



10 West Market Street | Suite 1300 | Indianapolis, IN 46204 | 317.493.2000

RFP-13-41 RESPONSE

*MAINTENANCE, MODIFICATION, ENHANCEMENT, AND
OPERATIONAL SUPPORT OF THE INDIANA PROSECUTOR
CASE MANAGEMENT SYSTEM (PCMS)*



PREPARED FOR THE INDIANA PROSECUTOR ATTORNEYS
COUNCIL
FEBRUARY 8TH, 2013

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1.0 TRANSMITTAL LETTER

February 8th, 2013

Mark Hempel
Indiana Department of Administration/Procurement Division
402 West Washington Street, Room W478
Indianapolis, IN 46204

Mr. Hempel,

It is our pleasure to offer this response to assist with the Indiana Prosecutor Attorneys Council (IPAC) RFP-13-41 for maintenance, modification, enhancement and operational support of the Indiana Prosecutor Case Management System (PCMS). Our team has read and understands the requirements set forth in Section 1 of the RFP document and agrees to all requirements and conditions.

As the largest IT Solutions firm headquartered in the State of Indiana and coupled with our partner's extensive experience working with the State of Indiana, *BCforward* has the necessary skills, experience and ability to provide IPAC with the desired support. Our organization has been providing similar services to the public and private sectors for over a decade and with nearly 1500 employees, our teams of Project Management and Technical resources are ready and willing to provide IPAC with the requested services. *BCforward* is committed to delivering these services in compliance with the terms and conditions set forth in the RFP including, but not limited to the State's mandatory contract clauses.

BCforward has worked with various State Agencies over many years and our team of all local partners has also provided services to the State. Our team is supplemented by two outstanding diversity firms. The Consultants Consortium (TCC) is a highly qualified MBE providing information technology services to business and government agencies in Indiana and Maryland. TCC has provided technology consulting services to the State of Indiana since 1998. TCC implemented and maintained the Child Care and Development Fund (CCDF) Automated Intake System (AIS) and the Regulated Child Care System (RCCS) (which includes the Paths to Quality [PTQ] and Provider Eligibility Standards [PES] systems) for the Indiana Bureau of Child Care (BCC), a division of the Family Social Services Administration. Since 1966, Indecon has provided consulting and production programming for governments and corporations of all sizes. Technical expertise, education, and experience are the hallmarks of their more than 250 technical staff members. A preferred vendor on the MSP contract, a BPA Application Development Vendor and a preferred provider on multiple commercial contracts with Fortune 500 and Indiana-based companies, Indecon is well established in the Indianapolis community and has created an outstanding reputation with the State of Indiana. In addition, they were recently awarded the Maintenance and Rewrite of the IRIS system at FSSA.

Our Indiana-based team brings over seven decades of experience in working with every key player in the State of Indiana. *BCforward* and our team are uniquely qualified for this project because we understand what most vendors do not: The challenges facing the IPAC and specifically the PCMS are Indiana public safety challenges NOT just software challenges. *BCforward* offers not only a proven solution but an approach that positions IPAC and the PCMS as a reliable resource for prosecuting attorneys, law enforcement and the State of Indiana.

The combination of our delivery team's knowledge and background of the State of Indiana, our cost effective and proven solution and the fact that we bring an all Indiana team uniquely qualifies *BCforward* to partner with IPAC to deliver this service.

We have provided a response that demonstrates our unique capabilities, creative solution and commitment to Indiana. As the Executive Sponsor for the State account, I will be serving as the primary point of contact for this RFP. Our pursuit team also includes Todd Tolson, Account Manager. Should you have any questions or concerns,

please do not hesitate to contact us directly at Justin.Christian@BCforward.com or Todd.Tolson@BCforward.com;
pn 317.493.2000; fx 866.881.7769.

Best Regards,

A handwritten signature in black ink, appearing to read "Justin P. Christian".

Justin P. Christian
President/CEO

2.3 BUSINESS PROPOSAL

The following sections address all information requested by the Indiana Prosecutor Attorneys Council (IPAC) as outlined in RFP-13-41. This information is intended to provide IPAC with a complete overview of our delivery team along with our qualifications and demonstrated experiences.

2.3.1 GENERAL INFORMATION

BCforward is a business solutions firm that leverages technology to assist in the solution of business problems. Founded in 1998, *BCforward* currently maintains a team of nearly 1500 resources. *BCforward* operates delivery centers in Indianapolis, Cincinnati, Chicago and India. We provide business solutions to over 70 clients globally. Our teams deliver solutions across multiple industries from both public and private sectors. *BCforward* continues to build its teams to meet the rapidly growing demands of our clients. Our engagement model consists of the following key attributes and goals:

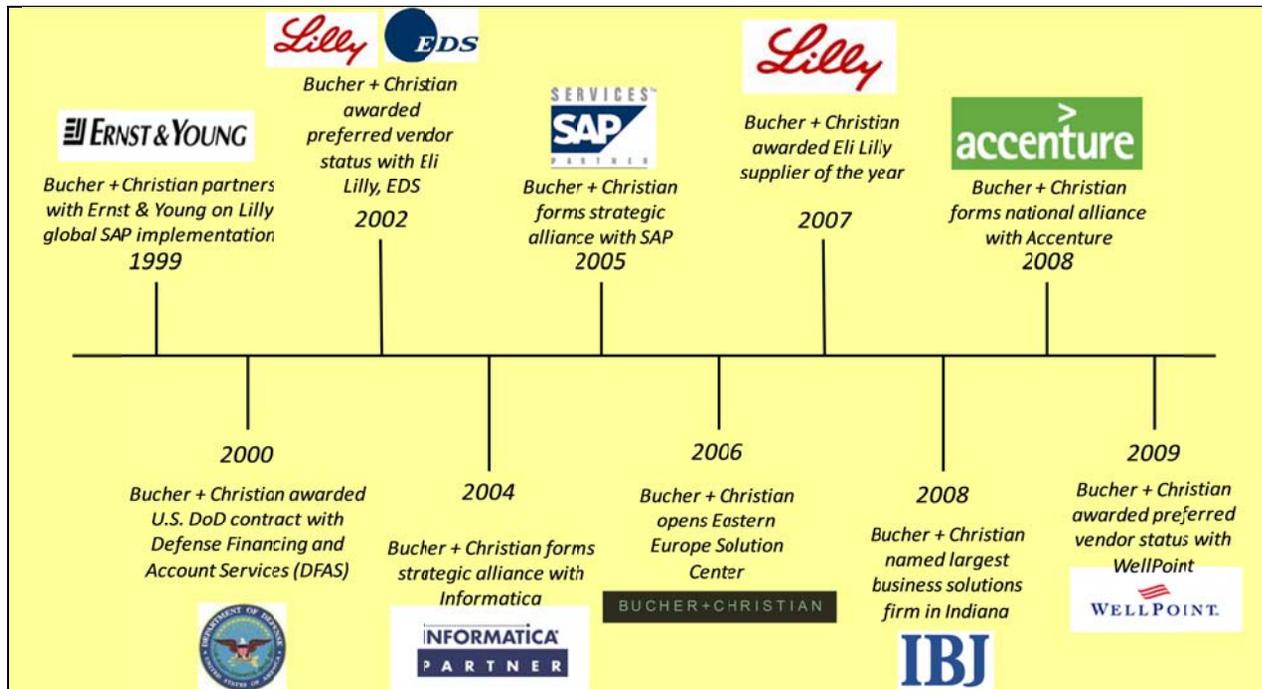
- Provide strategic consulting services to our clients with expert resources
- Offer the highest quality outsourcing and systems solutions at reasonable cost through the management of our own internal fixed and variable costs
- Offer implementation and project delivery solution options including on-site/on-shore/off-shore consulting through our global delivery centers.

The *BCforward* mission statement is simple: “We want to be a provider of value-added, customer focused outsourced solutions and services”. To accomplish this we will:

- Recognize that our employees are our number one resource. *BCforward* realizes that our success depends on the efforts of our employees. We will continue to attract and retain talented, dedicated and skilled staff that share our values and can contribute to our mission. We will offer competitive wages and comprehensive benefits. We are committed to providing excellent training opportunities to all staff. We respect and enable balance between our employees' professional and personal lives.
- Acknowledge that our customers are our number one asset. We are committed to meeting our customer's expectations on time, all the time. We will align ourselves and build relationships with customers who share our values. We build our credibility by doing this.
- Continually bring innovative solutions to the marketplace so we will be viewed as a sought after partner. We will invest the necessary resources to stay informed about emerging technologies and when appropriate, be prepared to leverage these technologies to create solutions that address our customers changing needs.
- Align ourselves with partners who share our business beliefs. We will limit our offerings to high quality, competitively priced products. We will select partners whose products are judged as highest quality, well supported and technologically sound.
- Be active business citizens within the communities we serve. We will make an ongoing effort to be judged as outstanding supportive citizens within the community.

2.3.1.1 SELECTED CORPORATE MILESTONES

The following timeline illustrates some key corporate milestones over the past decade including major contract awards, critical technology partnerships and local awards and recognitions:



2.3.1.2 PROJECT MANAGEMENT OFFICE (PMO)

The PMO is responsible for the ongoing management and oversight of all BCforward engagements and resources, and acts as the primary point of contact for the engagement.

The maturity level of an organization is critical to the successful completion of any engagement. Without proper internal and external processes and procedures, a consulting company cannot maximize the value brought to an engagement. The Solution Delivery business unit is responsible for delivering robust solutions to our clients. This division is a “matrix style” group managed by both our internal Project Management Organization (PMO) and technical area practice directors. BCforward’s PMO Practice provides core PMO external and internal functions which are Project Management Consulting Services, Centralized Management of Project Delivery, facilitating internal project audit reviews, coaching and training staff, identifying and incorporating process improvements and best practices, and managing PMO library and methodologies. BCforward’s competency of strategic project management is offered from two perspectives:

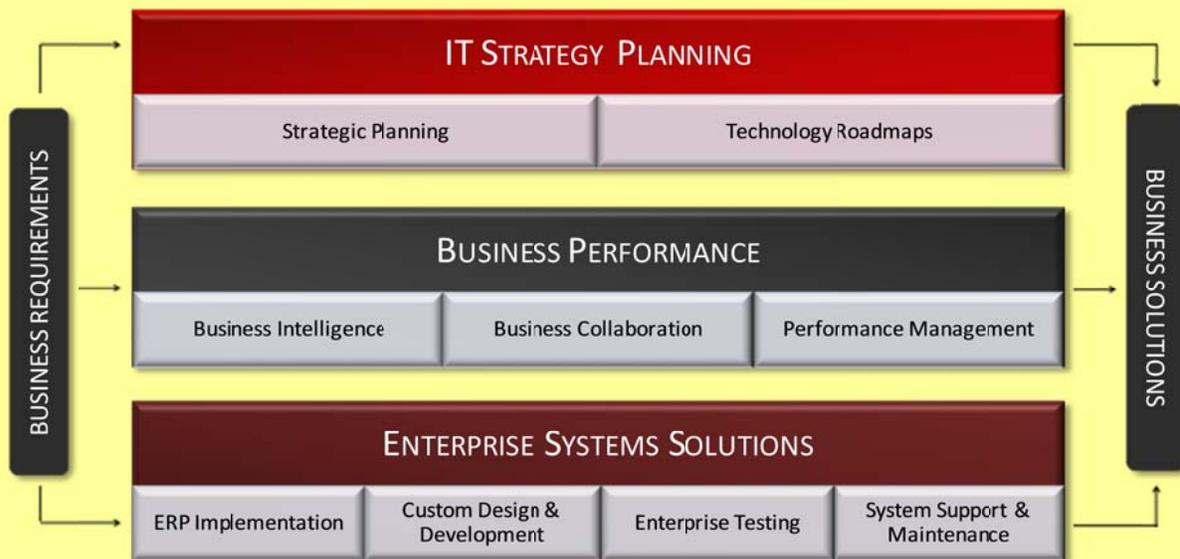
- **Project Management Consulting Services** – This aspect of the PMO works directly with our clients to provide project management assistance to supplement client staff and expertise. In addition, the PMO assists clients with managing a collection of projects as one or more inter-related portfolios. The PMO provides project managers that specialize in project portfolio management and project management. The PMO also provides project consultants that maintain subject matter expertise and leadership in their core specialty. These SME Leaders (Technical Leads, Validation Leads, etc.) are technical consultants serving in a leadership role that are matrixed from our technical practices areas and trained in leadership by the PMO. Our project consultant staff also consists of consultants with experience in xRPM and Rational Unified Process.
- **Centralized Management of Project Delivery** – This aspect of the PMO focuses on the quality and management of client engagements and projects being delivered in our Solution Delivery Business Unit. Client based projects that are executed on-site at BCforward are conducted in our US (Indianapolis, Cincinnati, Chicago) or Global (Hyderabad, India) Solution Centers. Projects that are

executed in the US Solution Centers follow our Project Management Methodology Delivery Approach (PMM-DA). Projects executed in our Global Solution Center follow our Global Project Delivery Methodology (GPDM).

Our PMO staff's highly experienced consultants specialize in project management and are capable of supporting client enterprise initiatives of varying sizes and complexity. A key factor in the success of enterprise engagements is the efficiency, organization and day-to-day support of the team members by the project management office. Our consultants leverage the PMO's expertise, project management methodology and software development lifecycle, industry standards and best practices to complete projects on time, in budget and within scope. Input and oversight from the PMO is ongoing with any BCforward engagement.

2.3.1.3 HORIZONTAL LINES OF SERVICE

BCforward's practice areas provide basic building blocks of process analysis and technology. The practice areas maintain teams of global business and technology experts that our organization can quickly deploy when needed. BCforward maintains the following horizontal service lines:



2.3.1.4 STRATEGIC ALLIANCES

At BCforward, software and brand alliances are essential to delivering solutions to our clients. BCforward extends our technology and business capabilities through a powerful alliance network of market leaders and innovators, to provide our clients the best specialized skills and tailored solutions.

MICROSOFT - BCforward's Microsoft Service line helps our clients truly leverage their investment in Microsoft technologies by creating custom solutions that focus on delivering value to the bottom line. We specialize in .NET development, Information Worker Solutions, Portal Solutions, Enterprise Search, Content Management, Workflow and Custom Web and Application Based Solutions. Our consultants possess a myriad of Microsoft certifications, including Windows operating systems, .NET development, Microsoft SQL Server, Business Intelligence solutions, SharePoint, and Unified Communications. Our relationship with Microsoft provides BCforward with access to top Microsoft resources to ensure the implementation of compliant, supportable solutions for our clients.





ORACLE - When it comes to Oracle-based solutions, *BCforward* has been a choice for a growing number of world leading organizations. More than 100 professionals provide implementation, upgrade and application outsourcing solutions across the entire Oracle suite of products—

including Oracle E-Business Suite, PeopleSoft, JD Edwards, Retail (Retek), Siebel, and Oracle technology and middleware.

INFORMATICA - Informatica and *BCforward* are uniquely suited to provide organizations the technology and expertise for bringing together disparate systems and data to meet ever-changing business needs. Together we represent the pinnacle of expertise in data integration for our clients. *BCforward* is committed to helping its



clients win the battle for the customer, using new and existing systems more effectively to make critical enterprise data visible. With global reach, experience and innovation, *BCforward* and Informatica serve virtually every industry by providing broad visibility of enterprise data. *BCforward* has more than 30 Informatica-skilled professionals committed to providing innovative solutions based on Informatica technologies. With these solutions, *BCforward* helps clients achieve competitive

advantage and profitable growth. *BCforward* and Informatica enable companies around the world to gain a three-dimensional view of their enterprise and quickly transform this insight into fully integrated systems and data.

SAP - *BCforward's* global SAP capabilities are a key component of our leading role in helping clients become high-performance businesses and governments. Each year, *BCforward* makes significant investments to maintain a full spectrum of SAP capabilities, and SAP has recognized that commitment and level of achievement—for example, *BCforward* is the only Indiana Headquartered SAP America Partner. The SAP awards partnerships to consulting companies that have provided quality solutions and services to joint customers.

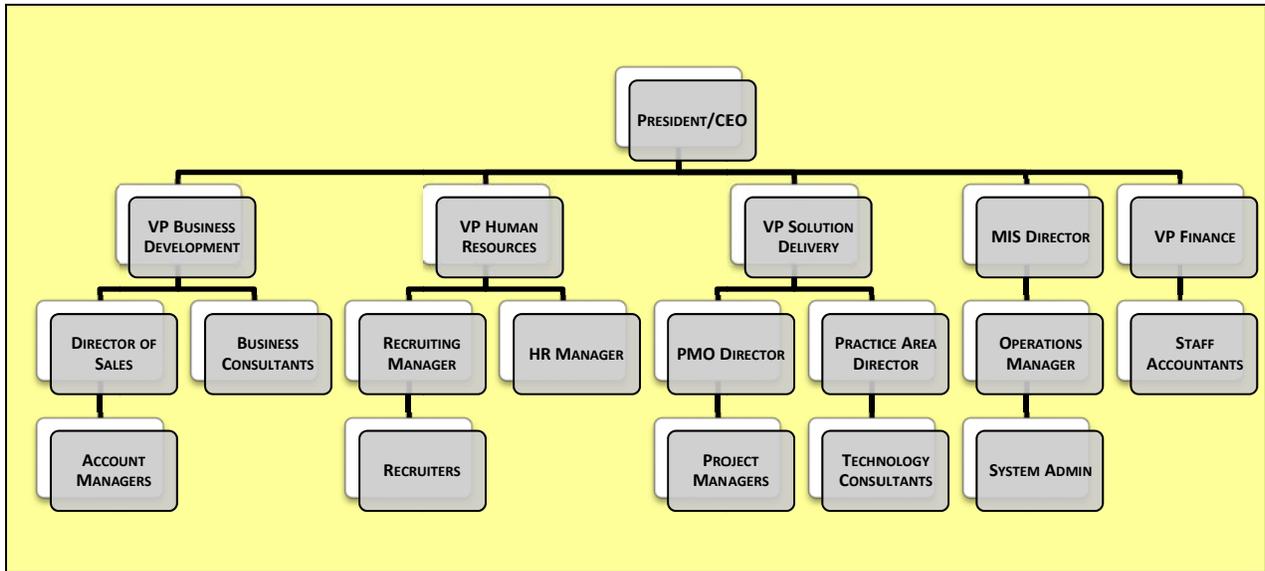


2.3.2 BCFORWARD COMPANY STRUCTURE

Bucher + Christian Consulting, Incorporated d/b/a *BCforward* founded and headquartered at 10 West Market Street, Suite 1300, Indianapolis, IN 46204 provides IT outsourcing, staffing and system solutions. *BCforward* also operates an off-shore solution center in Hyderabad, India that will not be utilized for this engagement.

BCforward is organized into global business units representing the Project Management Office (PMO), vertical specific solutions (Government and Commercial) and horizontal lines of service. Our operating model is designed to ensure that our clients receive consistently efficient service with the client intimacy, industry knowledge and unwavering focus on results-oriented solutions that are consistent of our culture. This agile, collaborative organizational model also ensures that our team of professionals can integrate any or all of *BCforward's* services into a solution that can address IPAC's requirements.

