESS, ORGANIZE.</small>	<b>Execute</b> <small>BUILD, TRAIN, ROLL-OUT.</small>	<b>Assess</b> <small>REVIEW, PERFECT, INNOVATE.</small>
Interviews/Sessions Business Requirements Functional Requirements Goal Definition	Planning & Budgeting Team Sourcing Process Refinement Industry Alignment	Installation & Configuration Data Migration Custom Integration User Acceptance Testing	User Surveying Application Acceptance Future Enhancements Upgrade Planning

<b>Analyze</b> <small>IDENTIFY. ALIGN. ENVISION.</small>	<b>Define</b> <small>PLAN. PROCESS. ORGANIZE.</small>	<b>Execute</b> <small>BUILD. TRAIN. ROLL-OUT.</small>	<b>Assess</b> <small>REVIEW. PERFECT. INNOVATE.</small>
Technology Selection Project Scoping	Data Organization	Application Training Application Management	Technology Road Mapping

***Linium’s Product Expertise for Oracle Hyperion Performance Management Applications***

We work with our customers to implement best-of-breed software for consolidations, financial reporting, financial planning, and performance measurement.

Linium’s Enterprise Performance Management practice offers consulting services that will take your project from start to finish. Linium is a Certified Oracle Hyperion Partner with a focus in Enterprise Performance Management, Business Intelligence and Data Integration. Our consultants are certified practitioners in the implementation of Oracle Hyperion products. Linium has over a decade of experience and refined delivery methodologies.

<b>Linium’s Product Expertise for Oracle Hyperion Performance Management Applications</b>	
Financial Management Financial Data Quality Management Planning Essbase Capital Expenditure (CapEx) Workforce Planning	Public Sector Planning & Budgeting Profitability and Cost Management Hyperion Strategic Finance Oracle Financial Analyzer (OFA) Oracle Data Integrator Hyperion Performance Scorecard

Our consultants average a minimum of 9 years of experience per their expertise focus area. Our consultants’ backgrounds are in finance, accounting, technology, and software vendors. All consultants are required to continue their learning and development through Oracle University and accredited professional organizations. Linium consultants associated with the Oracle Hyperion practice are Oracle and/or Hyperion certified. Oracle certifications are industry-recognized benchmarks of experience and expertise.

We have consulted on hundreds of EPM engagements. Our proven repeatable methodology for implementing business solutions spans from requirements analysis, through solution implementation and rollout support – the complete project lifecycle and beyond. Linium personnel have also performed hundreds of upgrades of Hyperion applications to various Oracle Hyperion releases across many different technical environments. We know the infrastructure and application issues that must be considered and can get you to your new environment quickly and efficiently.

**Hyperion Practice Background**

- ✓ Leader in EPM Solutions focused around Oracle Hyperion
- ✓ Leaders of Oracle Practice were 1<sup>st</sup> Original Customer of Hyperion Planning
  - ✓ 1<sup>st</sup> Customer Migration of OFA to Hyperion

- ✓ Member of Oracle Customer Advisory Board
  - ✓ Member of Hyperion SIG
- ✓ Member of Oracle Beta Development Team
- ✓ Experienced Consultants (100's of Implementation)
  - ✓ Dozens of Certified Hyperion Consultants
    - ✓ CPA's, CMA's, PMI's

### ***Linium Offers On-going Client Education***

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Linium knows the importance of educating the user community. We take valuable time from our billing hours to provide seminars, webcasts, blogs, and whitepapers. All of this to provide useful information to help users make the best decisions for their organization.

### **Linium's EPM Leadership**

**Sean Bernhoit**, Linium's Oracle Practice Manager and Senior Vice President is a well-known and often-sought speaker on Planning and Essbase solutions by Oracle Applications User Group (OAUG), Oracle Developer and Tools User Group (ODTUG) and Quest. Sean Bernhoit has over 10 years of experience working with OLAP applications and managing financial reporting, analysis, modeling and planning systems. His comprehensive experience spans Hyperion Essbase, Hyperion Planning, Hyperion Analyzer, Hyperion Pillar, Hyperion Financial Management, System 9 BI+, Essbase Integration Server, Hyperion Reports, Hyperion Web Analysis and Hyperion Application Link. He has completed over 100 Oracle Hyperion Planning implementations for large multi-billion dollar clients across multiple industries including software vendors, healthcare, manufacturing, and financial services in addition to over 25 System Implementations.

Sean is a member of the Customer Advisory Board for Hyperion Planning and is involved in the Beta Test group for Hyperion Planning, Hyperion Reports, and Hyperion Analyzer and is a frequent guest speaker at national conferences (Oracle Open World, Hyperion Solutions and IE Group's Financial Forecasting and Planning Summit). He is a certified Hyperion Planning Professional and his consulting experience covers the complete project cycle from project management, requirements gathering, design, installation, implementation, deployment and training.

In addition to Oracle-Hyperion certified resources, Linium offers Program Managers / Project Managers and Portfolio Managers that are ITIL® certified and PMI PMP Certified.

Linium's Eric Helmer, Oracle ACE Director

**Eric Helmer**, Vice President, IT Services, Oracle Worldwide Practice is an Oracle ACE Director. The Oracle ACE program formally recognizes advocates of Oracle technology with strong credentials as evangelists and educators. Oracle ACE recipients are chosen based on their significant contributions and activity in the Oracle technical community. Candidates are nominated by anyone in the Oracle Technology and Applications communities. The program currently has two levels: Oracle ACE and Oracle ACE Director. The baseline requirements are the same for both designations; however, Oracle ACE Directors work more closely and formally with Oracle in terms of their community activity.

To qualify for the Oracle ACE award, candidates meet as many of the following qualifications as possible.

- Technical proficiency

- Oracle-related blog
- Oracle discussion forum activity
- Published white paper(s) and/or article(s)
- Presentation experience
- Beta program participant
- Oracle user group member
- Oracle certification

In addition to making ongoing contributions to the community, Oracle ACE Directors are willing to work with Oracle more proactively to engage in opportunities to advocate Oracle Technology and Applications via publishing and event presentations. Oracle ACE Directors are also expected to provide constructive feedback to Oracle product teams.

Beyond the baseline Oracle ACE requirements, the qualifications include: Track record of major contributions to the community, technical and/or community-oriented

- Good communication skills
- Ability to commit to participation in an honorary (non-compensated) capacity for 12 months

In addition to those of Oracle ACE status, benefits include:

- Direct communication with Oracle product teams
- Annual briefing at Oracle HQ

### ***Linium Innovations***

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Linium is an industry leader with innovations originating from understanding internal/external business demands and requirements. We understand tight timelines. We understand companies have specific procurement processes that sometimes do not align with project deadlines. Linium LaunchPad is a temporary development offering that gives clients access to their Hyperion application to enable project inception while procurement acquires the appropriate hardware. LaunchPad keeps your project milestones on target. Upon client purchase of software license, we can proceed toward creating environment availability.