The following organizational structure is designed to specifically support the way in which *BCforward* delivers IT outsourcing, staffing and system solutions services:



2.3.3 BCFORWARD FINANCIAL INFORMATION

BCforward has provided the required financial reports in a separate package that has been included with our submission. This package is labeled BCforward Financial Statements – Confidential. The included financial statements clearly demonstrate the financial strength of the organization.

2.3.4 INTEGRITY OF STRUCTURE AND FINANCIAL REPORTING

BCforward's financial statements have been thoroughly reviewed by the corporation's President/CEO, Justin Christian. Mr. Christian agrees that the information contained within these statements is accurate and complete. A signed letter from the corporation's President indicating the above has been provided.



2.3.5 CONTRACT TERMS/CLAUSES

As indicated in the Transmittal Letter, *BCforward* agrees to all of the mandatory contract clauses, as well as desired contract clauses that have been proposed by the State of Indiana and the Indiana Prosecutor Attorneys Council.

| Mandatory Clauses | Acceptance? (Yes / No) |
|---|------------------------|
| Authority to Bind Contractor | Yes |
| Duties of Contractor, Rate of Pay, and Term of Contract | Yes |
| Compliance with Laws | Yes |
| Drug-free Workplace Provision and Certification | Yes |
| Employment Eligibility Verification | Yes |
| Funding Cancellation | Yes |
| Indemnification | Yes |
| Governing Laws | Yes |
| Non-discrimination Clause | Yes |
| Payments | Yes |
| Penalties/Interest/Attorney's Fees | Yes |
| Non-collusion and Acceptance | Yes |
| Information Technology | Yes |
| No Investment in Iran | Yes |

2.3.6 REFERENCES

BCforward and our partners are pleased to provide the following references that can speak to our quality, expertise and integrity. *BCforward* understands and encourages our clients to speak with references regarding our capabilities and professionalism when it comes to successfully implementing engagements of these types. As many corporations have their own policies regarding providing references we ask that IPAC allow us to assist in contacting and scheduling a time to speak with our references. It is important to us to be respectful of our client's time and corporate policies while at the same time providing an environment that enables a candid conversation about *BCforward's* services.

Reference One

| | |
|--|---|
| Name of Company or Governmental Entity | Indiana Criminal Justice Institute |
| Mailing Address | 101 West Washington Street, Room 1170 East Tower Indianapolis, IN 46204 |
| Telephone Number | 317-232-2560 |
| Contact Name | Mary Allen |
| Title | Executive Director |
| Telephone/Fax Number | 317-232-2560/317-232-4979 |
| E-mail Address | mlallen@cji.in.gov |
| Time period in which services were provided | August 2011 - Present |
| Please describe the service provided to this reference | <p>BCforward is building a new web based Claims processing system for IN victims of violent and sexual crimes for ICJI. This included the following capabilities within the new system:</p> <p>Online Application submission, Case Management, Workflow processing, Billing and Financial reconciliation, Payment Management, Interfaces to 3rd Party systems, Custom Reporting and Letter creation and an Internal User Administration module.</p> |

Reference Two

| | |
|--|--|
| Name of Company or Governmental Entity | InterAct Public Safety Systems |
| Mailing Address | 102 West 3rd St, Suite 750 Winston-Salem, NC 27101 |
| Telephone Number | 618-225-0630 |
| Contact Name | John Stransky |
| Title | Regional Vice President - Midwest |
| Telephone/Fax Number | 618-225-0630/618-344-1395 |
| E-mail Address | John.Stransky@InterAct911.com |
| Time period in which services were provided | June 2010 - present |
| Please describe the service provided to this reference | <p>BCforward is supplying InterAct Public Safety Systems with programmer resources to assist with the Computer-Aided Dispatch System implementation.</p> |

Reference Three
Enter your response below.

| | |
|---|--|
| Name of Company or Governmental Entity | Indiana Department of Correction |
| Mailing Address | IGCS 302 W. Washington St. Room E334 Indianapolis, IN 46204 |
| Telephone Number | 317-232-5706 |
| Contact Name | Amanda Copeland |
| Title | Chief of Staff |
| Telephone/Fax Number | 317-232-5706/317-233-1474 |
| E-mail Address | acopeland@idoc.in.gov |
| Time period in which services were provided | October 2010 - March 2013 |

| | |
|---|---|
| <p>Please describe the service provided to this reference</p> | <p>BCforward was hired by the Indiana Department of Correction (IDOC) to evaluate various integrated system upgrades to the Offender Information System (OIS), Juvenile Data System (JDS), Offender Trust System (OFS), Substance Abuse Management System (SAMS), Internal Affairs Case Management (IACM), Offender Grievance Tracking System (OGRE), Sex Offender Monitoring and Management System (SOMM), Offender Case Management System (OCMS), Warehouse Packet Tracking, Comprehensive Case Management System (CCMS), Data Exchange, Volunteer Tracking and Offender Transportation Tracking.</p> <p>Prior to the initiation of a systems integration project, BCforward created a clear Scope of Work outlining the deliverables and objectives for the implementation. In addition to the Scope of Work, the IDOC also required BCforward to define and document the business requirements associated with each of the included systems or functions.</p> <p>This Requirements Definition Project allowed the systems integrator to provide a detailed quote in terms of both cost and timeframe to the IDOC.</p> |
|---|---|

| Reference Four | Enter your response below. |
|--|---|
| Name of Company or Governmental Entity | State of Indiana Family and Social Services Administration-Vocational Rehabilitation Services |
| Mailing Address | 402 W. Washington Street, W453 Indianapolis, IN 46204 |
| Telephone Number | 317-234-6422 |
| Contact Name | Patrik Madaras |
| Title | State Program Director |
| Telephone/Fax Number | 317-234-6422/ |
| E-mail Address | Patrik.madaras@fssa.in.gov |
| Time period in which services were provided | October 2010–Present |
| Please describe the service provided to this reference | Indecon was involved from initiation through productions and post production support. FSSA needed to add additional enhancements and functionality to the Indiana Rehabilitation Information System (IRIS). |

Please identify all references for the past five (5) years for whom your company has provided the same or similar services as those requested in this RFP, but the contract was terminated for cause or for convenience.

Not applicable as not had any services terminated for cause nor for convenience with the past 5 years.

2.3.7 REGISTRATION TO DO BUSINESS

Respondents providing the products and/or services required by this RFP must be registered and in good standing with the Indiana Secretary of State. The requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit corporations, and limited liability companies. Please indicate the status of registration.

Bucher + Christian Consulting, Inc. d/b/a *BCforward* is registered and in good standing with the Indiana Secretary of State under Control #1998041754, NAICS Code 541511, and Taxpayer Identification Number 35-2049936. This registration information is available at:

https://secure.in.gov/sos/bus_service/online_corps/view_details.aspx?guid=D7E98F17-847D-4017-A554-3CEFE1F9A1A8

Searching under the name *BCforward* returns the registration information for the legal entity Bucher + Christian Consulting, Inc. as it appears below.

| Entity Name | Type | Entity Type | City/State |
|-------------------------------|-------|---------------------------------|------------------|
| Bucher + Christian Consulting | Legal | For-Profit Domestic Corporation | Indianapolis, IN |

Respondents must be registered with the Indiana Department of Administration (IDOA) in the Bidder registration database as a bidder to receive an award. This can be accomplished for no fee on-line at <http://www.in.gov/idoa/2464.htm>. Please indicate the status of registration.

Yes. Bucher + Christian Consulting, Inc. d/b/a *BCforward* is registered and in good standing with the Indiana Secretary of Administration.

2.3.8 AUTHORIZING DOCUMENT

Please refer to section 2.4 of this document.

2.3.9 SUBCONTRACTORS

| | |
|---|---|
| <p>The Respondent must furnish the following information for their use of subcontractors:</p> <ul style="list-style-type: none"> a. Each subcontractor's name, address, and state of incorporation that are proposed to be used in providing the required products and services b. Each subcontractor's area(s) of responsibility under the proposal c. The anticipated dollar amount for each subcontract d. Each subcontractor's form of organization e. An indication from each subcontractor of a willingness to carry out their responsibilities (this assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in this proposal) f. The qualifications of each subcontractor for guaranteeing performance g. Which, if any, subcontractors qualify as a Minority of Women Owned Business under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women Business information h. Identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience in the technical proposal for each portion of the proposed products or services to be provided by the subcontractor i. Any other data that may be required by the State | <ul style="list-style-type: none"> a. Indecon Solutions, LLC 115 W. Washington Street, Suite 1310 South Indianapolis, IN 46204 Incorporated in Indiana b. Case Management subject matter expertise, developers, and other IT staffing as needed. c. \$79,391.72 d. Limited Liability Corporation e. Executed Subcontract/Letter of Agreement Over the Official Signature of the Firm f. Since 1966, Indecon has provided consulting and production programming for governments and corporations of all sizes. Technical expertise, education and experience are the hallmarks of their more than 250 technical staff members. A preferred vendor on the MSP contract, a BPA Application Development Vendor, and a preferred provider on multiple commercial contracts with Fortune 500 and Indiana-based companies, Indecon is well established in the Indianapolis community and has created an outstanding reputation with the State of Indiana. In addition, they were recently awarded the Maintenance and Rewrite of the IRIS system at FSSA. g. Yes- /Woman owned h. Indecon will be providing experienced Case Management development staff. They currently provide similar expertise on the IRIS project. <ul style="list-style-type: none"> a. The Consultants Consortium 1099 North Meridian Street, Suite 910 Indianapolis, IN 46204 Incorporated in Indiana b. Training and hosting. c. \$79,391.72 d. S-Corp e. Executed Subcontract/Letter of Agreement Over the Official Signature of the Firm f. The Consultants Consortium (TCC) is a highly qualified MBE providing information technology services to business and government agencies in Indiana and Maryland. TCC has provided technology |
|---|---|

| | |
|--|---|
| | <p>consulting services to the State of Indiana since 1998. TCC implemented and maintained the Child Care and Development Fund (CCDF) Automated Intake System (AIS) and the Regulated Child Care System (RCCS) (which includes the Paths to Quality [PTQ] and Provider Eligibility Standards [PES] systems) for the Indiana Bureau of Child Care (BCC), a division of the Family Social Services Administration.</p> <p>g. Yes- /Minority owned</p> <p>h. TCC will be providing hosting and hosting expertise along with staff augmentation services. TCC currently host numerous applications for the State of Indiana.</p> |
|--|---|

BCforward will utilize subcontractors from The Consultants Consortium and Indecon Solutions. The following commitment letters and State of Indiana MWBE Certifications, from each organization, are below. All responsibilities regarding project activities are documented in the Technical Proposal portion of this document.

2.3.9.2 THE CONSULTANTS CONSORTIUM (TCC)

TCC is an Indianapolis-based certified Minority Business Enterprise that provides information technology services to business and government agencies in Indiana and Maryland. TCC is a Subchapter S Corporation, incorporated in Indiana in 1996. TCC combines its information systems experience with the utilization of the latest in cutting-edge technology to assist organizations in becoming more productive and reaching their goals efficiently.

TCC has provided technology consulting services to the State of Indiana since 1998. TCC implemented and maintained the Child Care and Development Fund (CCDF) Automated Intake System (AIS) and the Regulated Child Care System (RCCS) (which includes the Paths to Quality [PTQ] and Provider Eligibility Standards [PES] systems) for the Indiana Bureau of Child Care (BCC), a division of the Family Social Services Administration. TCC is also contracted by the BCC to conduct CCDF Program Monitoring, PTQ Quality Rating System ratings, and PES exempt

provider inspections in addition to other administrative functions. TCC hosts over 200 systems and has over 90 employees.



February 6, 2013

Justin Christian
BCforward
10 West Market Street, Suite 1300
Indianapolis, IN 46204

Dear Mr. Christian,

This letter is confirmation of The Consultants Consortium, Inc. (TCC) intent to participate with Bucher + Christian Consulting, Inc. d/b/a BCforward on the State of Indiana, RFP 13-41. This RFP is for Maintenance, Modification, Enhancement, and Operational Support of the Indiana Prosecutor Case Management System (PCMS) released by the Indiana Department of Administration and Indiana Prosecuting Attorneys Council.

TCC is pleased to have this opportunity to participate with BCforward on this RFP. This letter is also our commitment to abide by all State procurement regulations which include:

- Authority to Bind Contractor
- Duties of Contractor, Rate of Pay, and Term of Contract
- Compliance with Laws
- Drug-free Workplace Provision and Certification
- Employment Eligibility Verification
- Funding Cancellation
- Indemnification
- Governing Laws
- Non-discrimination Clause
- Payments
- Penalties/Interest/Attorney's Fees
- Non-collusion and Acceptance
- Information Technology
- No Investment in Iran

The Consultants Consortium, Inc. understands there is no commitment for work by BCforward, unless the RFP activity results in a contract/award with the State of Indiana. Should BCforward sign a contract with the State of Indiana, TCC will participate in the contract by providing hosting services and staff augmentation. TCC will be paid no less than 10% of the contract.

TCC is an Indiana formed and a certified Minority Business Enterprise with the State of Indiana.

TCC further certifies that Megan Ornellas, as signatory to this letter, is authorized to make such commitments on behalf of The Consultants Consortium, Inc.

Sincerely,



Megan Ornellas
Chief Financial Officer


STATE OF INDIANA

Mitchell E. Daniels Jr., Governor

DEPARTMENT OF ADMINISTRATION
 Minority and Women's Business Enterprises Division

 Indiana Government Center South
 402 West Washington Street, Room W469
 Indianapolis, IN 46204
 (317) 232 - 3061

March 28, 2012

 Steven L. Maudlin
 The Consultants Consortium, Inc.
 1099 North Meridian Street, Suite 910
 Indianapolis, IN 46204

Subject: Application for MBE certification

Dear Steven L. Maudlin,

Congratulations! The Indiana Department of Administration, Minority and Women's Business Enterprises Division is pleased to inform you that The Consultants Consortium, Inc. is hereby certified as a Minority Business Enterprise (MBE).

Your company provides a commercially useful function in the areas listed below. Only work performed in these areas will be counted towards Minority Business participation:

| UNSPSC CODE(S) | |
|----------------|---|
| <i>Code</i> | <i>Description</i> |
| 43231500 | Business function specific software |
| 43231512 | License management software |
| 43232300 | Data management and query software |
| 43232309 | Information retrieval or search software |
| 43232400 | Development software |
| 43232403 | Enterprise application integration software |
| 43232600 | Industry specific software |
| 78141600 | Inspection |
| 80000000 | Management and Business Professionals and Administrative Services |
| 80101600 | Project management |
| 81111503 | Systems integration design |
| 81111504 | Application programming services |
| 81111506 | Client or server programming services |
| 81111600 | Computer programmers |

On September 13, 2010, the Governor's Commission on Minority and Women's Business Enterprises approved the department's effort to streamline its recertification process. Instead of conducting an onsite visit to each company seeking recertification, the department now has the discretion to waive the visit after a thorough review of the company's file and recertification documents. We have approved your recertification and it is valid through **March 31, 2015**. Please note that IDOA continues to reserve the right to conduct a site visit or phone interview at any time to certified companies.

Although your certification is valid for a three-year period, you are required to submit an annual *Affidavit of Continued Eligibility (ACE)* form, located at http://www.in.gov/idoa/files/ACE_Form.pdf. **We do not send reminder letters, so it is your responsibility to timely submit the ACE form.** Please remember you must notify us immediately if any changes occur. Failure to notify us of changes or to provide an ACE form annually will result in revocation of your certification. Changes include, but are not limited to, changes in location, contact information, ownership and control.

2.3.9.3 INDECON SOLUTIONS

Since 1966, Indecon has provided consulting and production programming for governments and corporations of all sizes. Technical expertise, education, and experience are the hallmarks of their more than 250 technical staff members. Their talent pool and commitment to quality enable us to respond promptly to the needs of our clients. A preferred vendor on the MSP contract, a BPA Application Development Vendor, and a preferred provider on multiple commercial contracts with Fortune 500 and Indiana-based companies, Indecon is well established in the Indianapolis community and has created an outstanding reputation with the State of Indiana. In addition, we were recently awarded the Maintenance and Rewrite of the IRIS system at FSSA.

Employing over 100 Indiana residents, Indecon focuses on providing necessary services to State of Indiana agencies. Our corporate office is located in downtown Indianapolis just a short walk from the Indiana Government Center. Indecon is able to leverage from both local and national resources to provide the State with the capacity to ensure that all requirements of the RFP are met and that the highest quality data processing products and services are delivered on time and on budget.



February 6, 2013

Justin Christian
 BCforward
 10 West Market Street, Suite 1300
 Indianapolis, IN 46204

Dear Mr. Christian,

This letter is confirmation of Indecon Solutions, LLC (Indecon) intent to participate with Bucher + Christian Consulting, Inc. d/b/a BCforward on the State of Indiana, RFP 13-41. This RFP is for Maintenance, Modification, Enhancement, and Operational Support of the Indiana Prosecutor Case Management System (PCMS) released by the Indiana Department of Administration and Indiana Prosecuting Attorneys Council.

Indecon is pleased to have this opportunity to participate with BCforward on this RFP. This letter is also our commitment to abide by all State procurement regulations which include:

- Authority to Bind Contractor
- Duties of Contractor, Rate of Pay, and Term of Contract
- Compliance with Laws
- Drug-free Workplace Provision and Certification
- Employment Eligibility Verification
- Funding Cancellation
- Indemnification
- Governing Laws
- Non-discrimination Clause
- Payments
- Penalties/Interest/Attorney's Fees
- Non-collusion and Acceptance
- Information Technology
- No Investment in Iran

Indecon Solutions understands there is no commitment for work by BCforward, unless the RFP activity results in a contract/award with the State of Indiana. Should BCforward sign a contract with the State of Indiana, Indecon will participate in the contract by providing technical and programming services. Indecon will be paid no less than 10% of the contract.

Indecon is an Indiana formed LLC and a certified Women Business Enterprise with the State of Indiana.

Indecon further certifies that Tiffany Knaul, as signatory to this letter, is authorized to make such commitments on behalf of Indecon Solutions.

Sincerely,



Tiffany Knaul
CEO


STATE OF INDIANA

Mitchell E. Daniels Jr., Governor

DEPARTMENT OF ADMINISTRATION
 Minority and Women's Business Enterprises Division

 Indiana Government Center South
 402 West Washington Street, Room W469
 Indianapolis, IN 46204
 (317) 232 - 3061

March 16, 2011

 Tiffany Knaul
 Indecon Solutions, LLC
 115 West Washington Street, Suite 1310S
 Indianapolis, IN 46204

Subject: Application for WBE certification

Dear Tiffany Knaul,

Congratulations! The Indiana Department of Administration, Minority and Women's Business Enterprises Division is pleased to inform you that Indecon Solutions, LLC is hereby certified as a Women Business Enterprise (WBE).

Your company provides a commercially useful function in the areas listed below. Only work performed in these areas will be counted towards Women Business participation:

UNSPSC CODES(S)

| <i>Code</i> | <i>Description</i> |
|-------------|---|
| 80111608 | Temporary information technology software developers |
| 80111609 | Temporary information technology systems or database administrators |
| 80111610 | Temporary information technology networking specialists |
| 80111711 | Permanent information technology software developers |
| 80111712 | Permanent information technology networking specialists |
| 80111713 | Permanent information technology systems or database administrators |
| 80101507 | Information technology consultation services |

 This certification is valid through **March 31, 2014**.

Although your certification is valid for a three-year period, you are required to submit an annual **Affidavit of Continued Eligibility (ACE)** form, located at http://www.in.gov/idoa/files/ACE_Form.pdf. ***We do not send reminder letters, so it is your responsibility to timely submit the ACE form.*** Please remember you must notify us immediately if any changes occur. Failure to notify us of changes or to provide the ACE form annually will result in revocation of your certification. Changes include, but are not limited to, changes in location, contact information, ownership or control.

We encourage you to visit IDOA's procurement website, <http://www.in.gov/idoa/2463.htm>, and update your Business Registration Profile. It is important that you review and update your profile regularly, because state purchasing agents and prime contractors may use this information to contact you for business opportunities. For questions regarding your registration profile, you may contact our office at 317-232-3061.

Please note that your Bidder Registration Number (BRN) also serves as your certification number.

While this letter serves as notification of certification, it does not serve to prove continued eligibility. Please visit <http://www.in.gov/idoa/minority/Certifications.xls> to verify certification status. Please contact our office at (317) 232-3061 if you have any other questions.

2.4 TECHNICAL PROPOSAL

IPAC PCMS Production and Test Environments

Ability to Meet? (Yes / No)

Yes. *BCforward* and our team members have provided all of the below requested maintenance, enhancement and support activities for many State Agencies over the past decade and have provided references that speak to this experience with the State of Indiana.

BCforward highly recommends moving current production and test environments to the IOT Hosted Data Center. This will utilize existing infrastructure that has been used and replicated for numerous projects for the State of Indiana. The IOT environment will provide mission critical support in a highly available and reliable environment. Within the IOT agreement exists a formal disaster recovery plan that has and is being currently utilized by many State agencies, providing the necessary infrastructure and at a cost savings to IPAC. If IPAC still wishes for the *BCforward* Team to host the secondary node of the environment off-site for collocation and disaster recovery purposes we are offering this option as well. TCC currently hosts numerous mission critical systems being utilized by State agencies.

BCforward will provide all hardware and software for the Development Environment at no additional cost to IPAC.

1. *BCforward* will provide full system development activities for approved enhancements using Agile methodology; SDLC if necessary.
2. Full system development activities for application maintenance and modification items will be provide by *BCforward*.
3. *BCforward* has extensive experience migrating application codes to environments similar to PCMS and will provide code migration for IPAC. These environments include Development, Test/QA, Training, and Production and these activities will be conducted, documented and reported as part of our Project Management activities.
4. Development procedures allowing the ability to back out application code in case of failure and restore the system to the pre-migration condition at the IPAC's discretion is/will be part of the agreement with IOT as the hosting organization.
5. *BCforward* will utilize the approved coding standards currently utilized by IPAC PCMS. *BCforward* will also offer our own coding standards if requested by IPAC and IOT. *BCforward* Project Manager will work with the IPAC PCMS lead/team to ensure all standards are adhered to.
6. *BCforward* will utilize our extensive experience with performance tuning and optimization to improve the efficiency and reliability of the overall application.

IPAC PCMS Batch

Ability to Meet? (Yes / No)

Yes.

BCforward will adhere to all requested service levels for Batch Run times provided the current provider is meeting these standards. *BCforward* has extensive experience providing similar actions for public and private sector clients with similar KPIs and SLAs.

1. *BCforward* will ensure that the online IPAC PCMS Application is available during 100% of a normal Business Day's operating hours which is defined as Monday through Friday, 7:00 AM to 6:00 PM, Eastern Time and that there are no mass updates that interfere with scheduling.
2. *BCforward* will schedule and monitor any newly required batch jobs to ensure that current online production batch schedules are not adversely affected. As stated above, all current application performance standards running will be maintained during the maintenance and support contract period.
3. *BCforward* will complete all necessary work to maintain and develop the existing interfaces and, when deemed necessary by the IPAC, establish new interfaces. *BCforward* will provide documentation and reporting in the Monthly Report.
4. *BCforward* will ensure that all electronic data transfers with other state and federal entities are submitted and completed successfully and that these activities are documented and reported in the Monthly Documentation Report. As part of the Project Kick-Off, *BCforward* and the IPAC Executive Director will agree upon the standards for electronic data transfer.

Database Administration

Ability to Meet? (Yes / No)

Yes.

Questions 1 and 2

BCforward highly recommends utilizing the IOT Hosted Database Administrators and their proven protocol. Currently IOT and *BCforward* are successfully working together for the Indiana Criminal Justice Institute's new system implementation to provide stable and effective database environments. IOT has proven database administration procedures and retention policies, and will make samples available to the IPAC Executive Director at any requested time. This also includes making available any changes to DBA procedures or retention policies to the IPAC Executive Director during the project lifecycle. IOT has detailed experience moving current production and test databases to the IOT Hosted Data Center.

BCforward also has a significant amount of experience and expertise in providing Oracle, MySQL and MS-SQL Server DBA services. A *BCforward* DBA will be staffed on this maintenance and support project to handle the Development environment database and work with the IOT DBA(s). *BCforward* has 150 DBA's assigned to various engagements with private and public sector clients. Our teams of DBA's currently support the Global Data Management (GDM) program for a large pharmaceutical client in Indianapolis. We also support several open source applications, utilizing MySQL as the backend database, with several million application transactions in a highly available environment. *BCforward* can make our DBA procedures and retention policies available to the IPAC Executive Director at any requested time.

BCforward's GDM is a component of Solution Delivery to deliver business solutions beneficial to our client

by providing Data Management Services. GDM is responsible for providing DBA services for the majority of the corporation's database environments. The database environments consist of Oracle, MySQL and SQL Server running on UNIX, Windows, and VMS platforms. The *BCforward* team manages all cloning, patches, updates, performance tuning and changes to multiple environments including Development, QA and Production environments. Standard performance monitoring is also a provided service within our GDM portfolio.

Questions 3 and 4

BCforward, working in conjunction with IOT on historical projects, has successfully demonstrated the ability to perform all Physical and Logical Data Base Administrator functions. The *BCforward* Project Manager will be in charge of documenting and reporting all DBA metrics and will deliver these findings to the State in the mandated project timeframes.

System Documentation

Ability to Meet? (Yes / No)

Yes.

1. Throughout the full life cycle *BCforward* documents system information and creates a data dictionary, interface control documents, user manuals, etc. All technical documentation is updated throughout the project and available to IPAC at any time. This documentation process will comprise of work completed on enhancements, maintenance, web-enabled client notice documentation and reports.
2. *BCforward* will comply with all documentation requirements, including integration of all documents into the Monthly Documentation Report. *BCforward* uses industry best templates for monthly documentation reporting and during Project Kick-off will work with the IPAC Executive Director or his designee on a mutually agreed upon formatting standard.

Disaster Recovery for Online and Batch

Ability to Meet? (Yes / No)

Yes.

1. *BCforward* believes it is in the best interest of IPAC to have IOT support and maintain all procedures to support system disaster recovery of the application and databases. IOT currently provides disaster recovery for many State agencies and has done so with high levels of success. Moving to the IOT hosted environment reduces a great deal of risk for IPAC and brings a proven disaster recovery plan for the PCMS system.
2. IOT currently performs system disaster recovery testing for many State agencies and the *BCforward* team again believes moving to the IOT hosted environment will bring an overall value-add to IPAC. All disaster recovery documentation and reporting can be provided by IOT under the contractual agreement that will be in place for this project.

If the IPAC does not chose the IOT hosted solution, *BCforward* will submit our Disaster Recovery Plan to the IPAC Executive Director or his designee within 30 days of project kick off. This Disaster Recovery Plan is a living document. Administration procedures are for the purpose of maintaining the Disaster Recovery Plan in a

consistent state of readiness. The procedures specify direct administrative responsibilities and coordination responsibilities with the IPAC stakeholders.

These procedures apply to the continued maintenance, testing and training requirements of the Disaster Recovery Plan. They apply to the PCMS project team as a whole, to promote awareness of the Disaster Recovery Plan and the need for disaster recovery preparedness. The procedures also apply to specific functional areas within the PCMS project team that have direct responsibility for maintaining the currency and accuracy of the plan.

The coordination of the Disaster Recovery Plan is the responsibility of the Project Manager hereby also designated as Disaster Recovery Manager.

The function of the Disaster Recovery Manager is critical to maintaining the plan in a consistent state of readiness. The Recovery Manager's role is multifaceted. Not only does the Recovery Manager assume a lead position in the ongoing maintenance of the plan, but is also a member of the Recovery Management Team in the event of a computer disaster. The areas in which the Manager assumes a lead position and conducts reviews of effectiveness in the plan administration are as follows:

-  Distribution of the Disaster Recovery Plan
-  Maintenance of the Business Impact Analysis
-  Training of the Disaster Recovery Team
-  Testing of the Disaster Recovery Plan
-  Evaluation of the Disaster Recovery Plan Tests
-  Review, change and update of the Disaster Recovery Plan

Distribution of the Disaster Recovery Plan

The Recovery Manager is responsible for the authorized distribution of the plan and the location of each plan copy. As this document is confidential, the authorized distribution list is developed on a need-to-know basis. The distribution list is approved by the Executive Director IPAC and PCMS Project Manager. The original and all copies of the Disaster Recovery Plan will be maintained in a secure location. The concept of disaster planning is to minimize the likelihood of a disaster ever occurring and to further minimize injury to personnel and damage to equipment and facilities if a disaster does occur. The Plan reveals in great detail the essence of BCforward's recovery strategy, personnel, addresses, locations and inventories which should not be for general publication to non-participating employees or outsiders. Copies of the Disaster Recovery Plan will be assigned a sequential number. The Recovery Manager must maintain a log to track the number of copies produced and/or distributed and their location. The original Disaster Recovery Plan must be kept in a secure place to avoid unauthorized duplication or misuse. The distribution transmittal cover page should contain instructions regarding the proper handling and safekeeping of issued plan copies and the requirement for its return upon removal as a Recovery Team member. Recovery Team members will be assigned one copy of the Disaster Recovery Plan. Each Recovery Team member must be informed and signify their recognition of the confidential nature of the plan and maintain their copy in a secure location off-site, primarily in their principal place of residence. This will allow access to the plan by each Team member in the event access to the BCforward office is deemed unsafe or not permitted as a result of a disaster.

In addition to the Recovery Team members, one copy of the plan is maintained in a container (number TBD) at the off-site storage facility as well as one copy at the alternative site. Additional copies of the Disaster Recovery Plan will be assigned to personnel on an as-required basis and as approved by the Executive Director of IPAC.

Maintenance of the Business Impact Analysis

As BCforward's business and systems environment changes, so does the dependency on the computer systems used to support the business. Therefore, no less than every two years, the Recovery Manager shall conduct an Application Inventory and Business Impact (Risk) Analysis to update the Priority List and Critical Time Frames for

the systems recovery process. This analysis will provide insight as to required plan modifications and whether a change in the overall recovery strategy is warranted.

Training of the Disaster Recovery Team

The Recovery Manager is responsible for the coordination of training relating to the Disaster Recovery Plan. The purpose of disaster recovery training is twofold:

- ✔ To train Recovery Team participants who are required to execute plan segments in the event of a disaster.
- ✔ To train the IPAC management and key employees in disaster prevention and awareness and the need for disaster recovery planning.

Initially, upon the acceptance of the Disaster Recovery Plan, training of the IPAC management in disaster recovery planning benefits and objectives is crucial. A Disaster Recovery Plan must have the continued support from the IPAC key user management to ensure future effective participation in plan testing and updating. As discussed later, it is not solely the responsibility of the Recovery Manager to initiate updates to the Disaster Recovery Plan. User management must be aware of the basic recovery strategy; how the plan provides for rapid recovery of their information systems support structure; and how the plans effectiveness may be compromised without notification to the Recovery Manager as their business operations evolve and expand significantly.

It is the responsibility of each Recovery Team participant to fully read and comprehend the entire plan, with specific emphasis on their role and responsibilities as part of the Recovery Team. On-going training of the Recovery Team participants will continue through plan tests and review of the plan contents and updates provided by the Recovery Manager.

Testing of the Disaster Recovery Plan

The Recovery Manager is responsible for testing of the Disaster Recovery Plan as needed by the IPAC to ensure the viability of the plan and recovery of computing capabilities will be within the Critical Time Frames established by the Business Impact Analysis. On an on-going basis this frequency appears to be adequate considering the systems involved. However, special tests are to be given consideration whenever there has been a major revision to the plan or significant changes in the software, hardware or data communications have occurred.

The objectives of testing the Disaster Recovery Plan are as follows:

- ✔ To determine the effectiveness of the Plan procedures;
- ✔ To determine the state of readiness and ability of designated Recovery Team personnel to perform their assigned recovery responsibilities;
- ✔ To determine if sufficient recovery inventories are stored off-site to support the recovery process; and
- ✔ To determine if the disaster recovery plan requires modifications or updates to ensure recovery within the

The steps in planning for the Disaster Recovery Test in checklist format are:

- ✔ Determine Objectives of the Test
- ✔ Determine Scope of the Test
- ✔ Determine Announced or Unannounced Test
- ✔ Determine Personnel Resource Requirements
- ✔ Establish Test Date and Duration
- ✔ Determine Anticipated Test Costs
- ✔ Obtain Test Schedule
- ✔ Schedule Test with Participants
- ✔ Schedule Test with Alternative Site
- ✔ Schedule Delivery with Off-site Storage
- ✔ Develop Detailed Test Work Plan

- ✔ Ensure Recovery Material and Equipment Availability
- ✔ Notify Users of Test
- ✔ Review Work Plan with Participants

Evaluation of the Disaster Recovery Plan Tests

The Recovery Manager is responsible for coordinating the review and analysis of the test results and updating the plan accordingly. A Test Coordination Team is appointed and headed by the Recovery Manager for each test conducted. This team is charged with the following responsibilities:

- ✔ To be familiar with the entire plan;
- ✔ To understand thoroughly the objectives of the tests to be conducted;
- ✔ To organize itself to be able to monitor and observe all the activities of the Recovery Teams involved in the test;
- ✔ To inspect and review the results of the test from the point of view of the Information Technology personnel and the users; and
- ✔ To document their findings related to the strengths and weaknesses observed during the test.

The Recovery and Test Coordination Teams document the test results immediately after the plan test. The Recovery Manager reviews the test results with the IPAC management and PCMS project team at postmortem meeting to discuss weaknesses and resolve problem areas. The Recovery Manager chairs the meeting and makes changes and updates to the plan accordingly.

Maintenance of the Disaster Recovery Plan

The Recovery Manager is responsible for ensuring that the plan is maintained current and in a state of readiness. The purpose of a plan review is to determine whether updates to the plan or additional training of Recovery Team personnel is required based on the occurrence of an event or action affecting the plan.

Two primary responsibilities of the Recovery Manager will drive revisions to the Disaster Recovery Plan; 1) updates to the Business Impact Analysis and 2) testing of the Disaster Recovery Plan. However, it is also the responsibility of the IPAC management to initiate a plan review when an event or action affecting the plan has occurred.

Testing

Ability to Meet? (Yes / No)

Yes.

BCforward has nearly 200 testers on staff and has conducted system, regression, unit and integration testing for numerous clients during our 14 years of business. Below you will find high level information regarding how the BCforward Team will approach testing for the PCMS.

TEST PHASE

Upon approval of the requirements and technical design documentation resulting from an approved change request or upgrade the BCforward team will begin to create source code and conduct preliminary unit testing of all functionality. The approved requirements and technical specifications will determine the overall design of the application change or upgrade from a holistic viewpoint whereas the development and testing phase will be broken into manageable blocks of development given the size of the change request or upgrade.

CONSTRUCT SOURCE CODE

The BCforward development team will begin to construct the source code based on the approved technical designs using the agreed upon technology stack. It is BCforward's assumption that development will be done in a development environment in the BCforward Solution Center and connection will be established through

external collaborations allowing access from the Solution Center.

The technical team will also create the code based on any client provided source code standards relating to security, performance, reliability, naming conventions and documentation standards. In the event the client does not have a standard to follow, *BCforward* will provide a set of standards that have been used in previous State engagements of similar size and scope and adhere to coding standings.

CONDUCT CODE REVIEW

Source code reviews are conducted on all code based on pre-defined standards for security, performance, reliability and maintenance. Each code review is documented and is assigned a pass or fail status. In the event a code review is failed, the code review team will send the results back to the original developer to make corrections identified within the code review documentation. After the code corrections have been made, it is sent back to the code review team for verification. This process continues until the code review has received a status of passed.

BCforward will apply the source code review standards provided by the client. In the event the client does not have a specific set of source code review standards, *BCforward* will provide our own set of standards that have been utilized with other State engagements of similar size and scope.

CONDUCT UNIT TEST

During the technical design the technical team will create unit test plans to include as part of the technical design and will be discussed and approved during the technical review design session(s) to ensure that the appropriate business functionality and use cases are being testing on a component basis. The developer responsible for creating the source code will also be responsible for conducting the unit test. During other formal testing phases the developer responsible for creating the source code is prohibited from conducting the test cases in order to ensure the integrity of the code.

In the event any unit test case scenarios fail during the unit test the developer is responsible for making the code corrections and retesting until the functionality has passed the pre-approved unit test case.

CONDUCT SYSTEM TEST

During the system test *BCforward* will conduct system tests across the entire application as a whole to ensure correct functionality, performance, reliability and stability of the application. This testing is based on detailed scripts that are created throughout the design and development phase. The scripts will be reviewed and approved by the IPAC appropriate technical and/or business resources to ensure all areas of functionality testing are appropriately addressed.

In the event any system test case scenarios fail during the system test the developer is responsible for making the code corrections and retesting until the functionality has passed the pre-approved system test case.

CONDUCT PERFORMANCE TEST

Performance testing is conducted throughout the development and testing phases to ensure the application meets the pre-defined performance requirements outlined within the RFP.

In addition, a final performance test is conducted as part of the system testing that ensures the requirements have been met, and that no changes made during the formal testing stage of the project have impacted the previously verified performance requirements. It is imperative that this set of tests be conducted in an environment that closely resembles the future production environment for the application.

REGRESSION TESTING

BCforward understands the importance of regression testing in the critical application such as PCMS. Our

experienced testing team will accomplish this aspect of the project by rerunning existing tests against the modified code to determine whether the changes break anything that worked prior to the change and by writing new tests where necessary. The *BCforward* Team will consider the below listed strategies and factors to during this process:

- ✔ Test fixed bugs promptly. The programmer might have handled the symptoms but not have gotten to the underlying cause.
- ✔ Watch for side effects of fixes. The bug itself might be fixed but the fix might create other bugs.
- ✔ Write a regression test for each bug fixed.
- ✔ If two or more tests are similar, determine which is less effective and get rid of it.
- ✔ Identify tests that the program consistently passes and archive them.
- ✔ Focus on functional issues, not those related to design.
- ✔ Make changes (small and large) to data and find any resulting corruption.
- ✔ Trace the effects of the changes on program memory.