**An Oracle Hyperion specific temporary environment solution**

- Short term environment for Hyperion application builds
- Quick easy access to hardware
- Hardware / application installation in days
- Ready when you are

**Deliverables**

- Development hardware environment for up to 10 concurrent users
- Environment available within 10 business days of contract execution and proof of software license
- Hyperion and third party software installation
- LaunchPad Development Environment

**B. Identification of the processes/tools that will be used to measure performance regarding the Service Levels stipulated in the Scope of Work:**

Linium will document all our application maintenance, and support using weekly status reports, action logs, issue logs, project plan, as well as use our managed services integrated process to manage all after hours escalations.

**C. A detailed description of the Respondent's ability to provide the Authority with maximum flexibility in terms of services provided:**

To provide maximum flexibility, Linium will provide two to three dedicated resources for the duration of the project to support the Level II support for the application from a functional and technical support perspective.

**D. A transition plan for beginning and ending the assignment described in the SOW. The successful Respondent (i.e. Contractor) shall implement the Transition Plan for entering the engagement within the first week of execution of the Contract:**

Linium will analyze the current environment landscape for one to two weeks in order to understand both the functional and infrastructure foundation of the environment. Linium will document its analysis for the environment in order to monitor and manage the application according to Level II support standards.

## Transition Plan

### 1. Shadow Support

In this phase, Linium team will focus on the following activities:

- Participate in the support activity in 'shadow' support.
- Analyze, resolve and simulate a minimum number (to be decided with Port Authority) of support requests of each type covering all the functionalities in the test environment. This is referred to as mock or shadow support.
- Document all support points of the system
- Compare mock actions with those carried out in production by the Port Authority team.
- Start acting as the secondary support team.
- Linium will start handling non critical incidents, issues, business requests.

Port Authority Team:

- Will assist in support during this phase and will be available for consultation on incidents/issues taken up by the Linium team.

Deliverables:

- Shadow support report detailing the support requests handled by Linium team

### 2. Primary Support

In this phase Linium team will focus on the following activities:

- Perform all operational support activities required for support without Port Authority team supervision.
- Take ownership on incident tracking tools usage.
- Act as 2nd line support and take accountability of support.

Port Authority Team:

- Will act as 3rd level support team.
- Will oversee the Linium team's support, contribute to knowledge base gaps and finalize steady state reports.

Deliverables:

- Primary support report; documenting Linium performance during the Primary support

### 3. Steady State

- Linium will take accountability of the HFM application Infrastructure support
- Baseline all SLAs in discussions with Port Authority.
- Start working on support optimization using techniques like preventive maintenance, Incident reduction, Knowledge management, and Cross training

### 4. During transition planning and on-boarding

- Provide inputs to finalize the detailed transition plan and schedule.
- Provide reasonable access to key Port Authority resources for infrastructure, interviews, approvals and reviews.

- Provide on-boarding support (IDs, workstations, application access etc.).

#### 5. During Transition

- Provide detailed KT including overview sessions, guidance on relevant documentation, ticket analysis.
- BIS SME's would be required to spend 8 to 10 hrs per week for transition activities.
- Frequent Senior Management checkpoints to review KT progress.
- Review and sign-off of the System Appreciation documents.
- Facilitate timely issue resolution.

#### 6. Governance

- Linium has an account manager who will be responsible for ensuring that Linium delivers exceptional Services. They will partner with Port Authority Leadership team. Linium onsite teams will report to this role.
- Linium and Port Authority will have a daily review of activities over the prior 24 hour period
- Linium and Port Authority will have monthly reviews after each close cycle to review service levels
- Linium will also have an executive team that will be responsible for maintaining executive relationships with Port Authority executives. The account manager reports into this team. Bi-yearly reviews will be conducted by this team to review services levels and expectations.

#### E. A documented methodology for the activities described in the SOW. The methodology shall include mechanisms for improving the performance of said activities:

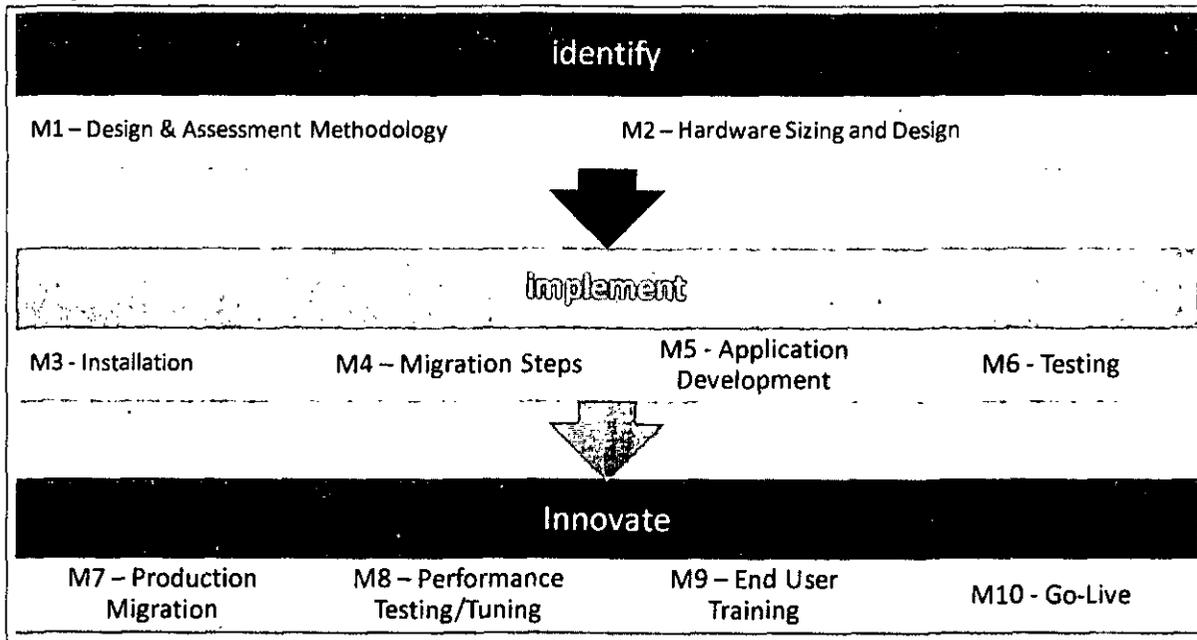
We will consistently monitor and manage the applications, design performance enhancements, and improvements that will be provided on a weekly status report, and be discussing during management meetings with Port Authority personnel. Linium's methodology is more fully described in section G.

#### F. A description (confirmation) on how the System complies with the IT Controls Checklist (Attachment H), Standards & Guidelines for Port Authority Technology (Attachment J), and the Port Authority Information Security Handbook (<http://www.panynj.gov/business-opportunities/pdf/Corporate-Information-Security-Handbook.pdf>):

As Hyperion has already been installed, implemented, and configured, during the initial transition work, Linium will monitor the current security process within shared services for user provisioning, and data security within the Hyperion applications, as well as in the workspace, and replicate the current security process being used to ensure that the application security standard are maintained. We will also provide standard security out of the box reports from shared services for security controls.