DELIVER FOR USER ACCEPTANCE TEST

Once the code has been created and fully tested from a unit test, system test and performance test standpoint the final build will be delivered to the appropriate IPAC team to conduct final script based user acceptance testing. The scripts utilized for user acceptance testing must contain detailed uses cases along with expected results for each use case. The results must also be documented in the actual results section of the test script. This process helps to ensure that when issues are found during user acceptance testing, enough information is documented and provided so that the development team has the necessary information to properly assess and correct the issue.

Once the issue has been corrected a new build is generated and re-submitted to the IPAC user acceptance testing team for verification. This process continues until the issue has been correctly resolved.

All issues that are identified during user acceptance testing are documented and logged in the testing section of the formal issues register and follow the same process for close-out procedures through resolution.

INTEGRATION TESTING

As part of Integration Testing, *BCforward* will prepare a comprehensive set of test scenarios, with applicable test cases and expected test results. Integration Testing Activities and Deliverables include:

- ✔ Updated Master Test Plan
- ✔ Test Materials Packet to include Converted Test Data Sets
- ✔ Integration Test Results:
 - ✔ Test results from the complete test tracking system for each requirement
 - ✔ Identification and classification of all defects
 - ✔ Defect resolution
 - ✔ Retest results
 - ✔ Requirements that could not be tested due to failure or unavailability of precursors
 - ✔ Implications to next cycle of testing
- ✔ Weekly reports of testing status that covers the status of testing scheduled for that week, including metrics on number of tests completed, number deferred or cancelled, results of the tests executed, defects identified, by level and corrections undertaken
- ✔ System that functions in compliance with Core PCMS requirements, ready for promotion and User Acceptance Testing

Ad-hoc Reporting

Ability to Meet? (Yes / No)

Yes.

1. *BCforward* will develop the consolidated reporting solution and provide ad-hoc reports, per the needs of IPAC. Working closely with the IPAC, the *BCforward* project team will help to implement both a complete technical solution as well as a solid groundwork for advising data management at IPAC. In order to develop a robust reporting solution, it is important to include the reporting stakeholders in the data definition and report specification process. *BCforward* uses reporting requirements templates as a collaborative tool for documenting all of the data definitions, reporting specifications and stakeholder approval. Additionally, prosecutors will have the ability to create reports for office management and resource allocation.
2. Our report developers will deliver high performance reports, on time, to the IPAC Executive Director or his designee and these reports will be considered the property of the State. All ad-hoc queries and reports, developed as part of this project, will be delivered along with proper documentation within five (5) business days of the completion of the ad-hoc query or report. *BCforward* will provide, maintain and index all ad-hoc queries and reports developed on behalf of IPAC PCMS.

Problem Tracking and Resolution

Ability to Meet? (Yes / No)

Yes.

1. *BCforward* will track and resolve application program or batch procedure failures that occur during any production batch process. In this section you will find our proven methodology for issue tracking and resolution and documentation

ISSUE MANAGEMENT

BCforward will track and resolve application program failures that occur during the production online day. All appropriate stakeholders will be notified as per the Communication Plan provided as part of the Project Management Plan, this includes fulfilling IPAC requirement of notifying staff via email within four (4) hours of issue discovery. The *BCforward* Issue Management Process is undertaken to ensure that each issue identified within the maintenance and support environment is documented, prioritized and resolved within an appropriate timescale. An issue is defined as any event which currently adversely affects the ability of the change request or upgrade to produce the required deliverables.

ISSUE MANAGEMENT PROCESS

Issue Management will be introduced to this maintenance and support contract through the implementation of five key processes:

-  The identification of a change request or upgrade issues in the issue register
-  The logging and prioritization of change request or upgrade issues in the issue register
-  The determination of issue resolution actions
-  The monitoring and control of assigned issue resolution actions
-  The approved closure of any change request or upgrade issues.

Raise Issue

This process provides the ability for any member of the maintenance and support project team to raise a project-related issue. The following procedures are undertaken:

Issue Originator

- ✔ Identifies an issue applicable to a particular aspect of the change request or upgrade item (e.g. scope, deliverables, timescales)
- ✔ Completes an Issue Form and forwards it to the Project Manager to be logged in the issue register.

The Project Manager reviews the issues raised and determines whether or not each issue is applicable to the change request or upgrade item. This decision is based upon whether or not the issue impacts on:

- ✔ The delivery targets specified in the Workplan/Schedule
- ✔ Project Resources
- ✔ Financial Budget Expenditures

If the issue is considered by the Project Manager to be 'related to a particular change request or upgrade', then a formal issue is raised in the Issue Register and an issue number assigned. The Project Manager will assign an issue 'priority' based upon the level of impact of the issue to the approved change request or upgrade.

Assign Issue Actions

The Review Group consisting of the Project Manager and the IPAC Executive(s) formally review each issue listed in the Issue Register (based upon issue priority) during weekly status meetings and may decide:

- ✔ To close the issue in the Issue Register if there are no outstanding issue actions and the issue is no longer impacting on the particular change request or upgrade
- ✔ To raise a change request if the issue results in the need for a change to the change request or upgrade
- ✔ To raise a project risk if the issue is likely to impact on the change request or project in the future
- ✔ To assign issue actions to attempt to resolve the issue.

Implement Issue Actions

The actions assigned by the Review Group are then implemented by the BCforward Project Manager and Team. This entails:

- ✔ Scheduling each action for completion
- ✔ Implementing each action scheduled
- ✔ Reviewing the success of each action completed
- ✔ Communicating the success of each action completed

RISK MANAGEMENT

The Risk Management Plan has the following purposes:

- ✔ Identify Risk Mitigation Strategies
- ✔ To list the risks that have been defined as high;
- ✔ To identify the symptoms that indicate that a risk is about to materialize;
- ✔ To develop procedures to mitigate these risks;
- ✔ To define procedures within the change request or upgrade to identify new risks and to re-evaluate existing ones.

Risk Identification

Risks will continuously be identified and evaluated throughout the life of this maintenance and support contract. The risks are documented in the Risk Register. Risks that are considered high severity are identified with a checkmark in the “Severe” column. The first step in creating a Risk Management Plan is to identify the likely risks which may affect an approved change request or upgrade. Each of the risks identified is described in detail and documented within the Risk Register.

Risk Quantification

Risk Quantification involves steps to quantify the likelihood of each risk's eventuating and its impact on the approved change control or upgrade. Each risk is prioritized according to the likelihood and impact rating and the low, medium and high priority risks are clearly marked for attention.

Likelihood

The following table describes the scoring system for measuring the ‘likelihood’ of the risk eventuating.

| Title | Score | Description |
|-----------|-------|--|
| Very Low | 20 | Highly unlikely to occur; however, still needs to be monitored as certain circumstances could result in this risk becoming more likely to occur during the change control or upgrade |
| Low | 40 | Unlikely to occur, based on current information, as the circumstances likely to trigger the risk are also unlikely to occur |
| Medium | 60 | Likely to occur as it is clear that the risk will probably eventuate |
| High | 80 | Very likely to occur, based on the circumstances of the change control or project |
| Very High | 100 | Highly likely to occur as the circumstances which will cause this risk to eventuate are also very likely to be created |

Impact

The following table describes the scoring system for measuring the ‘impact’ of the risk.

| Title | Score | Description |
|-----------|-------|---|
| Very Low | 20 | Insignificant impact on the change control or upgrade. It is not possible to measure the impact on the change control or upgrade as it is minimal |
| Low | 40 | Minor impact on the change control or upgrade, e.g. < 5% deviation in scope, scheduled end-date or financial budget |
| Medium | 60 | Measurable impact on the change control or upgrade, e.g. 5-10% deviation in scope, scheduled end-date or project budget |
| High | 80 | Significant impact on the change control or upgrade, e.g. 10-25% deviation in scope, scheduled end-date or project budget |
| Very High | 100 | Major impact on the change control or upgrade, e.g. >25% deviation in scope, scheduled end-date or financial budget |

Priority

The priority of each risk is derived based on the likelihood of the risk eventuating and its impact on the change control or project. Once these scores have been allocated, the priority score is calculated as follows:

-  Priority equals the average Likelihood and Impact score
-  This is calculated as Priority = (Likelihood + Impact) / 2

The Rating is based on the calculated Priority score. Use the following system to determine the Rating:

| Priority Score | Priority Rating | Color Code |
|-----------------------|------------------------|-------------------|
| 0 – 20 | Very low | Blue |
| 21 – 40 | Low | Green |
| 41 – 60 | Medium | Yellow |
| 61 – 80 | High | Orange |
| 81 – 100 | Very High | Red |

Risk Register

The Risk Register template includes a set of actions to be taken to avoid, transfer or mitigate each risk, based on the priority of the risk assigned. Each risk identified and documented will have a preventative action to be taken to reduce the likelihood of the risk occurring and contingent action to be taken to reduce the impact should the risk eventuate. In either situation the risk is assigned an action resource and date within which the action must be completed.

Risk Management Process

A Risk Management Process is a method by which risks to the change control or upgrade are formally identified, quantified and managed during the execution of the tasks. The process entails completing a number of actions to reduce the likelihood of occurrence and the severity of impact on each risk. Risk Management will be undertaken on a particular approved change control or upgrade through the implementation of five key processes:

-  The identification of risks
-  The logging and prioritizing of risks
-  The identification of risk mitigating actions
-  The assignment and monitoring of risk mitigating actions
-  The closure of change control or upgrade risks.

Raise Risk

This process provides the ability for any member of the project team to raise a project-related risk. The following procedures are undertaken:

-  Risk Originator identifies a risk applicable to a particular aspect of the project (e.g. scope, deliverables, timescales or resources)
-  Risk Originator completes a Risk Form and distributes the form to the Project Manager.

Register Risk

The Project Manager reviews all risks raised and determines whether or not each risk identified is applicable to the change request or upgrade. This decision will be primarily based upon whether or not the risk impacts on the:

-  Deliverable specified in an approved change request or upgrade
-  Quality targets specified in the Quality Plan
-  Delivery targets specified in the workplan schedule
-  Financial targets specified in the Financial Budget

If the risk is considered by the Project Manager to be 'related to the approved change request or upgrade', then a formal risk is raised in the Risk Register and a Risk ID assigned. The Project Manager will assign the level of 'impact' and 'likelihood' based upon the risk's severity.

Assign Risk Actions

The Project Review Group consists of the Project Manager and the IPAC executive(s) that will conduct a formal review of each risk listed in the Risk Register and decide (based upon the risk ‘impact’ and ‘likelihood’) whether or not to:

- ✔ Close the risk in the Risk Register if there are no outstanding risk actions and the risk is no longer likely to impact on the change request or upgrade
- ✔ Raise a change request if a change to the change request or upgrade is required to mitigate the risk
- ✔ Assign risk actions to mitigate the risk

Implement Risk Actions

The risk mitigating actions assigned by the Review Group are then implemented. These may include:

- ✔ Scheduling each action for implementation
- ✔ Implementing each action scheduled
- ✔ Reviewing the success of each action implemented
- ✔ Communicating the success of each action implemented

Contract Administration

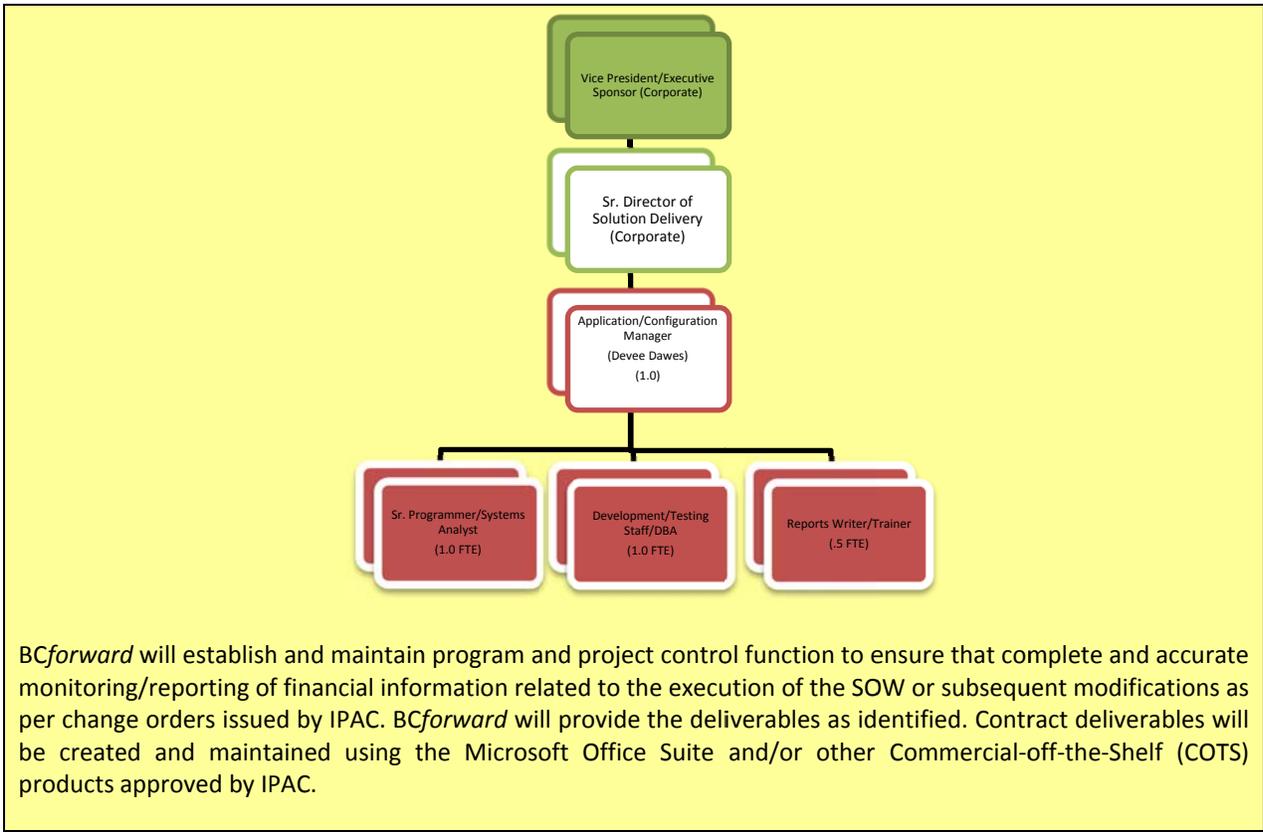
Ability to Meet? (Yes / No)

Yes.

1. Below is a chart that depicts both the project organization and the corporate escalation team.

The *BCforward* Project Manager will work with the IPAC Executive Management to prioritize the tasks and workload of the team. The project manager will manage the available resources and the business priorities to map the people against the needs. This is not a one-time process. Workload planning process will take place weekly and/or monthly depending on the changing workload and priorities.

The *BCforward* Project Manager will continually manage the team’s tasks and workload. When new tasks are identified, the project manager will prioritize the new tasks to determine the impact to current and future schedule. The project manager will work with the IPAC Executive Management and team to resolve schedule impacts. The project manager will maintain a project plan that will be used to manage the tasks and workload of the team. In case of no resolution the concerns will be escalated to the *BCforward* Sr. Director of Solution Delivery and to Executive Sponsor/Vice President at its highest level. Please find below staffing plan and organization chart depicting two levels of escalations.



Other Technical Requirements
Ability to Meet? (Yes / No)

Yes.

Noting the importance and sensitivity of the PCMS, *BCforward* will provide emergency on-call technical staff as needed for batch, online, and database administration. As noted above *BCforward* will use approved system development methodology and follow approved standards for project management. The *BCforward* Team will provide support for State-led training activities at the request of the IPAC Executive Director or his designee.

BCforward's staff will work within the IPAC PCMS normal business hours and work schedules will be approved by the IPAC Executive Director or his designee. We understand that staff may be required to work outside of the IPAC PCMS normal business hours upon request by the IPAC Executive Director or his designee. *BCforward* staff, except off hours support staff, will work at our Indianapolis office located at 10 West Market Street, Indianapolis, IN.

As part of *BCforward* Project Management oversight, the *BCforward* Project Manager will ensure that all on-site staff post their work hours each month, by the last day of the month. *BCforward*, if needed, will be prepared to report to the IPAC Technology Committee or the IPAC Board of Directors as a non-voting member, attend meetings with State staff and outside agencies as needed in the support of IPAC PCMS, assist in the preparation of meeting agendas and minutes for the meetings, and fully complete the Requirements Document, System and Detailed Design Document, and the IPAC PCMS System Project Charter by the agreed upon deadlines.

Management Reporting - Monthly Status Reporting
Ability to Meet? (Yes / No)

Yes.

Communication Management (Status Reporting)

The Communication Management Plan details the methods used for information collection and reporting, information distribution and storage, and identifying the appropriate distribution groups.

The Communication Management Plan is undertaken to ensure that project stakeholders are informed of the progress of the project in a timely and accurate fashion. The Communication Management Plan only addresses formal communication requirements. The frequency and volume of informal communications does not facilitate management of all project communications. However, the same care and thought must be taken to ensure the audience receives the intended message accurately. Communications Management will comprise the following processes:

-  Identify Message (content, audience, timing and format)
-  Create Message (creation of the actual message to be distributed)
-  Review Message (review and approval of the message for distribution)
-  Communicate Message (communication / distribution of the message)

These four processes will be applied to any type of formal communication on the maintenance and support project, including the distribution of:

-  Monthly Status Reports
-  The minutes of all project meetings
-  The introduction or resolution of a risk
-  The introduction or resolution of an issue
-  The outcome of all quality reviews
-  Changes to scope, schedule, or costs
-  All project related communication
-  Management Quarterly Review

Information Collection and Reporting

The following tables provide the details of information collection and reporting for each stakeholder information requirement. The information requirements for this engagement will be determined at the maintenance and support project kick-off meeting which will include all key stakeholders. The information and distribution groups will also be established at this time.

Information Requirements consist of all information that will be communicated over the course of the maintenance and support project and identifies who is responsible for producing the information, the frequency at which the information is communicated, the way in which the information will be collected/distributed and in what format the information will be provided.

The following information requirements templates are used during the initial planning phase of the project and document all information requirements throughout the duration of the project and includes who, what, when and how the information is collected and distributed. Information requirements may be added at any time during the project by contacting the project manager and requesting new information be added to the IR list.

| | |
|---|------|
| Information Requirement ID | IR.1 |
| Information Requirement | |
| Information Provider | |
| Collection Timeframe/Frequency/Trigger | |
| Collection Method | |
| Reporting/Documentation Method | |
| Report/Document Title | |

Information Distribution Groups

| ID | Information to be Distributed | Distribution Group |
|------|-------------------------------|--------------------|
| IR.1 | | |
| IR.2 | | |
| IR.3 | | |

Issue Management Reporting

The BCforward Issue Management Process is undertaken to ensure that each issue identified within the maintenance and support environment is documented, prioritized and resolved within an appropriate timescale. An issue is defined as any event which currently adversely affects the ability of the change request or upgrade to produce the required deliverables.

ISSUE MANAGEMENT PROCESS

Issue Management will be introduced to this maintenance and support contract through the implementation of five key processes:

-  The identification of a change request or upgrade issues in the issue register
-  The logging and prioritization of change request or upgrade issues in the issue register
-  The determination of issue resolution actions
-  The monitoring and control of assigned issue resolution actions
-  The approved closure of any change request or upgrade issues.

Raise Issue

This process provides the ability for any member of the maintenance and support project team to raise a project-related issue. The following procedures are undertaken:

Issue Originator

-  Identifies an issue applicable to a particular aspect of the change request or upgrade item (e.g. scope, deliverables, timescales)
-  Completes an Issue Form and forwards it to the Project Manager to be logged in the issue register.

The Project Manager reviews the issues raised and determines whether or not each issue is applicable to the change request or upgrade item. This decision is based upon whether or not the issue impacts on:

-  The delivery targets specified in the Workplan/Schedule
-  Project Resources
-  Financial Budget Expenditures

If the issue is considered by the Project Manager to be ‘related to a particular change request or upgrade’, then a formal issue is raised in the Issue Register and an issue number assigned. The Project Manager will assign an issue ‘priority’ based upon the level of impact of the issue to the approved change request or upgrade.

Assign Issue Actions

The Review Group consisting of the Project Manager and the IPAC Executive(s) formally review each issue listed in the Issue Register (based upon issue priority) during weekly status meetings and may decide:

- ✔ To close the issue in the Issue Register if there are no outstanding issue actions and the issue is no longer impacting on the particular change request or upgrade
- ✔ To raise a change request if the issue results in the need for a change to the change request or upgrade
- ✔ To raise a project risk if the issue is likely to impact on the change request or project in the future
- ✔ To assign issue actions to attempt to resolve the issue.

Implement Issue Actions

The actions assigned by the Review Group are then implemented the BCforward Project Manager and Team. This entails:

- ✔ Scheduling each action for completion
- ✔ Implementing each action scheduled
- ✔ Reviewing the success of each action completed
- ✔ Communicating the success of each action completed

Risk Management Reporting

The Risk Management Plan has the following purposes:

- ✔ Identify Risk Mitigation Strategies
- ✔ To list the risks that have been defined as high;
- ✔ To identify the symptoms that indicate that a risk is about to materialize;
- ✔ To develop procedures to mitigate these risks;
- ✔ To define procedures within the change request or upgrade to identify new risks and to re-evaluate existing ones.

Risk Identification

Risks will continuously be identified and evaluated throughout the life of this maintenance and support contract. The risks are documented in the Risk Register. Risks that are considered high severity are identified with a checkmark in the “Severe” column. The first step in creating a Risk Management Plan is to identify the likely risks which may affect an approved change request or upgrade. Each of the risks identified is described in detail and documented within the Risk Register.

Risk Quantification

Risk Quantification involves steps to quantify the likelihood of each risk’s eventuating and its impact on the approved change control or upgrade. Each risk is prioritized according to the likelihood and impact rating and the low, medium and high priority risks are clearly marked for attention.

Likelihood

The following table describes the scoring system for measuring the ‘likelihood’ of the risk eventuating.

| Title | Score | Description |
|-----------|-------|--|
| Very Low | 20 | Highly unlikely to occur; however, still needs to be monitored as certain circumstances could result in this risk becoming more likely to occur during the change control or upgrade |
| Low | 40 | Unlikely to occur, based on current information, as the circumstances likely to trigger the risk are also unlikely to occur |
| Medium | 60 | Likely to occur as it is clear that the risk will probably eventuate |
| High | 80 | Very likely to occur, based on the circumstances of the change control or project |
| Very High | 100 | Highly likely to occur as the circumstances which will cause this risk to eventuate are also very likely to be created |

Impact

The following table describes the scoring system for measuring the 'impact' of the risk.

| Title | Score | Description |
|-----------|-------|---|
| Very Low | 20 | Insignificant impact on the change control or upgrade. It is not possible to measure the impact on the change control or upgrade as it is minimal |
| Low | 40 | Minor impact on the change control or upgrade, e.g. < 5% deviation in scope, scheduled end-date or financial budget |
| Medium | 60 | Measurable impact on the change control or upgrade, e.g. 5-10% deviation in scope, scheduled end-date or project budget |
| High | 80 | Significant impact on the change control or upgrade, e.g. 10-25% deviation in scope, scheduled end-date or project budget |
| Very High | 100 | Major impact on the change control or upgrade, e.g. >25% deviation in scope, scheduled end-date or financial budget |

Priority

The priority of each risk is derived based on the likelihood of the risk eventuating and its impact on the change control or project. Once these scores have been allocated, the priority score is calculated as follows:

-  Priority equals the average Likelihood and Impact score
-  This is calculated as Priority = (Likelihood + Impact) / 2

The Rating is based on the calculated Priority score. Use the following system to determine the Rating:

| <u>Priority Score</u> | <u>Priority Rating</u> | <u>Color Code</u> |
|-----------------------|------------------------|-------------------|
| 0 – 20 | Very low | Blue |
| 21 – 40 | Low | Green |
| 41 – 60 | Medium | Yellow |
| 61 – 80 | High | Orange |
| 81 – 100 | Very High | Red |

Transition

Ability to Meet? (Yes / No)

Yes.

1. The *BCforward* team’s phase-in approach will provide the IPAC with a well-planned, low-risk, seamless transition based on proven methodology. We leverage our team’s extensive phase-in experience to develop a comprehensive, low-risk strategy that will ensure a smooth start-up and transition success – while establishing the foundation to ensure the IPAC receives a Phase-in Plan that is an effective and efficient services offering. Our team’s commitment to the PCMS project is to provide seamless continuity of operations throughout the phase-in, ensuring improved service delivery, customer support and enhanced support efficiencies to the Council. Our PMO and Executive Sponsor ensure all key personnel and other staff members will be on-boarded as per the staffing schedule.

Schedule

We estimate it will take 30 days, as shown in the Table below, for the transfer of all items required to maintain and modify the PCMS, to include source code, configuration management process tools and data, documentation and software.

Knowledge Transfer

We recognize that knowledge transfer extends beyond the typical hardware and software information; it also includes in-scope business processes, organizational structures and other context/background information. Further complicating the situation is that most of the knowledge to be transferred is possessed by the legacy staff members who are usually (at this point) anxious and uncertain about their future roles. Therefore, it’s essential that we develop an in-depth plan for the transfer of information that includes the detailed identification and documentation of this knowledge throughout the PCMS transition period. The *BCforward* team also notes that legacy staff are available for employment to the winning team as stated in the current contract.

Phase-in Transition Requirements

| Business Areas | Action Items |
|--|--|
| Program Management | <ul style="list-style-type: none"> ▪ Conduct Orientation Briefing/Kickoff Meeting. ▪ Customize existing internal and external communications plans for the customer environment. ▪ Identify reporting requirements and specify performance metrics, where applicable. ▪ Present draft preliminary transition plan and then review, finalize, and re-issue plan. ▪ Prepare and disseminate the project management plan and any other required transition-supporting plans. ▪ Introduce various plans. |
| Technical and Contract Transition Team | <ul style="list-style-type: none"> ▪ Review all appropriate agreements and review contracts for assumption. ▪ Observe work as conducted. ▪ Maintain contracts (ID/Transfer) and assume SLAs. ▪ Establish operational baselines and conduct internal audit (processes, procedures, support). ▪ Finalize metrics and performance goals with the customer. ▪ Complete plans (e.g., Continuity of Operations, Asset Management, QA, Exit Strategy, and Transition Plan). ▪ Implement all services in accordance with the incremental assumption of authority. |
| Hiring Team | <ul style="list-style-type: none"> ▪ Develop and implement staffing and hiring plans. ▪ Position on-site transition staff and phase-in support staff. ▪ Recruit/hire incumbent staff. |

| | <ul style="list-style-type: none"> ▪ Initiate training. | |
|---|--|----------------------------|
| <p>2. The <i>BCforward</i> Team will fully and completely comply with the IPAC and any new service providers to ensure full contract closeout compliance. Our approach will be one of cooperation with the objective of contributing to the success via an uninterrupted PCMS activity. We will prepare a Phase-out Plan that details how we would turn over responsibilities to a possible successor to assure a smooth transition. As a part of our phase out plan, we will review the status of the PCMS tasks with any new contractor to include the schedule and relevant project files. We will provide any follow on contractor a file plan and relevant points of contact to provide any new contractor a 30, 60 and 90 day forecast of relevant tasks requiring their attention.</p> <p>The transition team will consist of 4 resources: Transition Manager, Senior Applications Developer, Database Administrator and a Systems Analyst to free up the existing staff to perform transition tasks.</p> <p>As part of the transition, the <i>BCforward</i> Team will perform mentoring activities to assist the new awardees in the transition. This will include one-on-one knowledge transfer between the incumbent and the awardees. Our team will also perform a list of tasks to ensure the transition is successful as illustrated in Table below.</p> | | |
| <table border="1" style="width: 100%; background-color: #0070C0; color: white;"> <tr> <th style="padding: 5px;">Mentoring Transition Tasks</th> </tr> </table> | | Mentoring Transition Tasks |
| Mentoring Transition Tasks | | |
| <ul style="list-style-type: none"> ▪ Conduct Configuration Management Tools and Processes Overview ▪ Conduct Software Maintenance and Surveillance Activities ▪ Conduct Database and System Administrator Activities ▪ Conduct In-Process Requirements for Software and Documentation | | |

Management and Control of Maintenance and Modification Activities

Ability to Meet? (Yes / No)

| |
|---|
| <p>Yes.</p> <p>Change Management</p> <p>The need for changes and/or upgrades to an application are inherent in any maintenance and support project whether due to a required change based on changing regulations/upgrades or user requirements that were not previously identified during the requirements gathering phase. Regardless of the cause it is imperative that <i>BCforward</i> and the IPAC have a mechanism to deal with and implement these changes in the most efficient manner possible. The following details <i>BCforward's</i> change management control procedures.</p> <p>The Change Management Process is undertaken to assure that each change introduced to the maintenance and support project environment is appropriately defined, evaluated and approved prior to implementation. Change Management will be introduced to this project through the implementation of five key processes:</p> <ol style="list-style-type: none"> 1. The submission and receipt of change requests 2. The review and logging of change requests 3. The determination of the feasibility of change requests 4. The approval of change requests 5. The implementation and closure of change requests |
|---|

NOTE: Change Requests can be submitted by the IPAC and project team members. Scope Change Requests can ONLY be submitted by the IPAC.

1. Submit Change Request

This process provides the ability for the client and other stakeholders to submit a request for a change to the project. Once a change has been identified, the following procedures are completed by the Change Requestor:

- ✔ Identifies a requirement for change to any aspect of the project (e.g. scope, deliverables, timescales and organization)
- ✔ Completes a Change Request Form (CRF) and distributes the form to the Project Manager. The Change Request Form will detail the following:
 - Description
 - Reasons
 - Timing
 - Benefits
 - Impacts
 - Approvals

2. Review Change Request

The Project Manager will review the Change Request Form to determine whether or not a full Feasibility Study is required to assess the full impact of the change. The decision will be based primarily on the:

- ✔ Number of change options presented
- ✔ Complexity of the change options requested
- ✔ Scale of the change solutions proposed
- ✔ Review Contract
 - When the IPAC requests Scope Changes, the Project Manager will work with the PMO Director and Executive Sponsor (if applicable) to establish the costs associated with BCforward delivering requested changes.

The Project Manager will record the CRF details in the Change Register and decide whether or not a change Feasibility Study is required.

3. Identify Change Feasibility

A Feasibility Study is completed (if required) to determine the extent to which the change requested is actually feasible. The change Feasibility Study will define in detail the change:

- ✔ Requirements
- ✔ Options
- ✔ Costs and benefits
- ✔ Risks and issues
- ✔ Impact
- ✔ Timing
- ✔ Recommendations and plan

All change documentation is then collated by the Project Manager and submitted to client and/or the PMO Director for final review. This includes:

- ✔ Original Change Request Form
- ✔ Approved Change Feasibility Study report
- ✔ Any supporting documentation

4. Approve Change Request

The IPAC and the BCforward PMO will choose one of the following outcomes regarding the change proposed:

- Reject the change
- Request more information related to the change
- Approve the change as requested
- Approve the change subject to specified conditions.

The decision should be based primarily on the following criteria:

- Risk to the project in implementing the change
- Risk to the project in NOT implementing the change
- Impact on the project in implementing the change (time, resources and quality).

New Change Order is created (if necessary)

Change Order Process

A signed Work Order may be modified only by a written Change Order signed by both parties which references both the Maintenance and Support contract between BCforward and the IPAC and the associated Work Order.

5. Implement Change Request

The approved change is then implemented which consists of the following:

- Identifying the date for implementation of the change
- Submit and obtain a signed change order that details the additional scope for those changes after the change order has been submitted
- Implementing the change
- Reviewing the success of the change implementation
- Communicating the success of the change implementation
- Closing the change in the Change Request Register

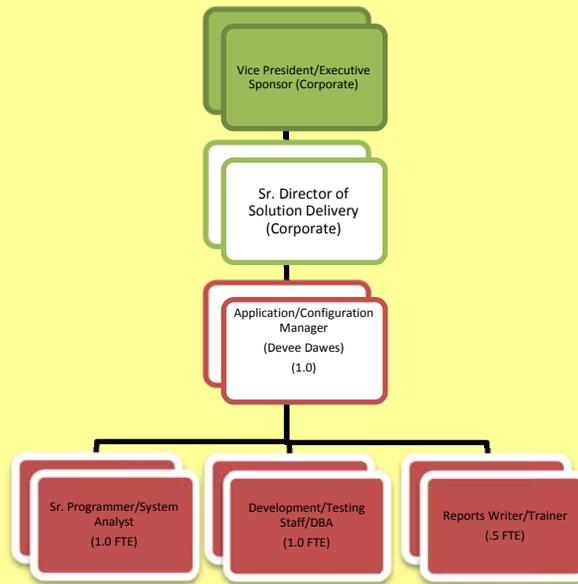
Provision of Staff

Ability to Meet? (Yes / No)

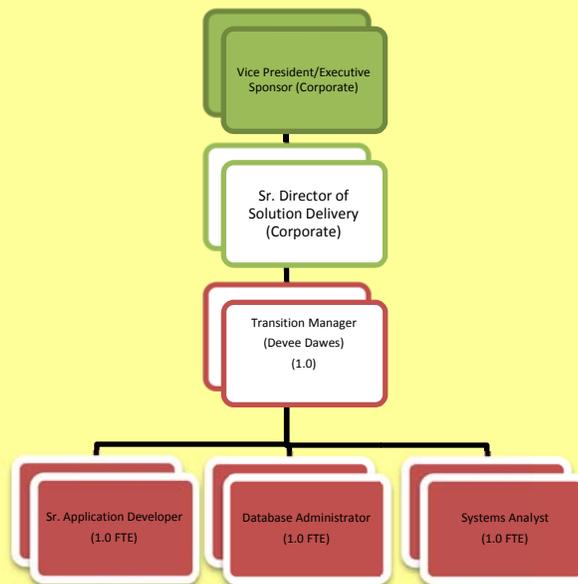
Yes.

1. The BCforward Team is superbly qualified and experienced with attracting and retaining quality staff and applying appropriate labor categories, positions, qualifications, experience and key personnel to fully satisfy the PCMS staffing requirements. Our team has proven capabilities to transfer, hire and train employees with the appropriate technical, PCMS specific and team process knowledge, to minimize disruption and maintain or exceed the current level of service. Our focus on proactive planning has enabled us to consistently provide uninterrupted, high-quality services to our customers. This staffing profile will offer the most experienced and skilled staff to continue day-to-day PCMS operations and maintenance tasks and retain the maximum PCMS system knowledge necessary for future development efforts.

Below you will find our proposed Staffing Plan for the ongoing enhancement and maintenance activities.



Below you will find our proposed Transition Staffing Plan.



Subcontractor management is an integral part of our management approach. We carefully selected teammates that share our core values of customer service, quality and ethics. Our organizational structure incorporates subcontractor’s capabilities without compromising our standards. BCforward is directly accountable for all contract work, regardless of whether the work is performed by BCforward personnel or subcontractors. Assignments to subcontractors will be strictly based on their ability to perform the work. Our project manager will work with subcontractor team members to assign work and select qualified resources. Our approach embodies the following mechanisms to maintain schedule, quality and technical control:

-  Establish and maintain frequent, open communications with each subcontractor.
-  Ensure all subcontractor personnel adhere to the overall Quality Assurance program.
-  Document all assignments in a clear statement of work, with defined milestones and deliverables.
-  Insist that each subcontractor designate a senior manager as a POC.

- ✔ Establish a document deliverable review process, and involve management in the reviews.
- ✔ Establish a periodic or milestone-keyed project review process.
- ✔ The team’s staffing approach plays an integral part of transition planning and execution. Staffing aggressively focuses on three concurrent activities: incumbent retention, identifying team (“reach-back”) expertise and recruiting. The personnel and expertise that each activity yields find additional value through the *BCforward* Team’s proven progressive approach to training, cross-utilization skill development, and career development planning.

Obtain Qualified Personnel

The *BCforward* Team staffing approach involves significantly more than hiring qualified and experienced technical individuals. We start by assigning a recruiting manager, experienced in the processes and tools customarily employed on our contract engagements. The project manager educates the recruiting manager on the existing technical infrastructure, the existing service delivery methods and the existing customer expectations. Once in place, the recruiting team rapidly acquires the necessary knowledge to develop final plans, begin the recruiting, training, qualification, and certification process for the positions. Attracting and retaining a high quality, professional staff is a key element to the success of our PCMS engagement. To meet this challenge, we employ a comprehensive recruitment and retention strategy:

- ✔ Assembling dedicated recruiters with established relationships to several prominent IT staffing organizations.
- ✔ Maintaining a continuous flow of candidate applications via the following methods:
- ✔ Nationwide advertisement program that generates thousands of résumés a year.
- ✔ Internal résumé-tracking database system with résumés of IT professionals of both current staff and active job seekers.
- ✔ Open Houses and job fairs focused on specific contract opportunities.
- ✔ Extensive university recruitment programs at prominent institutions. Extensive use of e-business applications such as posting openings to the online Career Center.
- ✔ Offering a highly competitive compensation and benefits plan, ensuring employee retention through competitive salaries and industry-leading benefits.

2. Key Persons

1. Deveen Dawes, PMP Application/Configuration Manager

Qualifications

Over 17 years of system integration and project management experience resulting from 10 years with Accenture, 3 years as an independent consultant and 4 years with *BCforward* Consulting. He is experienced in the design, development and delivery of cost effective, high performance technology and business process solutions. He has managed the development and support of various IS projects to meet and exceed a range of customer requirements. Deveen has an extensive background in all facets of the project development lifecycle including initial feasibility, business requirement gathering, estimation, conceptual design, construction, testing and implementation. He has equally effective organizational leadership, team building and project management experience.