**G. A documented application management methodology for recording changes made, new programs, documenting modifications, enhancements, upgrades, fixes and updates made to the application or underlying software, managing the development/production/secondary environment, putting new applications or new software into production and keeping users of the application and/or software informed;**

Linium's proven methodology for implementing business solutions, depicted below, spans the entire project lifecycle, from requirements analysis, through solution implementation and rollout support. Listed below are the ten milestones that our Hyperion implementation projects may typically go through:



**Inception**

- M1 - Requirements Gathering
- M2 - Hardware Sizing & Design

**Build/Test**

- M3 - Software Installation – Development & Test
- M4 - Baseline Testing
- M5 - Application Migration & Upgrade – Development and Test
- M6 - Post-Migration Testing

**Transition**

- M7 – Go-Live Preparation
- M8 - Performance Testing

- M9 - Gap Training, Documentation & Final Knowledge Transfer
- M10 - Go-Live, Post-Support, Transition & Implementation Review

### **INCEPTION**

The purpose of this phase is to ensure that both parties have a thorough understanding of the project's scope, objectives, and administration. In addition, a project plan will be developed and agreed upon by Port Authority and Linium. The overall strategy is to provide Port Authority with services to establish and document requirements, associated hardware and software design, testing and transition strategy. The following milestones will be reached during this phase:

#### **M1 - Requirements Gathering**

Linium will conduct requirements gathering and design session's necessary to understand functional goals & objectives for the application. This will include the development of a detailed project plan including any staged upgrade approach requirements.

#### **Linium Activities:**

- Pre-kickoff planning and agendas
- Facilitate kickoff meeting
- Analyze and make recommendations for Hardware and Software requirements
- Facilitate GAP workshops discussing the following items and process improvement:
  - Hyperion Planning
  - Current Application Design and Process
  - Financial Reports
  - Current Pain Points
  - Discuss Future Feature Enhancements
- Document requirements and design using GAP Analysis Approach
- Develop detailed project schedule for migration
- Review project budget and revise if required
- Sign-off on project plan and GAP Analysis Documentation

#### **Port Authority Activities:**

- Assemble project team based on project roles
- Schedule kickoff meeting
- Provide contact information for project team
- Attend GAP meetings
- Review design documentation and gap analysis document
- Signoff on the migration plan

## **M2 - Hardware Sizing & Design**

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In this milestone, Linium will confirm the appropriate hardware sizing and design. This will include interviews with appropriate parties within the IT organization to design or modify the current infrastructure solution.

### **Linium Activities:**

- Identify any new software that may be required to upgrade to v11.1.2.X If new enabling software; vendor to make recommendations best suited for Port Authority - Example: VMware vs. Oracle VM 2.1
- Identify and document any "new" third party or other Oracle software that will required for upgrade to v11.1.2. (Example: VMware, Informatica, WebLogic, etc.)
- Confirm compatibility of existing RDBMS Hyperion repository & datasource versions and identify additional requirements for new Production environment repository.
- Deliver hardware and software infrastructure diagrams
- Deliver Pre-Installation Checklist

### **Port Authority Activities:**

- Review hardware and software design documentation

## ***BUILD/CONSTRUCTION***

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Based on Port Authority requirements, this phase focuses on activities required to install the application software and upgrade/migrate the Port Authority application environment. Testing will be used to confirm proper functioning of the solution. Following is an overview of this phase. The following milestones will be reached during this phase:

## **M3 - Software Installation**

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In this milestone the initial setup of the application software will take place. Software binaries will be downloaded from Oracle's E-Delivery website and software installation and configuration will be completed.

### **Linium Activities:**

- Application Software Installation
- Software Configuration

### **Port Authority Activities:**

- Hardware Setup & Server Configuration
  - Operating System
  - Backup Process
  - Antivirus
  - Relational Database Installation
- Complete Pre-Installation Checklist

**M4 - Baseline Testing – Development & Production**

In this milestone Linium will confirm the software installation to ensure that all application components are working properly prior to the migration.

**Linium Activities:**

- Create test applications in Planning
- Create test reports for Smartview, Planning, and Essbase Connections
- Test security provisioning
- Test operation of client components such as SmartView, EAS, and Financial Reports

**M5- Application Migration & Upgrade – Development**

In this milestone Linium will migrate all applications and associated software to development and complete the initial upgrade process.

**Linium Activities:**

- Complete upgrade of all components to DEV (Planning, Essbase, Reports)
- Migrate reports, and data source connections to DEV
- Migrate data to DEV
- Migrate security to DEV
- Make updates to accommodate required changes in DEV

**Port Authority Activities:**

- Migrate Application Relational Repositories
- Migrate any custom relational tables and views
- Migrate applications and security from DEV to PROD.

**M6 - Post-Migration Testing – Test & Production**

In this milestone the application is tested to ensure the environment is functioning properly. This phase ends with the signoff of a post-migration checklist. This testing also allows a select group of users to test against Port Authority requirements for usability, visual accuracy, and process conformity. Based on the results obtained during post-migration testing, the solution is readied for the transition to a production environment.

**Linium Activities:**

- Not Applicable, all testing will be done by Port Authority

**Port Authority Activities:**

- Perform post-migration testing and validation in DEV and PROD

## **TRANSITION**

During this phase, the application will be transitioned from a migration and testing phase to a "Go Live" application. Linium will provide gap training to ensure end-users are prepared for any changes that may impact them. The training will enable Port Authority end-users and system administrators to efficiently utilize and maintain the system. The following milestones will be reached during this phase:

### **M7 – Go-Live Preparation**

In this milestone an implementation plan is prepared to ensure a smooth transition from Development to the Test and Production environments. The application is successfully migrated from Development to Test and Production before productive use of the applications begins.

#### **Linium Activities**

- Assist Port Authority in Validation of Components in Production using Lifecycle Management
- Assist Port Authority in Migrating SSIS Objects, and make token, and configuration changes pointing to new environment

#### **Port Authority Activities:**

- Migrate applications to PROD.
- Communications Plan is developed and communicated to the user community
- Update client software

### **M8 - Testing**

In this milestone an implementation plan is prepared to ensure a smooth transition from Development to the Production environment. The application is successfully migrated from Development or Testing/QA to Production and productive use of the application begins.

#### **Linium Activities:**

- Test application upgrade in Prod
- Validate Environment/Performance Settings in Prod

#### **Port Authority Activities:**

- Conduct final testing on the production environment to ensure adequate performance prior to go-live
- Support troubleshooting & issue resolution
- Prepare test plan in coordination with Linium to validate all components are functioning as intended

### **M9 - Gap Training, Documentation & Final Knowledge Transfer**

In this milestone, training documents are completed and end-users are trained and prepared to use the system. Also in this step, documentation detailing the system processes and procedures for the functional administrator to maintain the application will be updated. Knowledge transfer sessions will be conducted to ensure that Port Authority administrators are readied to maintain and support the

application environment.

**Linium Activities:**

- Systems training
- Conduct Application Administrator Training – Knowledge transfer to the functional system administrator is completed.
- GAP Training on changes to the system

**Port Authority Activities:**

- System Administration Guide updated
- Knowledge Transfer Sessions are attended

**M10 - Go-Live, Post-Support, Transition & Implementation Review**

In this milestone the applications are released for productive use. Linium will provide support for system administrator and end users and ensure that Port Authority can support the application and users going forward. An implementation review will also be conducted to analyze lessons learned and discuss successful aspects of the engagement.

**Linium Activities:**

- Provide Post Support once Upgrade is completed

**Port Authority Activities:**

- Communicate cutover to the end-user community
- Ongoing support activities are activate

**H. A documented methodology for the development and issuance of annual customer plans. These plans will be used to determine the viability of software and hardware use of the Budget PRO System. The Authority will use such plans during its annual Budget process, for establishing both the Authority's corporate user expense budgets:**

As part of Linium's implementation plan M1 to M10, when performing the GAP analysis, Linium will also conduct an analysis before any major requirements change. Alternatively, Linium will meet with PANYNJ each year for one week and review any Gaps within the current system to determine the changes that are required as part of business requirements or system issues.

**I. A statement of the Respondent's ability and prior experience in working with complex IT corporate environments:**

### ***Case Studies***

#### **1. Thomas Jefferson University Hospital (TJUH)**

TJUH was trapped using a system that was not intended for budgeting purposes and was encumbered by an Excel-based process that required first loading budgets that were created in Excel. Budgets details were disparate and lost between the various departments since the higher level of detail was only provided to finance. The reporting from this system did not allow "clean budget to actual variance reporting" in a meaningful manner. Finance was then left with had no insight to any trending in the departments and remained clueless when it came to revenue vs. expenses.

Linium designed and implemented a comprehensive Hyperion Planning/Essbase/Reports/Web Analysis process for collecting, consolidating and reporting on budget data through an interactive dashboard process. The dashboard process in Web Analysis is now used in monthly VP reviews with the CFO/COO. The analysis now includes accurate the actual/budget/statistical data in trending modes, graphs, revenue vs. stats, expenses vs. stats etc. LIVE on the system. Information that was not available or accurate with the previous system.

Insightful, accurate financial information greatly benefitted TJUH almost immediately. The new system reduced their first year post-system implementation budget cycle time by about 8 weeks. By the second year the total reduction was 12 weeks from open to board reports. The Web Analysis system has revolutionized their monthly VP meeting process by providing invaluable accurate information for VPs - enabling them to work closely with their CFOs and to spot important business trends critical in their business decision making through the enhanced data visualization graphic features.

#### **2. Liquor Control Board of Ontario (LCBO)**

LCBO chose to partner with Linium to implement Oracle Hyperion Planning in order to deliver a company-wide planning and analytics solution replacing the current combination of Excel templates and Oracle Financial Analyzer ("OFA"). To meet LCBO's commitment to streamlining the budgeting process and improving the ease of which users are able to revise and analyze their budgets, the Financial Planning Department purchased Oracle Hyperion Planning and the Workforce & Capital Planning Modules and engaged the professional services of Linium, LLC. The Linium team worked collaboratively work with LCBO in order to understand the current business process, design and implement a solution

based the current LCBO best practice as well as industry best practice with the following objectives achieved:

- Replace the existing Oracle Financial Analyzer (OFA) budgeting application and the numerous Excel budget templates
- Deployed an integrated currency planning, forecasting and analysis system to approximately 200 users supporting revenue, expense, labor, capital planning, and Financial Statement consolidated planning including Income Statement and Balance Sheet
- Interfaced with multiple systems including Oracle General Ledger, Project Accounting, Fixed Assets, and other custom systems
- Shortened the budgeting cycle by eliminating the effort and time needed to develop and maintain Excel budget templates, as well as allow users to easily revise their budgets and quickly determine the impact of their revisions at a Divisional and Corporate level
- Improved communication and distribution of budget data
- Generated reports at both a summary level and a detailed level by Account and Cost Center
- Created calculations for driver based planning, allocations, and aggregations

During the Requirements Phase, Linium assessed current-state inputs, and documented the current state and to be budgeting and planning processes with the results written as a Design Document outlining the details of the development.

High Level Scope Deliverables were set as:

- Develop Requirements/Design Document and Project Plan
- Assist in the Installation of Development and QA Environments
- Develop Planning Application for Revenue, Capital, Workforce Planning, and Consolidation/Financial Statements
- Develop Data Integration with flat files
- Develop Testing/Test Scenarios for Conference Room Pilots and UAT along with LCBO
- Develop Training Plan for Train-the-Trainer Approach
- Provide Post Support for Solution
- Deploy Solution to 200 Users

### **3. Wichita Public Schools**

The WPS Budgeting Department was committed to streamlining the budgeting cycle and improving the process by which users were able to revise and analyze data utilizing the Hyperion Planning solution. In order to deploy this solution, WPS engaged the professional services of Linium. The Linium team worked in collaboration with WPS in order to design and implement a budgeting system incorporating key business processes and using current best practices.

WPS partnered with Linium to achieve the following:

- Deploy an integrated planning, reporting and analysis system to approximately 25 users.
- Interface with multiple systems: Oracle Financials, PeopleSoft HR, eSIS (School Enrollment data) utilizing flat files and a staging area to obtain the data.
- Reduce the current budgeting cycle by eliminating the time and effort needed to develop and maintain Excel budget templates, as well as allow users to easily revise budgets and quickly determine the impact of revisions.

- Reduce time coordinating and processing data and increase time analyzing proposed budgets, and conducting critical "what-if" scenarios.
- Simplify the multiple version process used to produce the budget iterations.
- Provide improvements for communication and distribution of budget data.
- Provide a formal electronic approval and tracking process for the budget.
- Generate reports at both a summary level and a detailed level by Account, Fund, Program, Department, Building and State Code. Specifically, a budget book is produced at the end of the process which is comprised of a series of reports. Ideally, this book will consolidate all account justifications entered to aid in the budget approval process.
- Provide mentoring, knowledge transfer and documentation throughout the project for the WPS Budget team to effectively maintain the system after 'go live'.
- Deliver project on time, and on budget.

### **Project Scope**

During the Requirements Phase, Linium assessed current-state inputs, and documented the current state budgeting and planning processes. The result of the Requirements Phase is this Design Document outlining the details of the development to be performed during this phase of the project.

### **High Level Scope Deliverables**

- Provide a Requirements/Design Document and Project Plan
- Install Hyperion software on the Test/Production Environment and provide mentoring so that MIS can replicate the process for production installation activities.
- Develop Planning Application for Revenue, Expense and Public Sector Planning for HR Planning
- Develop Reporting Application (native Essbase) that initially loaded with 1 years of Historical Actual and 1 year of Budget data as well as the current year's Actual and Budget data.
- Develop Data Integration with flat files and create a repeatable automated process for metadata and data updates.
- Develop Testing/Test Scenarios for Conference Room Pilots and UAT in collaboration with WPS.
- Develop and provide a training manual to be used in training the budget team (25 users), which may also be suitable for future training as more users are identified
- Provide an on-site training session on Hyperion Planning, Smartview and Hyperion Reports for 25 users.
- Develop and provide detailed documentation of the Planning and Reporting applications so that MIS and Budget Administrator can maintain the applications.