Deveen’s most recent work experience is with the Indiana Criminal Justice Institute. Deveen is the Project Manager on the Victim’s Claims Compensation database implementation. He leads a team of developers, business analysts and testers to building the new victim’s claims compensation system which includes the following functionality modules:

- ✔ Data Capture (Web)
- ✔ Case Management
- ✔ Bill Entry
- ✔ Payment
- ✔ Fund Management

 Search and Notification/Reporting

2. Patrick Mullins, Sr. Developer/Programmer

Qualifications

-  Seasoned web and database professional skilled in managing projects and development teams
-  Strong web design and development experience utilizing ColdFusion, PHP, XHTML, CSS, DOM scripting, Ajax and XML and accounting for SEO marketing, accessibility, and usability
-  Solid database design and administration experience with Microsoft SQL Server, Oracle 8i, MySQL, and Microsoft Access
-  Design sites in adherence to W3C standards and Section 508 compliance that work across all browsers (i.e., Internet Explorer, Firefox, Mozilla, Safari, Opera, Netscape, Google Chrome)
-  Strong understanding of current web technologies and the solutions they provide
-  Skilled in designing LAMP, WAMP, and multi-threaded ColdFusion on Windows platform-based solutions
-  Completed Zend PHP Certification
-  Certified in ITIL V3 Foundations
-  Ability to lead and motivate teams to achieving project goals and milestones
-  Detail-oriented with strong communication skills
-  Ability to work independently, learn quickly, and seamlessly adapt to shifts in project direction
-  Proven ability to quickly transition from concept to design to deliverable
-  Minimal time-to-competency for learning new software, technologies, and processes

Training

The *BCforward* Team is fully committed to fostering the professional and personal growth of employees through our Career Development and Training Program. The program ensures the overall goals and objectives of the corporation and helps realize satisfaction of customers' requirements in an effective and efficient manner. For that reason, Career Development and Training Program needs are determined by strategic goals, objectives, organization needs, approved client requirements, personal needs, and desires of individual employees with respect to technical certifications and career development. *BCforward's* current program consists of the following:

-  Compliance training for all employees
-  Management training
-  Technical and development skills training

Our employees maintain their value to the company and to the technical community at large through attainment of technical certification and re-certifications. We support our team through the following:

-  Instructor-led and online technical-skills training
-  Purchase of exam-preparation materials
-  Reimbursement for certification exam costs

Retention Approach

The *BCforward* Team retains employees by promoting a progressive, stimulating work environment, offering a competitive employee benefits package, providing a wealth of opportunities for training, development and advancement, rewarding employees through an award and recognition program, and compensation structure rewarding employees for performance.

The following summarizes some principal elements of our retention program:

Progressive Management

We create an environment in which the following things occur:

-  Employees are professionals, whom are valued for their knowledge and expertise.
-  An atmosphere of corporate openness creates a direct communication channel with senior

management.

-  Employees receive clear tasking and the tools to do the job, and understand performance expectations.
-  Employees understand the process and use it to improve their performance.
-  Employees receive early notification of unusual tasking and a rationale for that tasking.
-  Employees are judged on their performance, rather than on personal preferences of their supervisors.
-  Employees understand how their work supports our corporate mission.

Performance Management Program

The core of our performance management program may be summarized in three words: goals, results, and development. Our managers meet with new employees within one week of their start date to review the goals and objectives of their division or program, and together outline performance standards that are measurable, attainable with effort, and achievable within a specified period.

Provision of Technology and Technology Usage for Respondent Staff
Ability to Meet? (Yes / No)

Yes.

BCforward will and has always complied with all Indiana Office of Technology (IOT) standards, policies and guidelines. All hardware, software and services to be provided will comply with the standards adopted under Section 508 of the Federal Rehabilitation Act of 1973 (29 U.S.C. §794d) and IC Chapter 4-13.1-3.

BCforward and team members will provide all PCs, laptops, scanners, pagers, cell phones, fax machines, modem connections or any other device that we deem necessary to perform the duties.

SLA Conformance Reporting
Ability to Meet? (Yes / No)

Yes.

BCforward understands the progressive technology strategies and high expectations for service levels that the IPAC intends to implement. In order to consistently deliver high quality support towards these objectives, Service Level Agreements (SLAs) help us define the level of service that we provide to our customers. Using the SLA reporting feature integrated into the bug tracking tool we can define rules for closing service requests, set a request-resolution time for users and send escalations when SLA targets are breached. The SLA Reporting Tool allows us to monitor bugs ticket resolution compliance to the defined service level in real time. The Tool will provide the following violation reports in real time:



The screenshot shows a software interface titled "Reports by SLA Violated requests". It contains a list of report categories, each with a folder icon and an "Edit" button:

- SLA Violated requests by Group
- SLA Violated requests by Category
- SLA Violated requests by Department
- SLA Violated requests by Due Date
- SLA Violated requests by Level
- SLA Violated requests by mode
- SLA Violated requests by Priority
- SLA Violated requests by Request Date

Warranty

Ability to Meet? (Yes / No)

Yes.

BCforward is committed to standing behind our work. Therefore, our standard operating procedure in regards to warranty issues is to provide a warranty period on any approved change request or upgrade related issues that are discovered in a production environment after the go-live date. Response times for issue resolution are based on severity of the issue.

1. High Severity = Response and Resolution time within 48 hours
2. Medium Severity = Response and Resolution time within 40 business hours
3. Low Severity = Response and Resolution time within best effort

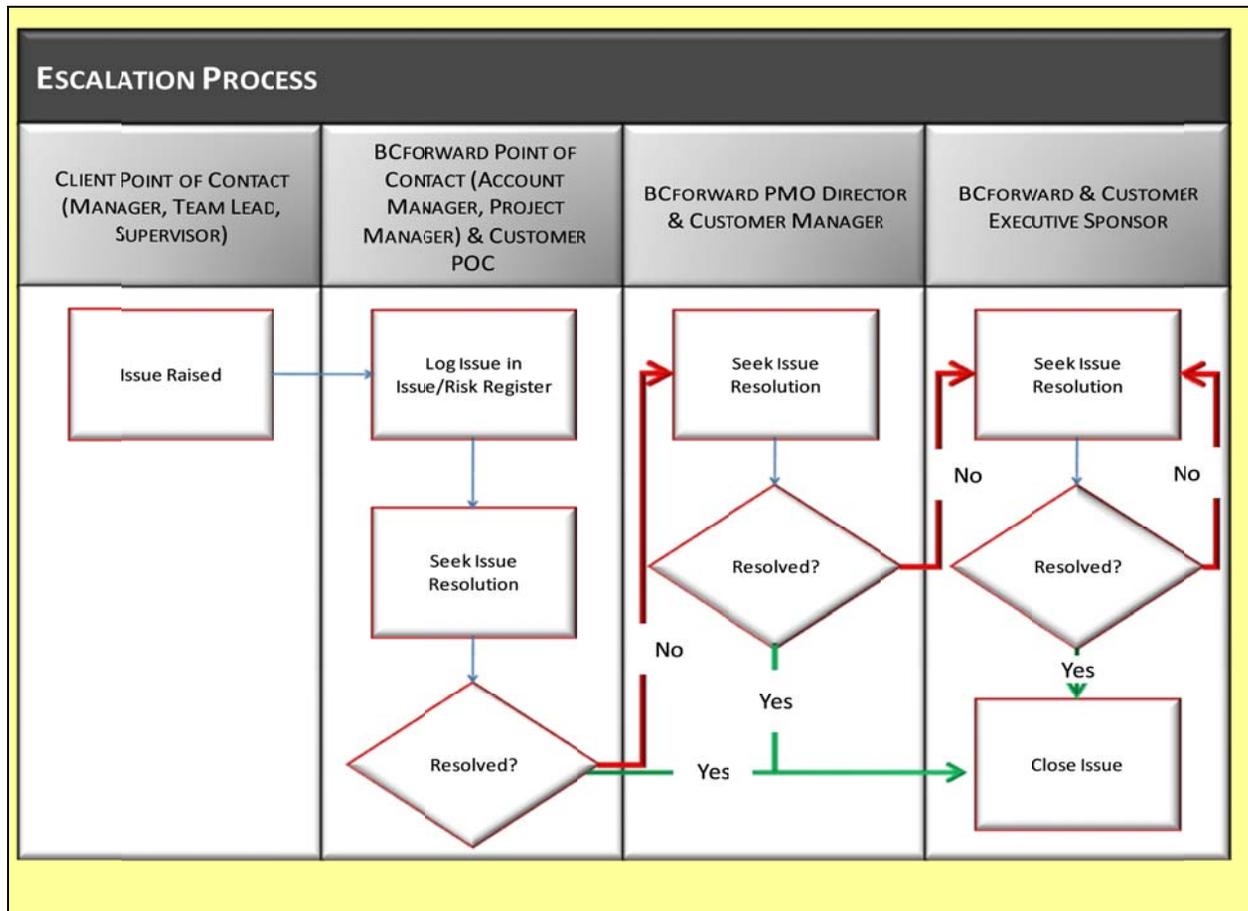
Warranty issues are those defined as a functional requirement not performing as documented and approved in the functional specifications or requirements documentation. Warranty issues do not include issues with hardware or connectivity issues.

Since this a maintenance contract, BCforward will provide a warranty phase for our work for a period of 30 days from the "Go-Live" date for any specific change request or upgrade that is implemented as part of the maintenance period. The "Go-Live" date is defined as when the change request or upgrade is made available to the IPAC internal users or public use. The procedures for determining a warranty issue are as follows:

- It is BCforward's expectation that the client will triage any support related issues prior to submitting to BCforward as a warranty issue. A warranty issue is defined as any change request or upgrade related issue which is preventing the application from working as defined in functional specifications. Warranty issues are NOT defined as LAN, WAN, or Hardware issues.
- Upon determination by IPAC that the identified issue is related to the new application code, the issue should be formally submitted to the BCforward Project Manager via email with the subject line of "Warranty Issue". The email must contain all relevant information needed to troubleshoot the issue including the designation of severity.
- BCforward will then investigate the issue and respond to the appropriate IPAC resource with a determination for resolution within the following timeframes:

| Severity Level | Response Time | Resolution Time | Definition |
|----------------|--------------------|--------------------|---|
| High | <4 business hours | <24 business hours | User(s) unable to perform all functions within the application or a specific function that user(s) cannot perform which impacts daily operations. |
| Med | <8 business hours | <48 business hours | User(s) unable to perform functions that impact the overall application but do not prevent on-going daily operations. |
| Low | <24 business hours | <40 business hours | Minor issues with functionality that may not be reproducible at all times and do not impact any operational functions. |

ESCALATION PROCESS



Governance

Ability to Meet? (Yes / No)

Yes.

BCforward will comply with the IPAC PCMS Maintenance Governance Structure.

The BCforward Project Management Office (PMO) will be responsible for delivering the IPAC change requests or upgrades. The PMO ensures proper internal and external processes and procedures, and allows BCforward to maximize the value brought to this maintenance and support contract. The BCforward Project Management Office (PMO) is the oversight responsible for delivering the approved change requests or upgrades to IPAC. This PMO division is a "matrix style" group managed by both our internal Project Management Organization (PMO) and technical area practice Directors. BCforward's PMO Practice provides core PM functions which are Project Management Consulting Services, Centralized Management of Project Delivery, facilitating internal project audit reviews, coaching and training staff, identifying and incorporating process improvements and best practices, and managing PMO library and methodologies.

BCforward's competency of strategic project management is offered from two perspectives:

-  Project Management Consulting Services and
-  Centralized Management of Solution Delivery for projects conducted internally in the BCforward Solution Centers.

Due Diligence and Project Audits

BCforward understands and appreciates the need for a due diligence review session during the maintenance and support project and commits to providing as much detail as necessary in response to potential questions or areas of concerns during the review period. It is BCforward's intent to be as transparent as possible during the review session and help facilitate a productive discussion in regards to the proposed BCforward change request or upgrade solutions. BCforward conducts our own internal periodic audits for all of our projects as part of the duties for the BCforward Project Management Office.

BCforward also commits to making any necessary resources and/or Executive Management available for up periodic project audits during the course of the engagement to review status, deliverables, issues, risks etc..., at the discretion of the IPAC Office and agreement from the BCforward PMO. However, BCforward will require a minimum 2 week advance notice of a project audit in order to assemble materials and arrange schedules accordingly. If only existing information is being requested then BCforward only requires 48 hour notice in order to assemble materials. The 2 week notice is primarily to ensure schedules can be coordinated to ensure proper attendance.

2.5 COST PROPOSAL

BCforward appreciates the opportunity to work with IPAC; as such we have priced our services as competitively as possible without sacrificing the quality of deliverables. The following is BCforward's proposed cost structure for the entire engagement and is based on the requirements provided in the RFP as well as the Q&A document that was provided by IPAC. Any changes to already identified scope of this engagement may result in a change order that can affect the cost and timeline. Our Pricing Sheet has been attached to our Original Proposal CD and Proposal CDs.

| PROJECT YEAR | ANNUAL COSTS |
|--------------|---------------------|
| Year One | \$370,233.60 |
| Year Two | \$369,083.60 |
| Total | \$739,317.20 |

2.6 INDIANA ECONOMIC IMPACT

2.7 BUY INDIANA INITIATIVE

BCforward and all of our teaming partners including The Consultants Consortium and Indecon are an Indiana Business as defined by the State of Indiana and meet the following requirements:

- A business whose principal place of business is located in Indiana.
- A business that pays a majority of its payroll (in dollar volume) to residents of Indiana.
- A business that employs Indiana residents as a majority of its employees.

BCforward has completed the Indiana Economic Impact Form and is provided in Section 5 of this proposal.

2.8 MBE/WBE COMMITMENT

2.8.1 MBE SUBCONTRACTOR COMMITMENT FORM

RFP# 13-41

DUE DATE: February 8th, 2013

TOTAL BID AMOUNT: \$739,317.20

| | |
|--|--|
| <input checked="" type="checkbox"/> MBE Firm <input type="checkbox"/> WBE Firm | |
| Company Name: The Consultants Consortium, Inc. | Contact Person: Angel Rivera |
| Address: 1099 North Meridian Street Suite 910 Indianapolis, IN 46204 | E-mail: arivera@e-tcc.com |
| Sub-Contract Amount: \$79,391.72 | Telephone Number: (317) 578-7600 Fax Number: (317) 578-7600 |
| Sub-Contract Percentage of Total Bid: 10% | Describe Service/product to be provided: Hosting Staff Augmentation |
| Provide approximate dates when Sub-Contractor will perform on this project: Throughout the entirety of the project. | |

Respondent Firm

BCforward

Address

10 West Market Street, Suite 1300

City/State/Zip Code

Indianapolis, IN 46204

Representative

Justin Christian

Telephone Number

317-493-2000

Fax Number

866-881-7769

Email Address

Justin.Christian@BCforward.com

Authorizing Signature



2.8.2 WBE SUBCONTRACTOR COMMITMENT FORM

RFP# 13-41

DUE DATE: February 8th, 2013

TOTAL BID AMOUNT: \$739,317.20

| | |
|--|--|
| <input type="checkbox"/> MBE Firm <input checked="" type="checkbox"/> WBE Firm | |
| Company Name: Indecon Solutions | Contact Person: Sheri Dudeck |
| Address: 115 West Washington Street Suite 1310 South Indianapolis, IN 46204 | E-mail: sdudeck@indeconsolutions.com |
| Sub-Contract Amount: \$79,391.72 | Telephone Number: 317-634-9482 Fax Number: 317-264-3207 |
| Sub-Contract Percentage of Total Bid: 10% | Describe Service/product to be provided: Case Management Expertise Staff Augmentation |
| Provide approximate dates when Sub-Contractor will perform on this project: Throughout the entirety of the project. | |

Respondent Firm

BCforward

Address

10 West Market Street, Suite 1300

City/State/Zip Code

Indianapolis, IN 46204

Representative

Justin Christian

Telephone Number

317-493-2000

Fax Number

866-881-7769

Email Address

Justin.Christian@BCforward.com

Authorizing Signature



2.9 TEAM MEMBER RESUMES

Devee Dawes, PMP Application/Configuration Manager

Qualifications

Over 17 years of system integration and project management experience resulting from 10 years with Accenture, 3 years as an independent consultant and 4 years with BCforward Consulting. He is experienced in the design, development and delivery of cost effective, high performance technology and business process solutions. He has managed the development and support of various IS projects to meet and exceed a range of customer requirements. Devee has an extensive background in all facets of the project development lifecycle including initial feasibility, business requirement gathering, estimation, conceptual design, construction, testing and implementation. He has equally effective organizational leadership, team building and project management experience.

WORK EXPERIENCE:

INDIANA CRIMINAL JUSTICE INSTITUTE – VICTIM’S CLAIMS COMPENSATION NEW SYSTEM IMPLEMENTATION

Project Manager

August 2011 to Current

- Lead a team of developers, business analysts and testers to build a new victim’s claims compensation system; includes the following functionality modules:
 - Data Capture (Web), Case Management, Bill Entry, Payment, Fund Management, Search and Notification/Reporting
 - Required detailed Project Management skills to lead this web based claims processing and case management application

CARRIER CORPORATION – DATA ANALYTICS BUSINESS OBJECTS IMPLEMENTATION

Project Manager

June 2010 to December 2012

- Lead a team of developers, business analysts and testers to build a new integrated reporting function for the enterprise; includes ten different business objects dashboards for the different business departments

INDIANA SECRETARY OF STATE – INDIANA DEALER LICENSING NEW SYSTEM PROJECT

Project Manager

August 2009 to March 2011

- Lead a team of developers, business analysts and testers to build a new system for processing all Indiana Dealer license requests and renewals; new system includes 20 different functional modules and internet external access
- Manage external agency to host the new databases and interface with the current Indiana Bureau of Motor Vehicles

INDIANA SECRETARY OF STATE – SQL SERVER MIGRATION PROJECT

Project Manager

January 2009 to March 2009

- Led a team of developers to perform a SQL Server migration from SQL 6.5 to SLQ 2005 Enterprise Edition
- Managed external agency to host the upgraded databases on the SQL 2005 Enterprise platform process

INDIANA SECRETARY OF STATE – PORTFOLIO AND PROJECT ASSESSMENT PROJECT

Project Manager

October 2008 to December 2008

- Led an assessment and prioritization for ten proposed enhancement projects; required detailed systems analysis skills
- Performed a gap analysis for IN SoS current project management methodology
- Created and presented recommendations for best practice project management methodology to be implemented at IN SoS IT department
- Presented feasibility study for ten proposed enhancement projects

BLUE CROSS BLUE SHIELD OF MICHIGAN – MICHIGAN SINGLE OPERATING PLATFORM PROJECT (MOS)

Project Manager – BCBSM Project Management Office (PMO)

March 2007 to August 2007

- Led the MOS release management team; includes estimation of work, resource placement, development/management of workplan tasks and scorecard reporting. Developed the IDP (Integrated Deployment Plan) home grown application to track the completion status and delivery of the entire project's deliverables. Four direct reports.
- Assisted the MOS PMO with streamlining their change control reporting and review board process
- Re-designed the MOS PMO financial tracking process
- Assisted in the development of a more efficient PM scorecard

BLUE CROSS BLUE SHIELD OF MICHIGAN – RELEASE MANAGEMENT

Project Manager – BCBSM Project Management Office (PMO)

February 2006 to March 2007

- Developed, rolled out and led an Enterprise Release Management strategy for all mainframe and non-mainframe BCBSM projects in the pipeline. Instituted as part of a Project Management Office audit initiative. Five direct reports.