### 3. Staffing Plan

If a consultant becomes sick on the project, Linium will provide a remote consultant, generally within 2 to 4 hours. Linium will ensure that both the IT and Functional resources will be able to understand each other's support requirements. Linium will discuss with the Port Authority any vacation schedule, and coordinate so that not more than one resource is on vacation at a time, and provide the appropriate additional resource to swap in during the vacation schedule.

Linium will work Monday to Thursday 8 to 5 EST onsite, and Fridays remotely 8 to 5 EST. We will assume 20 hours of after hours support per month.

Please refer to Appendix D for Resumes.

Consultant Name Project Role	Consultant Title	Experience	Certifications
Ex. 2.B			

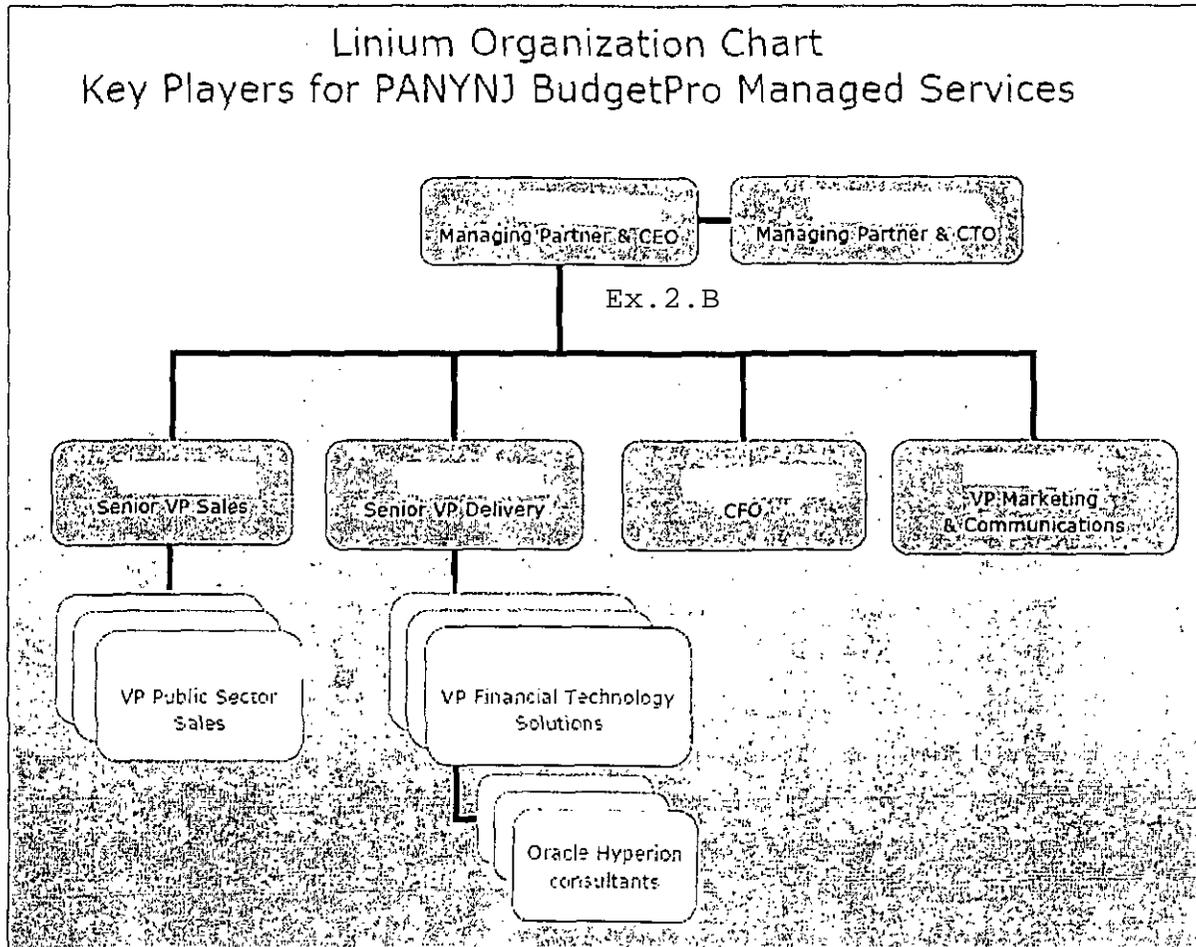
*Note: Linium provides the following slate of employees to be dedicated to Port Authority as specified in this Response. However, Linium reserves the right to make resource assignment substitutions based on the actual project start date and any unforeseen personnel situations that may arise (between Response submission and project start) that prevent any of the listed employees from performing on the project. Substitutions will be of equal or better skills.*

### 4. Management Plan

**Management Plan: The Respondent shall describe in detail its experience, including relevant contracts performed during the last three years, its financial capability and management structure, and other supporting documentation demonstrating its ability to perform and manage the work. The Management Plan shall:**

**a. Describe the Respondent's overall organizational structure and how such structure will be employed to manage the work performed under the contract:**

Linium's is structured to allow maximum flexibility in its support of its customers. The organization is mature enough to have a formal reporting structure and a deep technical bench while remaining agile enough to react quickly and make decisions efficiently. This benefits both our employees and our customers. Below is a chart of the key players who will be involved in supporting Linium's relationship with PANYNJ and the role of each within Linium's organization. This chart also defines the escalation path within Linium that Linium & PANYNJ would follow in the event of an issue that the onsite support team can't adequately address.



**b. Describe the support structure in place to administer application management services contracts and describe the management tools and techniques used to manage and control such contracts;**

The organization chart referenced in the previous section outlines the management structure in place to support the Linium team members assigned to the managed services contract with PANYNJ. The on-site consultants would be members of the Financial Technology Solutions delivery practice. One consultant would be responsible for day-to-day Level 2 support including operational support, application maintenance and database administration. The other consultant would play a more senior role of lead developer and technical team manager. He or she would perform any required BudgetPro application enhancements and would augment the efforts of the operational support consultant as required. This senior person would be Linium's main point of contact for PANYNJ's BudgetPro support team members (Technology Services, Management & Budget, etc), would create status reports for and conduct weekly status meetings with the BudgetPro support team, and would facilitate creating the annual budget estimate for BudgetPro support required from Linium in the following year.

Should additional technical resources be required during the year, Linium will provide, with PANYNJ pre-approval, one or more consultants from its Financial Technology Solutions team to supplement the two-person team. Issues of any kind can be escalated via the reporting paths outlined in the organization chart. Any technical issues will be escalated to the VP of Financial Technology Solutions. Any non-

technical issues will be escalated to the VP Public Sector Sales who is also responsible for managing the business relationship between Linium and PANYNJ.

**c. Include organizational charts, descriptions of project management and quality assurance programs and other relevant material to demonstrate the Respondent's management and approach;**

Refer above Section a.

**d. Include the Respondent's M/WBE Participation Plan.**

Linium has attached the appropriate M/WBE Participation Plan as Appendix E to this document.

## **G. Acknowledgement of Addenda**

Please find the attached signed Addendum #1 and #2 pertaining to this RFP.

**THE PORT AUTHORITY OF NY & NJ**  
**PROCUREMENT DEPARTMENT**  
**TWO MONTGOMERY STREET, 3<sup>RD</sup> FLOOR**  
**JERSEY CITY, NJ 07302**

Date: 4/5/12

ADDENDUM #1

To prospective respondents on the Selection Process Document for Support for the Port Authority's Hyperion-Based Budget PRO System

Responses due on April 20, 2012, no later than 2:00 PM

Questions due on April 6, 2012, no later than 2:00 PM

The following change is hereby made in the Selection Process Document:

1. Section F.3 (Staffing Plan), pg. 9: Add the following as subsection (e) to this Section: "The Respondent shall also indicate the sources (e.g. subcontractors, consultants, staff from the current contractor that provides maintenance of the Authority's Budget PRO System, etc.), if any, it will utilize to staff the functions required for this Contract. The Respondent shall state whether such sources have provided such services on similar projects for the Respondent or for other firms or organizations, and include a list indicating specific contracts and describing the business relationship utilized to provide such services, the past experience of key personnel and their length of service with the firm, and their functions and responsibilities relative to a comparable contract.

This communication should be initialed by you and annexed to your response upon submission. In case any Respondent fails to conform to these instructions, its response will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NY & NJ

KATHY LESLIE WHELAN, MANAGER  
PURCHASING SERVICES DIVISION

RESPONDENT'S NAME: James P. Summerville

INITIALED: JWS

DATE: 4/17/2012

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO JAMES SUMMERVILLE, WHO CAN BE REACHED AT [JSUMMERVILLE@PANYNJ.GOV](mailto:JSUMMERVILLE@PANYNJ.GOV) and 201-395-3454

**THE PORT AUTHORITY OF NY & NJ  
PROCUREMENT DEPARTMENT  
TWO MONTGOMERY STREET, 3<sup>RD</sup> FLOOR  
JERSEY CITY, NJ 07302**

Date: 4/10/12

**ADDENDUM #2**

To prospective respondents on the Selection Process Document for Support for the Port Authority's Hyperion-Based Budget PRO System

Responses originally due on April 20, 2012, no later than 2:00 PM

Responses now due on April 17, 2012, no later than 2:00 PM

The following changes are hereby made in the Selection Process Document:

1. The Due Date for Responses has been changed to April 17, 2012, no later than 2:00 PM.
2. Replace the words "Proposer" and "Proposal" throughout the Selection Process Document with the words "Respondent" and "Response," respectively.

**QUESTIONS AND ANSWERS**

The following information is made available in response to questions submitted by prospective respondents to the Port Authority of New York and New Jersey's (the "Port Authority" or the "Authority") Selection Process Document for a Real Estate Lease Administration and Database System. It addresses only those questions that the Port Authority has deemed to require additional information and/or clarification. The fact that information has not been supplied with respect to any questions asked by a Respondent does not mean or imply anything (nor should it be deemed to have any meaning, construction or implication) with respect to the terms and provisions of the Request for Information, which will be construed without reference to such questions.

The Port Authority makes no representations, warranties or guarantees that the information contained herein is accurate, complete or timely or that such information accurately represents the conditions that would be encountered during the performance of the Contract. The furnishing of such information by the Port Authority shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever and each Respondent, by submitting its response, expressly agrees that it has not relied upon the foregoing information, and that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever. Accordingly, nothing contained herein and no representation, statement or promise, of the Port Authority, its Commissioners, officers, agents, representatives, or employees, orally or in writing, shall impair or limit the effect of the warranties of the Respondent required by this Request for Information and the Respondent agrees that it shall not hold the Port Authority liable or responsible therefor in any manner whatsoever.

Questions / Requests	Answers
<p>1. Regarding the Port Authority's intention to contact the Respondent's references:</p> <p>a) What is the time-frame contact will be made to the references?</p> <p>b) Can you provide us with the email address that will be used so that we can be sure that your message does not get caught in SPAM blockers?</p> <p>c) Will references be required to complete a questionnaire? If so, how extensive will the questionnaire be?</p>	<p>a) The Authority may contact the references provided in the Responses shortly after receipt of the Responses.</p> <p>b) <a href="mailto:jsummerville@panynj.gov">jsummerville@panynj.gov</a></p> <p>c) The Authority intends to contact the references by email and request responses by email.</p>
<p>2. Is there a mechanism for rate increases/renewal at the end of contract extension year? New bid?</p>	<p>For support of the Budget PRO System after the expiry of the Contract's option period, if exercised, the Authority will consider the acquisition of such support in the option period of the Contract.</p>
<p>3. Provide data relating to volume and number of issues by category (calls, incidents, defects and enhancements) by year available within Track It tool (from origination to closure).</p>	<p>The information is not available in the requested format (calls by incidents, etc.).</p>
<p>4. Confirm MBE (12%) and WBE (5%) interest and participation level as noted in SOW?</p>	<p>The selected Respondent is expected to "use good faith efforts to provide for meaningful participation by the Port Authority certified M/WBEs as defined in" the Selection Process Document, "in the purchasing and subcontracting opportunities associated with this contract, including purchase of equipment, supplies and labor services" (Section E, pg. 4 of the Selection Process Document). "The Contractor [i.e. selected Respondent] shall use good faith efforts to achieve participation equivalent to 12% of the total Contract price for MBEs and 5% of the total Contract price for WBEs" (Section E, pg. 5 of the Selection Process Document).</p>
<p>5. Based upon the current staff's extensive experience in supporting the present Budget PRO environment working for the incumbent, is the incumbent aware that their resources may be needed to help execute a quick transition to a new vendor?</p>	<p>The Authority will communicate the need expressed in the referenced question to the current Budget PRO Support Vendor's (current contractor's) staff.</p>
<p>6. Provide the number of application enhancements (&gt; 100 hours of work) completed for each of the last 2 years?</p>	<p>Over the last two years, there have been three major application enhancements (defined as enhancements requiring more than 100 hours of work).</p>
<p>7. How many application enhancements (&gt; 100 hours of work) does the Authority anticipate for the upcoming year?</p>	<p>The Authority anticipates approximately one major application enhancement (requiring more than 100 hours of work) in the upcoming year.</p>