BLUE CROSS BLUE SHIELD OF MICHIGAN - NATIONAL PROVIDER IDENTIFIER PROJECT

Development Manager

July 2005 to March 2007

- Phase 1 - Coordinate/Led business requirement collection, creating conceptual designs and gaining client approval for several new development items including interfaces and reports. Six direct reports.
- Phase 2 – Developed and implemented a project specific release management approach to avoid concurrent development conflicts with other BCBSM project implementations. Two direct reports.

BLUE CROSS BLUE SHIELD OF MICHIGAN – SOCIAL SECURITY NUMBER PROJECT

Development Manager

March 2005 to June 2005

- Coordinate/Led a conversion clean up for incorrect social security numbers already converted to BCBSM membership system

ACCENTURE - BLUE CARE NETWORK – NEW SYSTEM IMPLEMENTATION

Development and Configuration Manager

April 2001 to January 2005

- Managed a project team of client and Accenture resources to create detailed designs, build and test and successfully execute in production four distinct conversions. This includes Group/Subgroup, Contract/Member, Premium Rates, Claims History and Member Coordination of Benefits conversion of data from the legacy mainframe environment to a new client server system; required detailed systems analysis skills.

Responsibilities included:

- Create work estimates, write and maintain the development workplans
- Manage creation of designs and ensure specifications meet business requirements
- Review and obtain client sign-off for all completed programs and test results
- Coordinate on a daily basis with the Membership, Rating and COB Business Directors
- Manage Membership Business Analysts with the configuration of all code sets in the Facets application
- Lead Membership Business Analysts with the configuration of all Business Rules in the Facets application

ACCENTURE - BLUE CARE NETWORK – NEW SYSTEM IMPLEMENTATION

Project Team Lead

October 2000 to March 2001

- Led a team of Accenture personnel in the planning phase for a new system implementation. Assessed and inventoried all development items that would be required for the entire scope of the new system implementation.
- Responsibilities included: Interviewing corporate-wide business and IS departments to ensure all potential interfaces, conversion, extensions, reports and letters were included in the Master Development workplan.

BLUE CROSS BLUE SHIELD OF MICHIGAN – ITS CLAIMS MAINTENANCE

Project Team Lead

February 2000 to September 2000

- Delivered a BCBS Association mandated ITS software release project to allow additional electronic claims routing between BCBS plans. The goal was to replace a majority of the paperwork claims filing process with an electronic forms submission between BCBS Plans. Supervised the designs, prototyping, code creation, and led the testing for the implementation.

BLUE CARE NETWORK – MANAGED CARE SYSTEMS

Lead Analyst

July 1999 to February 2000

- Phase One: Assisted with gathering data, preparing and delivering BCNM documentation for the HCFA Y2K audit
- Phase Two: Worked with client to design and tailor their risk mitigation plan and ensure all necessary requirements were captured.
- Phase Three: Designed BCN's changeover leadership organization (Command and Control Center), gained executive sponsorship for the changeover design and rolled it out to the corporation.

ANTHEM, INC. – Y2K CHANGE OF CENTURY PROJECT

Lead Analyst

July 1998 to June 1999

- Developed a corporate wide Business Continuity Program to address proactive risk mitigation activities and coordination functions for the change of century.

- Responsibilities included research and development for three main deliverables: Business Continuance Program manual, Risk Mitigation manual and Changeover Coordination manual.

ALLSTATE INSURANCE COMPANY – LEGACY MAINFRAME MAINTENANCE

Lead System Analyst

September 1995 to June 1998

- Project coordination and delivery for government mandated system maintenance projects applied to Allstate's legacy auto claims system. Led the post-production break fix team. Responsibilities included, defining program specifications, developing program code/test plans, conducting code reviews and creating and maintaining project workplans. Eight direct reports.

EDUCATION

PARK TUDOR, INDIANAPOLIS, IN

High school diploma

June 1987

WHEATON COLLEGE, CHICAGO, IL

Bachelor of Arts, Majoring in Information Systems

May 1995

PROJECT MANAGEMENT INSTITUTE

PMP Certification

August 2008

NEW HORIZONS, LIVONIA, MI

MS Project Certification, 2002

Patrick Mullins, Sr. Developer/Programmer

Summary

- Seasoned web and database professional skilled in managing projects and development teams
- Strong web design and development experience utilizing ColdFusion, PHP, XHTML, CSS, DOM scripting, Ajax and XML and accounting for SEO marketing, accessibility, and usability

- Solid database design and administration experience with Microsoft SQL Server, Oracle 8i, MySQL, and Microsoft Access
- Design sites in adherence to W3C standards and Section 508 compliance that work across all browsers (i.e., Internet Explorer, Firefox, Mozilla, Safari, Opera, Netscape, Google Chrome)
- Strong understanding of current web technologies and the solutions they provide
- Skilled in designing LAMP, WAMP, and multi-threaded ColdFusion on Windows platform-based solutions
- Completed Zend PHP Certification
- Certified in ITIL V3 Foundations
- Ability to lead and motivate teams to achieving project goals and milestones
- Detail-oriented with strong communication skills
- Ability to work independently, learn quickly, and seamlessly adapt to shifts in project direction
- Proven ability to quickly transition from concept to design to deliverable
- Minimal time-to-competency for learning new software, technologies, and processes

Technical Experience

- **Web Development** – PHP (4 and 5), ColdFusion (4.5, 5.0, MX and 8), XHTML, DHTML, CSS, JavaScript, DOM scripting, Ajax (Prototype, Scriptaculous and jQuery libraries), XML
- **Databases** – Microsoft SQL Server (2000, 2005 and 2008), MySQL 5, Oracle 8i, Microsoft Access (2000, 2003 and 2007)
- **Operating Systems** – Windows (95, 98, 2000, XP, Vista, Server 2003 and Server 2008), Red Hat Linux (6 and 7)
- **Web Servers** – Microsoft IIS 5 and IIS 6, Apache 1 and 2
- **Internet Browsers** – Internet Explorer, Firefox, Mozilla, Safari, Opera, Netscape, Google Chrome
- **Graphic Design** – Adobe Photoshop, Adobe Captivate
- **Directory Services** – LDAP
- **Microsoft Office** – XP, 2003, 2007 (Word, PowerPoint, Excel, Access, Visio, Project, Outlook)
- **ERP Systems** – SAP, SX.enterprise, TWL Online, TWL RF
- **SAP Modules** – IM (Investment Management), MM (Materials Management), SD (Sales and Distribution)
- **Content Management Systems** – Information Mapping XMS, Content Mapper, SAP Document Management System
- **Instructional Technologies** – Formatting Solutions Pro, Formatting Solutions Pro Font Manager

Professional Experience

Independent Contractor and Consultant

June 2009 – Present

Provide professional web and database analysis, design, development, implementation and training services to assist companies in increasing productivity and maximizing return on investment. Specialize in custom warehouse/inventory management and e-commerce solutions with an emphasis on accessibility, usability, and adherence to W3C web standards.

Client Project Experience:

HP Products

- Analyzed current web design and provided recommendations on improvements to assist in usability
- Provided recommendations and resources on improving search functionality in a Microsoft SQL Server 2005 environment
- Offered suggestions on altering inventory data to capture and analyze keywords to assist in searching capabilities

Sage-Popovich, Inc

- Analyzed existing system architecture and warehouse processes and procedures
- Analyzed, researched, and documented Access databases objects that need to be addressed (relationships, indexes, duplicate data, unmatched data, missing data, etc)

- Provided recommendations for addressing current Access database problems critical to reducing manual tasks, increasing productivity, and improving warehouse processes and procedures
- Developed and implemented solution for importing new parts data (SSH and SEV), and updated pricing structures which were previously maintained in a spreadsheet
- Created invoice, packing slip, and non-incident statement reports for SSH and SEV parts data
- Updated invoice, packing slip, and non-incident statement reports for AVL, CIR, and DEU parts data to retrieve ship-to, payment terms, shipping method and account number, and special instructions from the database instead of manually entering the information for every order
- Added quote and order histories to customer forms and reports
- Created solution to generate data export of available inventory for posting on ILS/Partsbase website; reduced what was a one hour manual task down to a five second automated task
- Provided recommendations for the development of a custom web-based warehouse management system utilizing a more robust database

Five Star Logic, Inc.

Director of Web Development and Systems Analyst

Aug 2006 – May 2009

Responsible for managing a small development team and the enhancement life-cycles of uSource™, a Five Star Logic proprietary Web 2.0 application designed for secure, enterprise-level information and content management. Designed and developed the Five Star Logic Support Portal for users of uSource and Officient. Designed and administered Microsoft SQL Server 2005 and MySQL databases.

Internal Project Experience:

- Designed and administered the Five Star Logic internal and external web server and database environment
- Converted uSource™ PHP code from frame and table-based layout to W3C standards-based layout, presentation and behavior by utilizing PHP, XHTML, CSS, Ajax, and DOM scripting
- Restructured MySQL and Microsoft SQL Server iterations of uSource database by normalizing data, restructuring queries and creating stored procedures for more effective and secure data access and data manipulation
- Created PHP and MySQL database-driven, ticket-based support system and managed the resolution of tickets for Five Star Logic clients
- Established connectivity and communication between PHP and SAP R/3, allowing PHP to send requests and receive responses from SAP R/3 through BAPI remote function calls (RFC)

Client Project Experience:

Caxy, Inc – Worked with client team to develop PHP sites, reports, and modules for Caxy clientele

- Created client-specific reporting system for the administration of online orders
- Participated in user testing of clientele online ordering systems and recommended changes to improve usability and functionality
- Deployed a dual-pricing module to present wholesale accounts with reduced product prices and individual user accounts with retail product prices
- Utilized PHP and Ajax to develop a customized, multiple-option selection module based on previously selected options for the QuickOrder online ordering system

W. W. Grainger, Inc – Worked with client resource to implement the uSource™ and SAP document management system on client Intranet infrastructure.

- Managed communication of project progress and issues across functional areas including: LDAP directory services, SAP Security, Intranet services team, and business project leaders
- Worked with client marketing team to identify the design and custom add-ons for a W.W. Grainger customized uSource front-end

- Installed Zend Core PHP distribution on client web servers and designed Microsoft SQL Server 2005 uSource database
- Designed and executed test cases for the integration of uSource with customer SAP environment and Novell eDirectory (LDAP)
- Supported the installation of the product through the development, QA, and production environments
- Provided technical support and troubleshooting for uSource implementation and transition from development and QA servers to production server
- Developed knowledge transfer documentation at project closeout and updated uSource application manuals to include custom features developed for customer
- Trained client resources on the features, functionality, and processes involved with the installation and maintenance of uSource
- Provided on-going technical and functional support for uSource at client site

T.I.S. Group

Director of Web Development and Database Administrator

Oct 2001 – Aug 2006

T.I.S. Group (www.tisbook.com) implemented online sales and services web sites to complement its existing bricks-and-mortar storefronts for its college bookstores, wholesale college textbook warehouse, imprinted sportswear, mail-order music catalog, and custom publishing and printing divisions

Leveraged management skills and web development knowledge to position T.I.S. Group for success in online sales and services based on the company's new online business model. Collaborated with Corporate and Division Management, Marketing, Accounting, and Information Systems to develop a successful online business strategy for multiple divisions of T.I.S. Group.

Responsible for the following project activities:

- Database and Platform Conversion
- Managed team resources to design a solution for migrating a single server Linux, Oracle 8i, ColdFusion MX environment to a distributed Microsoft Server 2003, Microsoft SQL Server 2000, multi-threaded ColdFusion MX environment, which resulted in increased server performance, a more stable environment and a reduction in maintenance costs
- Worked closely with ServerSide Inc. hosting services to complete the database and platform transition with minimal downtime and provided ServerSide Inc. with documentation from extensive research and testing on implementing a multi-threaded ColdFusion environment on a Windows platform
- Web Standards and Accessibility Conversion
- Converted existing table-based web design to CSS-based box-model presentation utilizing W3C standards Section 508 accessibility compliance
- Managed web development team dedicated to meeting standards and accessibility guidelines via extensive research, user testing, and reporting.
- Documented guidelines and standards based on the T.I.S. Group business model for the development of future company web sites.
- Order and Inventory Management System Implementations

Project Management Responsibilities

- Provided consultation and recommendations to T.I.S. Group division managers on investing in the web development team's services to improve online order and inventory management
- Analyzed business and stakeholder needs and costs and benefits to determine the scope of development for the conversion of legacy online order management systems to customized end-to-end solutions for order to cash and inventory management processes
- Planned and designed the strategy to meet user, stakeholder, and business requirements
- Worked closely with Information Systems, Marketing, Inventory Control, and Accounting to communicate project status and progress to Corporate and Division Management
- Coordinated and tracked the project progress through completion across all invested business units
- Documented processes and procedures for handling and troubleshooting online orders and inventory

Team Lead Web Development

- Managed web development team resources and strategies
- Developed secure online shopping interface for the placement and tracking of online orders
- Developed secure back-end database administration interfaces for handling online inventory, reporting, and managing customer orders from order inception to order fulfillment
- Defined business logic for online transactions utilizing Microsoft SQL Server T-SQL stored procedures and Database Transformation Services (DTS) for both customer-facing web sites and internal employee administration sites
- Developed customized accounting Intranet tax reports for online orders for all business units enabling reliable and accurate tax collection data based on individual state tax nexus laws
- Documented order management system business process procedures to support end-users in daily tasks and delivered functional systems training to employees

Web Services Development Projects

- Developed procedures to deliver customer order information to Amazon.com, Baker & Taylor, and MBS Wholesale Systems via XML-based API web services
- Developed procedures to extract, transform and load (ETL) textbook data from Amazon.com and MBS Wholesale Systems
- Partnered with Authorize.net to implement a secure credit authorization gateway for processing customer payments online for individual business units

T.I.S. Group.

Web Designer and Database Administrator

Dec 2000 – Oct 2001

- Administered Oracle 8i database and supported the Director of Web Applications Development in the daily administration of company web sites
- Developed and maintained Oracle 8i databases for company web sites
- Defined business logic for online transactions utilizing Oracle PL/SQL stored procedures
- Developed and maintained company web sites
- Provided technical support for business divisions and online customers
- Photographed merchandise and manipulated images via Adobe Photoshop for web site presentation

Education

Indiana University, Bloomington

Major: Business - Entrepreneurship

Minor: Biology

Senior PHP and MySQL Developer/Programmer

SUMMARY

- Over Seven years of extensive experience as a PHP Web Application Developer and Software Engineer in System Analysis, Design, Development and Implementation of various client/server, Web-based applications.
- Extensive experience in developing enterprise grade web applications using PHP4, PHP5, HTML4,HTML5, CSS, JavaScript, JQuery, AJAX, Python.

- Well versed with complete Software Development Life Cycle (SDLC) process.
- Very strong knowledge and experience in developing the back-end support applications using PHP and MySQL as well as knowledge in front-end applications using Drupal, HTML/DHTML, CSS, JavaScript, JQuery and AJAX
- Knowledge on Model View Controller (MVC) architecture based Web Applications like Zend, CakePHP as well as building PHP websites and applications using PHP Smarty Templating Engine.
- Experience in IDEs like Adobe Dreamweaver, Eclipse, Microsoft Visual Studio, Zend Studio and notepad++.
- Extensive experience with Content Management System (CMS) Tools such as Drupal and Joomla.
- Experience in developing strategies for Search Engine Optimization(SEO)
- Skilled in WAMP and LAMP platforms
- Expertise in coding optimized SQL queries, PL/SQL Stored Procedures, Functions, Packages and Triggers on databases like MySQL, SQL Server and Oracle.
- Experience in working with webservices SOAP and REST.
- Experience in working with Agile and Scrum methodologies.
- Experience working on Version control system CVS, Subversion, and GIT.
- Expert in managing server using remote tools such as Putty and SSH.
- Ability to work with a sense of urgency in an aggressive, multi-tasking environment.
- Ability to provide team leadership and effective team participation where required.
- Highly motivated, organized and results oriented with excellent interpersonal, communication, and presentation skills with capability of adapting to new and fast changing technologies.

TECHNICAL SKILLS

| | |
|-------------------------------|--|
| Operating Systems: | Windows 98/2000/XP/Vista/7, UNIX, Linux, Mac, and Sun Solaris |
| Web Design: | HTML/DHTML, CSS, XML, PHP5/4, JavaScript, AJAX, JQuery |
| Web Servers: | Apache Web Server, Apache Tomcat 5.x/4.x, WAMP, LAMP |
| Programming Languages: | C, C++, and JAVA |
| CMS: | Joomla, Drupal. |
| MVC frameworks: | Zend, CakePHP |
| Databases: | SQL, PL-SQL, MySql, LDAP, Toad, PhpMyAdmin, SQL Server, Oracle |
| IDE: | Eclipse3.x, Visual Studio 2005/2008, Adobe Dreamweaver, Notepad++ |
| Networking: | TCP/IP, UDP, DNS, SMTP, FTP, SSH, DHCP, SSL, HTTP, HTTPS |
| Version Control: | subversion (TortoiseSVN 1.4.8), CVS (Win CVS, TortoiseCVS), GIT, Cornerstone |

PROFESSIONAL EXPERIENCE

Flatworld Knowledge, Irvington, NY

Jan 2012 - Present

PHP Web Developer

Project Description:

This project involved in development of modules for publishing college-level open textbooks.

Responsibilities:

- Developed module to provide access codes to bookstores using PHP, HTML, JavaScript and MySQL.

- Developed module for professors to customize the books as per their course using PHP, HTML, JavaScript and MySql.
- Created themes for all modules using CSS.
- Created module to generate ISBN for newly added textbooks using PHP.
- Developed module to import quizzes using Ruby on Rails.
- Developed module for products of textbooks like audio study guides, quizzes and flashcards using HTML, JavaScript and PHP.
- Developed module to approve professors using PHP, HTML, JavaScript and CSS.
- Created XML file to send books orders to printing firm.
- Developed module for professors to request Deskcopy using PHP and JavaScript.
- Deployed application software on Amazon EC2 cloud computing platform and Linux server.
- Integrated PHP modules and Ruby on Rails modules using REST API.