<p>8. Provide the allocation (in percentage) of the existing team's work effort for the prior year for the primary support areas: Operational Support, Application Maintenance and Support, and Database Administration?</p>	<p><u>Operational Support</u>: approximately 40%  <u>Application Maintenance &amp; Support</u>: approximately 40%  <u>Database Administration</u>: approximately 20%</p>
<p>9. What has been the Authority's primary concerns or "pain points" with BudgetPro support in the past year?</p>	<p>There have not been any "primary concerns" or "pain points" with Budget PRO support provided to the Authority in the past year.</p>
<p>10. Does the Authority expect "application enhancements" per Section 3.2 to be priced in the category "Application Maintenance and Support" in the pricing forms?</p>	<p>Major Application Enhancements (requiring more than 100 hours of work) shall be priced according to the hourly rates in Sections 1.B and 2.B of the Selection Process Document's Price Forms (Attachment E), as accepted by the Authority.</p> <p>Minor Application Enhancements (requiring less than 100 hours of work) shall be included in the "Application Maintenance and Support" field of Sections 1.A and 2.A of the Selection Process Document's Price Forms (Attachment E), as accepted by the Authority.</p>
<p>11. Regarding certifications:</p> <ul style="list-style-type: none"> <li>a. The <u>Oracle Essbase 11.1.2 Implementation Specialist</u> is granted after achieving both Developer and Architect expert certifications. Though not listed in the Selected Process Document, will the Port Authority accept this particular certification?</li> <li>b. In cases where Oracle 11.1.2 tests have not yet been released, will prior level certifications be acceptable to commence work with the expectation that certifications are advanced as tests become available?</li> <li>c. The Oracle BI+ certification appears to be on a sunset plan. Based on the advice cited here, will you agree to waive this requirement in favor of waiting for appropriate tests to be offered for current software? The certification website now says for Hyperion BI+ Certified Expert: <i>"While Oracle still recognizes and offers this certification, it is expected that this certification will become obsolete as the Hyperion suite and other Oracle toolsets are fully integrated into OBIEE and customers migrate to those solutions. This</i></li> </ul>	<p>The Authority requires Respondents to convey, in the Staffing Plans, the level of achieved Oracle certification (by proposed staff and organization) relevant to the work required by the Scope of Work. The Authority will evaluate the levels of Oracle certification achieved by the Respondents and their proposed staff in its overall evaluation of the Responses.</p>

<p><i>certification represents professionals with a strong knowledge of Hyperion BI+ Infrastructure administration and Installation processes. The exam required, Hyperion System 9 BI+ 9.3 Administrator, can be prepared for by attending Hyperion Reporting &amp; Analysis 11.1.2 Administration. However, it is important to note that the BI+ platform that is covered in the exam no longer exists, so it is unlikely that all examination topics will be covered in the course."</i></p> <p>d. Which roles in the Selection Process Document does the Port Authority require these certifications?</p>	
<p>12. What is the total size of the <u>non-concurrent</u> BudgetPro user population?</p>	<p>There are approximately 250 non-concurrent users of Budget PRO within the Authority.</p>
<p>13. For onsite support during business hours, will BudgetPro support vendor's personnel be located separately from the user community or in close proximity?</p>	<p>For onsite support, the Contractor's staff will be located in close proximity to the <u>primary</u> user community, which resides in the Management and Budget Department of the Authority. However, since the larger user community is located at different facilities, the Contractor's staff will necessarily be located separately from the larger user community. Nonetheless, in performing the Scope of Work, the Contractor's staff will communicate only with the Authority's Contract Manager and the primary user community (Management &amp; Budget Department).</p>
<p>14.</p> <p>a. Do the Authority have a minimum staffing level in mind in terms of daily on-site support during business hours (i.e. for a vendor plan involving multiple staff members, do all BudgetPro approved resources need to be onsite at the same time? Is this at the discretion of the Contractor as long as service levels are met?)</p> <p>b. Are SAP or PeopleSoft skills required for staffing the BudgetPro support team?</p>	<p>a. "As described in Section 8.15 of Attachment C (Scope of Work) of the Selection Process Document, the Authority expects that key team members of the selected Respondent (i.e. Contractor), including the Account Manager if he or she is considered by the Authority and the Contractor to be part of the core team performing the required services, to perform all their work on Authority premises [Monday through Friday, 8:00AM to 5:00PM] at the location designated by the Authority, except where noted otherwise in the Contract or in the selected Respondent's (i.e. Contractor's) Response to the Selection Process Document, as accepted by the Authority. Therefore, the Authority will consider alternative staffing models (i.e. <b>staffing provided offsite or staffing provided both onsite and offsite according to the categories of services, etc.</b>) from the Respondents, provided that such staffing models meet the (operational, business, technological, security, etc.) requirements listed herein."</p>

	Therefore, the Authority will consider and evaluate alternative staffing plans offered by the Respondents.  b. No.
15. How many new BudgetPro users were set up and trained in the past year?	Approximately 20 people were set up as Budget PRO users within the past year. (This number of new users should be considered <u>within</u> the relatively constant number of total Budget PRO users conveyed in the answer to question 12, above.)
16. How many Level 1 hotline calls were logged last year? How many were converted to Level 2 after triage?	Approximately 120 Level 1 calls were received last year, 45 of which were escalated to Level 2.
17. Does the Authority use Hyperion Planning task lists to guide users through financial processes?	The Authority does not use Hyperion Planning task lists to guide users through financial processes.
18. Does the Authority use Hyperion Planning workflow functionality to control the timing, status and release of budgets and forecasts?	Presently, the Authority does not use Hyperion Planning workflow functionality to control the timing, status and release of budgets and forecasts.
19. What type and level of documentation exists for the applications to be supported?	The Authority uses electronic libraries with application and technical documentation, which are, to the extent known, updated with the latest information.
20. Does the current documentation comply with the Authority's published IT Control Requirements?	To the extent known, the current documentation complies with the Authority's published IT Control Requirements.
21. What is your preferred transition timing to work alongside the outgoing support vendor?	With respect to transition, the selected Respondent (i.e. Contractor) shall interact, as necessary, with the outgoing contractor (support vendor) until May 24, 2012.
22. If requests arise for supplemental application development work arise, what are the expectations for the Authority's new BudgetPro support vendor and how does this related to the "Extra Work" clause in the proposed contract?	Major enhancements to the applications comprising Budget PRO shall be priced under the "Miscellaneous Tasks" sections of the Selection Process Document's price forms, as approved by the Authority. Work that is considered by the Authority and the Contractor <u>not to be</u> major enhancements (generally, work less than 100 hours) shall be payable according to the price provided for "Application Maintenance and Support" in the Authority-approved price forms.
23. What is the "twice per" cycle mentioned for SAP and PeopleSoft data loads in SOW Section 1.4 (A)?	<u>SAP</u> : Flat file uploads for preliminary and final monthly general ledger data.  <u>PeopleSoft</u> : Overtime data loads on a monthly basis and an initial load of employee data at the start of each budget cycle.  Note that extracts from Budget PRO are uploaded into SAP for revenue data and operating major work programs.
24. Do users provide Hyperion Planning inputs primarily through web forms or Excel Smart	The Authority's user community primarily uses web forms. However, the Authority's primary user community

View templates or is there a mixture of both?	(i.e. Management & Budget Department) uses the Essbase Excel add-in to perform lock and sends.
25. Regarding the third-party Support Detail Reporting (SDR), this tool appears to be an in-house Oracle web application written in Java. Does adequate formal documentation exist to enable transition to a new support team?	To the extent known, there is such adequate formal documentation.
26. If alternative tools and approaches to providing SDR functionality, how would the Authority propose such alternatives be presented?	The Authority expects the selected Respondent (i.e. Contractor) to suggest such alternatives.
27. Within Hyperion Financial Reports (HFR), does the Authority currently schedule and distribute report books or just maintain a required set of individual reports and report books?	The Authority maintains a required set of individual reports and report books.
28. Will the new support vendor be expected to create and validate new HFR reports? If so, how many such request were typical per year in recent years?	The selected Respondent (i.e. Contractor) will be expected to create and validate HFR reports. There were approximately 12 such reports in the last year.
29. Does the list of Hyperion applications provided in the BudgetPro support SOW indicate Plan Types or Planning Applications with one or more plan types each?	Planning Applications with one or more plan type each.
30. Of the two data architectures available within Essbase, does the Authority use both BSO and ASO Essbase cubes?	The Authority uses BSO.
31. Describe the boundaries of responsibility for Pomeroy as your technology support vendor. For example: A user reports a problem resulting in a work ticket for your BudgetPro support vendor. If there is a problem with an underlying Hyperion software service, what is the partnering protocol for discussion and handoff to Pomeroy?	The Authority expects Pomeroy to address issues related to the hardware and operating system of Budget Pro.  Users convey issues to the Authority's Management and Budget Department (the primary user community). Such Department decides the severity of the issue (i.e. Level 1 or 2), and whether such issues could be related to the aforementioned hardware and operating system.
32. Regarding after-hours support (outside of 8a - 5p), will the Authority need only remedial maintenance or will it need on-call support in case of emergencies as well? In other words, for what types of support will Authority need after hours support? (The Selection Process Document seems to indicate only for remedial maintenance, but there may be a potential need for on-call support for emergencies as well.)	For after-hours support, the Authority expects the Contractor to be available for remedial maintenance, which includes on-call support in case of emergencies.
33. It appears that the functional business owner expects all resources onsite. Will the Authority permit a combined service model using onsite and offshore resources?	See the response to question 14.a, above.

34. Would it be acceptable to provide a Level 2 support model that is accessible by an 800# but staffed by offshore resources?	See the response to question 14.a, above.
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This communication should be initialed by you and annexed to your response upon submission. In case any Respondent fails to conform to these instructions, its response will nevertheless be construed as though this communication had been so physically annexed and initialed.

THE PORT AUTHORITY OF NY & NJ

KATHY LESLIE WHELAN, MANAGER  
PURCHASING SERVICES DIVISION

RESPONDENT'S NAME: J. P. Mc  
INITIALED: JPB  
DATE: 4/17/2012

QUESTIONS CONCERNING THIS ADDENDUM MAY BE ADDRESSED TO JAMES SUMMERVILLE, WHO CAN BE REACHED AT JSUMMERVILLE@PANYNJ.GOV and 201-395-3454

## **H. Acceptance of General Contract Provisions**

Linium does not take any exceptions to the General Contract Provisions.

## **I. M/WBE Plan**

Please find the attached M/WBE Plan completed in accordance with the M/WBE Subcontracting Provisions of this RFP and provided in Appendix E.

## Appendix A – Articles of Incorporation

**Articles of Organization  
of  
eResources, LLC**

**Under Section 203 of the New York Limited Liability Company Law**

**Filed By: MICHAEL J. HANNAH ESQ.  
11 SUNSET DRIVE  
LATHAM, NEW YORK 12110**

**Articles of Organization  
of  
eResources, LLC**

**Under Section 203 of the Limited Liability Company Law  
of the State of New York**

**I am a natural person of at least the age of eighteen (18) years and, acting as organizer of a limited liability company pursuant to Section 206 of the Limited Liability Company Law of the State of New York, I HEREBY CERTIFY:**

**ARTICLE I: LIMITED LIABILITY COMPANY NAME**

**The name of the limited liability company is:**

**eResources, LLC**

**ARTICLE II: COMPANY OFFICE**

**The county within this state in which the office of the limited liability company is to be located is:**

**ALBANY**

**ARTICLE III. SECRETARY OF STATE IS AGENT OF LIMITED LIABILITY COMPANY**

**The Secretary of State of the State of New York is hereby designated as the agent of the limited liability company upon whom process against it may be served and the post office address to which the Secretary of State shall mail a copy of any process against it served upon him is:**

**Office and Post Office Address:**

**eResources, LLC  
98 Wolf Road, Suite 10  
Albany, New York 12205**

**ARTICLE IV: DURATION OF LIMITED LIABILITY COMPANY**

The duration of the limited liability company is perpetual.

**ARTICLE V: MANAGEMENT OF LIMITED LIABILITY COMPANY**

The limited liability company is to be managed by one member thereof.

**IN WITNESS WHEREOF**, the undersigned has executed and subscribed these Articles for the purposes of forming the limited liability company under the laws of the State of New York and does affirm the foregoing as true under the penalties of perjury this 5th day of April, 2000.



Michael J. Habrigh Esq., ORGANIZER  
Office and Post Office Address:

Ex. 1

**CERTIFICATE OF AMENDMENT**

**OF**

**ARTICLES OF ORGANIZATION**

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**OF**

**ERESOURCES, LLC**

**Under Section 211 of the Limited Liability Company Law**

**FIRST:** The name of the limited liability company is: **ERESOURCES, LLC**

**SECOND:** The date of the filing of the articles of organization is: **April 9, 2002.**

**THIRD:** The amendment effected by this certificate of amendment is as follows:

**Article I of the Articles of Organization relating to the name of the limited liability company is hereby amended to read as follows:**

**The name of the limited liability company is: LINIUM, LLC**

  
**JOSEPH BURKE**  
**Managing Partner**

## Appendix B – Financial Information

### A. Certified Financial Statements

Linium's consolidated financial statements and independent accountants' compilation report are provided under a separate cover via US Mail to this RFP response.

### B. Statement of Work

Please find the attached Statement of Work (SOW) reflecting a Linium Hyperion Planning project.

A high-level overview of the project details are as follows:

<b>Project Name:</b>	University of Pennsylvania Health System
<b>Description of Work:</b>	Implementation of: Hyperion Planning v11.1.2.1 Oracle Data Integrator Hyperion Reports v11.1.2.1 Hyperion Essbase
<b>Annual Dollar Value</b>	\$890,800
<b>Location (City, State)</b>	Philadelphia, PA
<b>Current Percentage of Completed Work</b>	95%
<b>Expected Date for Completion</b>	To be completed April 2012
<b>Contact Name (person most familiar with work performed)</b>	David Honma, CPA Director - Finance & Systems (267) 414-2249 david.honma@uphs.upenn.edu

### C. Banking Institution Information

The following section details Linium's banking institution information, including Linium's Federal Employer Identification Number and Dun and Bradstreet number. Please note that Linium has not furnished information to any credit service.

<b>Bank:</b>	KeyBank 155 Wolf Rd Albany NY 12205 518-453-1612
<b>Tax ID#:</b>	Ex. 1
<b>D&amp;B#:</b>	13-636-3749
<b>NAICS#:</b>	541512