Environment: LAMP, Linux, PHP5.3, MySQL, HTML, CSS, JavaScript, JQuery, Ajax, XML, Apache Server, REST API, Ruby on Rails, Eclipse, Ubuntu, Vmware, Sqlpro, Git, Amazon Ec2

Sharecare, Atlanta, GA

Aug 2011 –Jan 2012

Sr. PHP Application Developer

Project Description:

This project involved in development of interactive question and answer platform that allow industry experts to answer health and wellness questions

Responsibilities:

- Created user management for Users and Experts using Object Oriented PHP and MysqL.
- Used Zend framework to create core PHP applications such as topics, people and health reference.
- Created search module using Apache Solr.
- Created audio and video streaming using HTML5.
- Customized questions and answers module using Drupal content management system.
- Deployed application software on Amazon Ec2 cloud computing platform and Linux server.
- Developed user inter interface using HTML, CSS, JavaScript and Ajax.
- Stored user login activity using Sessions.
- Integrated applications using REST API.

Environment: LAMP, Linux, PHP5.3, MySQL, HTML5, CSS, JavaScript, JQuery, Ajax, Apache Server, Apache Solr, Zend, REST API, Drupal, Eclipse, Cornerstone, Fedora, Amazon Ec2

Caps Universal Payroll, Los Angeles, CA

Feb 2011 –Aug 2011

Sr. PHP/MySQL Developer

Project Description:

This project involved in development of new modules to user admin panel of Caps Universal Payroll website.

Responsibilities:

- Created user management for super admin, company employee, client and sub-client using Drupal.
- Developed schema in MySQL to get data from database depending on user role.
- Using PHP5 and MySQL, data navigated from database and displayed on user admin panel.
- Created reusable classes using Object Oriented PHP.
- Created payroll resources module using content management tool Drupal.
- Implemented Auto Complete Search using AJAX.
- Normalized database tables and performed extensive query optimization.
- Used JavaScript validations for form submissions.
- Created expand and collapse list using jQuery.
- Used HTML, CSS, JavaScript and AJAX on front-end side.
- Used SSH and Putty to connect to the server.
- Used SOAP API for calling web services.

Environment: LAMP, Linux, PHP5, MySQL, HTML/DHTML, CSS, JavaScript, JQuery, Ajax, HTTP server, Wincp, SSH, Putty, Dream weaver, REST API, Drupal, Subversion, Phpmysqladmin

Ameriprise, Minneapolis, MN

Aug2010-- Feb2011

PHP Application Developer

Project Description:

This project involved development of User Interface of Ameriprise website for their customers usage. The objective of project was to create fill-able online loan forms to apply for the loans and to create monthly statements of customer account.

Responsibilities:

- Provide functional and technical support and guidance for the development of the application based on PHP and MySQL.
- Implemented web user interfaces to fulfill functional requirements and architectural goals.
- Created user management for administrators and users using Drupal.
- Developed front-end using HTML, JavaScript, CSS, JQuery, and Ajax.
- Used PHP Optimization techniques and coding standards.
- Created well designed, reusable objects using Object Oriented PHP.
- Created PHP sessions to store user login activity.
- Transforming project files and database files to the remote server using Putty and Unix Shell.
- Integrated applications using REST API.

Environment: Linux, Unix, PHP5, JavaScript, XML/XSLT, HTML/DHTML/XHTML, CSS, MySQL, AJAX, JQuery, SEO, Drupal6.0, LAMP, REST, Adobe Dreamweaver, Notepad++, Apache web server, SQL Server.

Farmers Insurance, LA, CA

Oct 2009 – Aug2010

Web Application Developer

Project Description:

The objective of this project was to develop employee's pay-roll system.

Responsibilities:

- Performed key role in cross-functional teams through development, testing and product launch.
- Worked on Zend MVC framework and changed designs to dynamically handle product attributes.
- Created initial design to determine the look and feel of the website by creating wireframes, mockup UIs.
- Created JavaScript for Browser compatibility and improved interactivity of pages using AJAX.
- Designed pay-roll form for employee's using HTML, JavaScript, CSS
- Developed database schema using MySQL.
- Deployed application software on Linux Server.
- Used SOAP API for calling web services.

Environment: LAMP, HTML/DHTML, PHP5, JavaScript, Linux, UNIX, XML/XSLT, XHTML, CSS, MySQL, AJAX, ZEND, SOAP, PhpMyadmin, Notepad++, Apache

Broadware Technologies, Cupertino, CA

Jan 2008 – Oct 2009

PHP/MySQL Developer

Project Description:

Broadware's software enables, web-based monitoring, management, recording and storage of audio and video that can be accessed anywhere by authorized users. The project involved upgrading and maintenance of website.

Responsibilities:

- Analyzed functional requirements and specifications through close interaction with Product Management and User Experience teams.
- Design and implement web-based user interfaces to fulfill functional requirements and architectural goals.
- Set up permissions to the user's using Drupal admin module
- Developed sessions to monitor user's login activity using Drupal
- Configured administrator account to check out and maintain customer information
- Created and executed Test Plans for better performance.
- Managed design and development resources to timely and successful deliveries.
- Worked with clients and review panels to identify recommendations for the appropriate technical, business and human factors solutions.

Environment: PHP, Drupal, MySQL, JavaScript, HTML/DHTML, XML, AJAX, LAMP, SOAP, Eclipse, Visual Studio 2005, Dreamweaver, SEO, Apache, Oracle, Unix.

Paymentech, Salem, NH

June 2006 – Dec 2007

PHP Developer

Project Description:

Architected, designed, and implemented internal applications using different web technologies.

Responsibilities:

- Involved in migrating the site from .net framework to PHP open source framework
- Extensively used JavaScript for client side validations.
- Conversion of design documents into HTML interfaces.
- Deployment of client sites, including custom development, branding, and integration with our customers' diverse billing and provisioning systems.
- Provided technical consultation and expertise to Product Managers and other staff members.
- Designed, build and optimized user-facing features that scale to millions of users.
- Designed database schema using RDBMS in MySQL.
- Resolved cross browser compatible issues.
- Created and executed test plans for better performance and tuning.

Environment: PHP4, HTML, CSS, UNIX, Java Script, AJAX, XML, Dreamweaver, MySQL, Apache web Server, PhpMyadmin, Toad.

Zensar Technologies, Pune, India

Aug 2005– May 2006

Web Developer

Project Description:

Zensar Technologies provides end-to-end services in IT development and business outsourcing. The project involved in developing websites for different categories such as retail and distribution, financial services and insurance

Responsibilities:

- Understands technical and functional design requirements.
- Assists in physical and logical database design.
- Creates prototypes for client engagements.
- Designs, codes, and tests technical solutions.
- Created modules using Python.
- Created sequences with tuples and list using Python.
- Used Python to format the strings.
- Identifies system deficiencies and recommends solutions.
- Handling Cross browser issues.
- Requirement gathering, Documentation, Project management.

Environment: Linux, UNIX, PHP4, CSS, HTML, DHTML, XML, MySQL, JavaScript, Photoshop, WAMP, JQuery, Python, Apache.

EDUCATION

Bachelor of Engineering in Computer Science, Andhra University, 2001-05

Database Administrator

Profile:

- Over 20 years of IT experience with multi-national, multi-divisional, and multi-plant environments.
- General accounting practices relative to GL/AP/AR in multi-national companies.
- Outsourcing, legal contract negotiations and budgeting.
- 10 years of worldwide business travel with exposure to 9 different countries speaking 8 different languages and 6 years of statistical analysis.

Technical Skills:

| Skill | Experience |
|---|------------|
| ServiceNow | 2 years |
| Frontrange ITSM | 2 years |
| Oracle DBA - v7, 8i, 9i, 10g, 11g | 18 years |
| SQL Server – v7, 2000, 2005, 2008 | 5 years |
| UNIX Administration, HPUX, AIX, Solaris, Linux | 12 years |
| MySQL – v4.1, 5.0, 5.5 | 2 years |
| MARC – Warehouse Management System | 3 years |
| EMC and NetApp Storage | 7 years |
| VMware Enterprise, Workstation | 3 years |
| Sun Fire and Sun E-series hardware | 4 years |
| HP/Compaq DL Series hardware | 3 years |
| Microsoft Windows 2000 Server and Advanced Server | 3 years |
| Siebel CRM version 7 applications | 2.5 years |
| HP 9000 Hardware implementation | 5 years |
| Oracle Applications 10.7 and 11i implementations, including GL, AP, AR, Purchasing, BOM, Order Entry, Manufacturing | 5 years |
| PeopleSoft HR version 7.1, technical support, utilizing Quest’s Shareplex, Bea Tuxedo, and Pentasafe Password Manager | 10 months |
| Novell local area network implementation and admin | 6 years |
| Wide area networking and internal communications | 3 years |
| Web technologies | 8 years |

Professional Certifications:

- ITIL v3
- ISO 9000 Lead Assessor certification

Professional Experience:

KAR Auction Services, Inc. (August 2008 – October 2012)

Director of Systems and Data Services

August 2010 – October 2012

- Managed team of Database Administrators supporting SQL Server, Oracle and MySQL
- Managed Storage and Backup Team responsible for all storage, backup, and Sun Solaris systems, including EMC VMAX, EMC VNX, NetApp, Symantec NetBackup, Data Domain, Avamar, Recoverpoint
- Managed several database upgrade projects, including Oracle 11G and SQL Server 2008, with little to no unexpected downtime
- Participant on company ITIL steering committee. Established Systems and Data Services catalog
- Utilized ServiceNow for Incident, Change, and Problem management. Incident management included both support desk issues as well as requests. Change management included all IT changes including SDLC promotions to production, Data Center changes, and configuration changes to hardware and software. Problem management included root cause analysis and the consolidation of children Incidents.
- Utilized Navigis and Fruition for ServiceNow customizations
- Supported application infrastructure for PeopleSoft and Oracle EBusiness Suite
- Created plan for establishing a private cloud for SQL Server hosting, reducing the existing number of servers from 26 to 4 and overall core reduction from 200 down to 160. Supported implementation of EMC Documentum and Captiva
- Successfully led efforts to consolidate and refresh all storage arrays. Reduced storage footprint from 9 to 5 storage arrays
- Successfully led disaster recovery site storage and replication technology efforts using NetApp Snap Mirror and EMC Recoverpoint
- Implemented solution providing for a tape-less backup environment using Symantec NetBackup and NetBackup appliances, vastly improved VMware backups, de-duplicated Oracle backups, and a self-service portal for the Server Administration team. Key requirements were to simplify overall environment while maintaining success rate, become more efficient and reduce operating expenses
- Additional responsibilities include setting Capital and Operating expense budgets on an annual basis, providing acceptable customer service levels while maintaining operating expenses, implement projects on time and at or below expected cost levels, and develop appropriate roadmaps and technology strategies which support the business needs and expenditure goals
- Negotiated new contract with tape storage vendor saving the company ~\$36k annually in operating expenses
- Evaluated every opportunity to reduce operating expenses resulting in over \$375K savings, over 10%

Manager of Database Administration for ADESA, Inc., a division of KAR Auction Services Inc. August 2008 – August 2010

- Managed team of 8 Database Administrators supporting SQL Server and Oracle
- Managed outsourced team of Database Administrators supporting DB2
- Supported Oracle versions 8.1.7, 9.2.0.7, 10.2.0.4, 11.0.6
- Supported SQL Server versions 2000, 2005, 2008
- Avoided additional Oracle licensing fees of \$750K
- Reduced backup tape expenditures by \$150K/year
- Consulted with sister company on MySQL 5.0 implementation
- Successfully changed focus of team from a 95% system-level DBA staff to a team which was involved in all levels of the SDLC process

Bertelsmann Direct North America

Indianapolis, IN
Database Administrator
October 2004 – August 2008

Manager, Database Administration

- Managed team of 6 Database Administrators and Data Administrators, percentage of active DBA vs. management time was 95%
- Managed Oracle licenses for division
- Provided a learning environment which allowed all members of the DBA team to grow both their technical and soft skills
- Lead database architect for several e-commerce databases serving the external company websites, both on Oracle and MySQL
- Actively supported Oracle 8.x, 9.x, 10.x, MySQL 4.1 and MySQL 5.0, Informix 9, providing both system and application database administration support., running on Solaris, AIX, and Red Hat Linux
- Upgraded many Oracle databases from 8.x to 10.x
- Implemented proactive monitoring solution of all databases and systems using Oracle 10g Grid Control Enterprise Management System
- Successfully implemented prototype system encompassing 85% of mainframe functionality on a small 4 CPU UNIX server, utilizing several Oracle 10g features for bulk data manipulation
- Redesigned several batch processes for music website, resulting in a 75% improvement in processing time
- Supported several PL*SQL developers with code design, optimization and security
- Implemented password security procedures necessary to satisfy MasterCard and Visa security requirements

MARC Warehouse Management System Administration

- Responsible for MARC Global's warehouse management system software, including architecture, design, patch installation, code migration, system security, and data integrity. MARC is 99.5% Oracle based, including PL*SQL, Forms, and web-based application server, including RF functionality using Symbol barcode scanners
- Saved BDNA \$750K by redesigning MARC interfaces for more optimal execution
- Successfully transferred video business from PKMS to MARC system
- Successfully implemented new product line into MARC system, while integrating with additional mainframe and SAP systems without affecting current product lines and external systems
- Implemented procedure to eliminate conflicts caused by multiple development staff
- Designed and developed new PL*SQL procedures for optimization of warehouse tasks
- Designed and developed Labor tracking system, including a few Oracle Forms for data entry/correction

AdminaStar Federal
Indianapolis, IN
Senior Advisor, Database and Systems Administration
May 2001 – September 2004

Database Administration

- Installed, configured and tuned 9 Oracle 8.1.7 databases, and 1 Oracle 9.2.0 database. Included were OLTP databases and data stores for data warehouse reporting
- Production OLTP Oracle environment contained over 300GB of data and utilized a 90GB SGA
- Designed and implemented an Oracle Multimaster Replication environment for disaster recovery
- Designed and implemented an Oracle Standby database environment for disaster recovery
- Designed Oracle data model changes for enhancements to Siebel environments
- Coached inexperienced developers on programming techniques for Oracle databases
- 4 major database reviews conducted by external consultants with no major findings

- Provided assistance to Microsoft SQL Server DBAs for tuning and database design

Systems Administration

- Installed, configured and supported over 40 Sun Solaris servers, including all hardware and software. Systems include Sun Fire 15K, 6800, 4810, 280R, E6500, E3500, E450, Ultra 60, Ultra 10, Ultra 5
- Installed, configured and supported over 60 HP/Compaq Windows 2000 servers, including all hardware and software. Systems included Proliant DL580, DL380 and DL360 rack mount servers
- Installed, configured and supported 2 Veritas UNIX clusters, and 2 Microsoft Windows 2000 clusters
- Set up and installed dedicated Microsoft Domain servers for all Windows systems
- Configured and supported 3 EMC Clariion storage arrays (FC4500, FC4700, FC5700), including all zoning, storage configuration, and server software configuration
- Responsible for Navisphere installations and upgrades on Sun Solaris and HP Windows 2000 Servers
- Responsible for Powerpath installations and upgrades on Sun Solaris and HP Windows 2000 Servers
- Responsible for Emulex HBA installation, configuration and firmware upgrades
- Responsible for EMC Snapview installation, configuration and implementation for Oracle hot backup strategy
- Configured and supported Storagetek L180 Tape subsystem using Veritas NetBackup and EMC Snapview software for system and database backups

Siebel 7

- Installed and supported 9 Siebel 7 web based environments, with production running over 4000 concurrent users on an Oracle 8.1.7 database
- Installed and configured the following software for the Siebel 7 application: Sun IPlanet Web Server, Sun IPlanet LDAP Server, Resonate Load Balancing software, Siebel Application Server, Siebel Gateway Server, Siebel Document Server, Siebel Workflow and MS Office 2000

Citibank

Tampa, FL

Senior Oracle DBA

July 2000 – May 2001

- Senior Oracle DBA responsible for 21 PeopleSoft 7.1 databases running on Oracle 7.3 on HP9000 and HPUX 10.20, 6 Citibank developed databases running on Oracle 7.3 on Windows NT 4 and 4 Citibank databases running on Oracle 8i on HP9000 and HPUX 11
- Designed Oracle data models for internally developed databases
- Replicated databases using Quest's Shareplex product
- Created an automated Service Request system on WebDB 2.2 running on Windows NT 4
- Responsible for finding and providing technical interviews with candidates for other DBA positions
- Created a web site allowing all other DBAs to view Oracle database statistics for all supported databases
- Worked closely with supervisor and other managers to improve customer relations between the Oracle DBA group and their customers

Thomson Consumer Electronics

Indianapolis, IN

Manager, Database Administration

April 1998 – July 2000

Database Administration

- Administration of all databases including Oracle Parallel Server on AIX SP, Oracle server on Windows NT and E-Commerce system on Sun platform
- Designed and implemented Oracle Parallel System on AIX, using less expensive and complex servers than the AIX SP
- Administration of backup systems

- Installation/upgrades of Oracle 7/8i software, parallel query tuning, complete database tuning, configuration of SQL*Net, configuration of ODBC
- Developed/supported all relative standards for (database, schema, security, migrations)
- Cross trained less experienced DBA staff
- Provided assistance to programming staff and in-house consultants for data modeling and programming practices
- Converted 2 Microsoft SQL Server databases to Oracle

Management Duties

- Led a team of 6 Oracle DBAs with diverse experience levels
- Managed a team of database administrators in the U.S. and Mexico
- Reduced overtime expenses by 25%
- Established first budget plan for this newly autonomous group
- Established new employee orientation program for database developers – speeding productivity

Honeywell

Freeport, IL

Lead – Database and UNIX System Administration

April 1997 – April 1998

Database Administration

- Provided Oracle DBA skills for Oracle Applications v10.7 on HPUX platform
- Installation and upgrade of the Oracle RDBMS and Oracle Applications version 10SC
- Completed database tuning
- Configuration of SQL*Net
- Cross trained less experienced DBA staff
- Provided assistance to programming staff and in-house consultants on SQL tuning and database design

Systems Administration

- Administered all HPUX systems including OS and hardware installation and upgrades
- Administration of backup systems
- Established disaster recovery procedures for UNIX systems
- Implemented new EMC Symmetrix disk storage technology, improving response time and reliability for all production systems
- Participated on nationwide standards committee for intranet development

Praxair Surface Technologies

Indianapolis, IN

Manager, Database and UNIX Systems

May 1988 – April 1997

Database Administration

- Implemented a worldwide, fully-integrated Oracle Financials and Manufacturing applications versions 9 and 10.5 in 4 languages including interfaces to legacy systems
- Provided installation and upgrades for Oracle databases and Oracle Applications 10.5
- Responsible for backup and recovery of databases and operating systems
- Performed complete database tuning
- Responsible for PL*SQL coding and tuning

Systems Administration

- Responsible for system design, installation and support of multiple HP 9000 UNIX systems running HPUX 10
- Responsible for disk administration utilizing HP disk arrays

Management

- Managed a team of 4 database and UNIX administrators
- Responsible for budget for midrange systems
- Implemented a worldwide software quality assurance system in accordance with ISO 9001

Education:

Bachelor of Science; Computer Science
Purdue University